

# Notice of Overview and Scrutiny Board

Date: Tuesday, 27 August 2024 at 6.00 pm

Venue: HMS Phoebe, BCP Civic Centre, Bournemouth BH2 6DY



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## Membership:

### Chairman:

Cllr S Bartlett

### Vice Chairman:

Cllr S Aitkenhead

Cllr P Broadhead  
Cllr J Beesley  
Cllr L Dedman  
Cllr C Goodall

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

Cllr T Trent  
Cllr O Walters  
Cllr C Weight

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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=5946>

If you would like any further information on the items to be considered at the meeting please contact: Claire Johnston or email [democratic.services@bcpCouncil.gov.uk](mailto:democratic.services@bcpCouncil.gov.uk)

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

16 August 2024

**DEBATE  
NOT HATE**



Available online and  
on the Mod.gov app



## Maintaining and promoting high standards of conduct

### Declaring interests at meetings

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

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



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

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

#### Bias Test

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

#### Predetermination Test

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

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

For more information or advice please contact the Monitoring Officer  
([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 Meeting held on 16 July 2024.

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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.bcpccouncil.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. Council Budget Monitoring 2024/25 at Quarter One

This report provides the quarter one 2024/25 projected financial outturn information for the general fund and housing revenue account (HRA). The February 2024 approved general fund budget for 2024/25 was

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balanced on the assumption of £38m in savings, efficiencies, and additional resources.

The quarter one budget monitoring position for 2024/25 demonstrates the ongoing financial challenges to this authority from relentless increasing demand and cost pressures. These pressures are not dissimilar to those faced by all upper tier local authorities. The council's robust financial governance and proactive management of its budget is enabling significant mitigation.

Services are expected to implement mitigation strategies to address emerging operational pressures identified within the first quarter. This is critical to maintaining the financial health and sustainability of the council as the medium-term financial plan makes no allowance for replenishing any reserves used to balance 2024/25 budget.

The expenditure on the Special Educational Needs and Disability Service (SEND), which is within the high needs budget, continues to exceed the government grant made available as part of the Dedicated Schools Grant (DSG) and reflects the rising demand for services in this area. This position has significantly worsened from the already dire position assumed in the budget for 2024/25. BCP Council has taken steps to manage this situation locally but, as a national issue, these steps are limited. Conversations for an urgent solution continue with the Department for Education (DfE) and the Ministry of Housing, Communities, and Local Government (MHCLG).

## **7. Shared Vision for Bournemouth, Christchurch and Poole - Overview and Scrutiny Utilisation of the Performance Dashboard**

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The Overview and Scrutiny Board to receive a demonstration of the new Performance Dashboard and consider how this can be utilised by the Board as an ongoing tool to drive impactful scrutiny. This item includes the Cabinet report which provides the Quarter 1 monitoring report as an example.

## **8. Progress update on the 'Best Value Notice'**

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The Council was issued with a 'Best Value Notice' by the Department for Levelling Up, Housing & Communities (DLUHC) on 3 August 2023. This followed an assurance review that was commissioned in response to the Council's July 2022 request for a capitalisation direction under the Exceptional Financial Support programme. The Chief Executive also carried out an internal assurance review prior to this, with the conclusions supported by the external review.

In response to receiving the 'Best Value Notice', an action plan was agreed by Cabinet on 6 September 2023 and has been monitored and updated regularly since.

The 'Best Value Notice' expired on 2 August 2024. This report outlines the good progress made against the action plan.

## **9. Work Plan**

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The Overview and Scrutiny (O&S) Board is asked to consider and identify work priorities for publication in a Work 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 16 July 2024 at 6.00 pm

Present:-

Cllr S Bartlett – Chairman

Cllr S Aitkenhead – Vice-Chairman

Present: Cllr P Broadhead, Cllr J Beesley, Cllr L Dedman, Cllr C Goodall,  
Cllr S Mackrow, Cllr S Moore, Cllr K Salmon, Cllr T Trent and  
Cllr O Walters

Also in attendance: Cllr M Cox (virtually), Cllr J Hanna and Cllr S Moore

12. Apologies

There were none

13. Substitute Members

There were none

14. Declarations of Interests

There were no declarations of interest made on this occasion.

15. Confirmation of Minutes

The minutes of the meeting held on 13 May were approved as a correct record.

16. Public Issues

There were none on this occasion.

17. Recommendations from Overview and Scrutiny Committees

The Board considered the recommendations from the Environment and Place Overview and Scrutiny Committee and the Health and Adult Social Care Overview and Scrutiny Committee.

The Committee accepted the following recommendations and would add items to its work plan as appropriate:

1. That the Board consider the inclusion of an item on BCP Council consultation process on its Work Plan.

Note: This recommendation came from the Committee's consideration of the Poole Park Environment Cabinet report.

From the Health and Adult Social Care Overview and Scrutiny Committee

1. That a similar toolkit be developed for all O&S committees to reflect the relevant data and policy landscape within the remit of these committees. This to be added to the O&S Action Plan.
2. That the Data Use Toolkit be highlighted within the O&S annual report to Council.

Note: These recommendations came from the Committee's consideration of the Data Working Group Report

18. Financial Outturn 2023/24

The Financial Outturn 2023/24 report and the Medium Term Financial Plan (MTFP) Report were considered in conjunction with each other. The Portfolio Holder for Finance presented the reports, a copy of each had been circulated to each Member and copies of which appear as Appendix 'A' and Appendix 'B' to these Minutes in the Minute Book. The Board considered the reports of which the Outturn Report presented the revenue and capital budget outturn, reserves position, dedicated schools grant outturn, housing revenue account, and results of council company and partner organisations for the financial year 2023/24.

The Board was advised that in general terms the Council's attempt to improve the financial health and sustainability of the authority had been successful with the 2023/24 drawdown on specific reserves reduced from the original budgeted amount of £30m to £23m at financial outturn. At quarter three the estimated drawdown was forecast to be £27m although this was expected to improve due to the ongoing application of a freeze on expenditure and the Cabinet decision to release a previous accrual relating to the Dolphin Shopping Centre. Services have delivered 94% of the budgeted savings of £34m, achieved through transformation, third party spend reduction, staff savings and raising additional income. The Board raised a number of points in the subsequent discussion, including:

The Board also considered the MTFP report which:

- Aimed to ensure the council continues to maintain a balanced 2025/26 budget forecast by considering the impact that various assumptions would have on the underlying approved position.
- Proposed a financial strategy to support the delivery of a robust and financially sustainable budget for 2025/26.
- Proposed a budget planning process and timeline for key financial reports.
- Presented the outcome of the CIPFA Financial Resilience Review undertaken in the summer/autumn of 2023 and finalised in the spring of 2024.



The Board was advised of a letter submitted by the Director of Finance to DLUHC and CIPFA outlining concerns regarding the impact the deficit on the Dedicated Schools Grant is having on the financial sustainability of the Council. This recognised that due to the forecast £92m accumulated deficit on the 31 March 2025 the Council will be technically insolvent (a situation where the deficit on the DSG is greater than the total reserves held by the council with a negative overall general fund position) when the current statutory override finishes on 31 March 2026. The Board raised a number of issues in the subsequent discussion, including:

- Rebase of the 2024/25 Budget - This was due to the reflective consideration of the final quarter budget for 2023/24 and movements in this provided some ability to readjust the 2024/25 budget.
- CIPFA recommendations – The Board asked if capital-based solutions or invest to save as referenced in the CIPFA report could be given further consideration. It was noted that on a per head basis BCP spent the lowest amount of any of the comparator authorities. The Portfolio Holder confirmed that the aim of the Council was to invest in services but that at the moment the cash resources were not available due to the position with the DSG. There had been significant spending over the past year in terms of purchasing houses to help with homelessness problems.
- Budget Setting - Starting process with a balanced budget for 2025/26 and then having the ability to adapt and make changes to the budget as required.
- DSG deficit – It was a result of the government not recognising the difficulty placed on local authorities. The Board was advised that the level of debt was now significant and there did not appear to be any guidance on how to approach this. The Chief Finance Officer advised that he had written to the DLUHC but a formal response had yet to be received. It was confirmed that the cost of financing the deficit in 2024/25 was £4million.
- Transformation financing – It was noted that the original systems-based transformation was due to come to an end during this financial year but there were also service based transformation programmes which would deliver savings towards the MTFP.
- Company outturns – The Board considered the impact on the Council's finances on profit and loss from companies. There was an element of governance improvement which needed to be undertaken and significant progress has been made in this regard. Directors of each company would take a decision regarding the use of any profit. However, it was noted that most companies were not established in order to produce a profit.
- Underspend – The Board welcomed the £7million underspend last year. It was noted that the new finance system was much more reactive, and it could be seen that a significant proportion of this was the underspend on adult social care requirements.
- Optimism Bias Reserve – Whether this needed to remain in place. The Portfolio Holder felt that this continued to be needed particularly in light

of ongoing pressures in Children's Services. Last year there was an overspend in this budget and this trend appeared set to continue.

- Carters Quay – The mortgage over the property and whether there was a level of doubt with regards to the Council position. It was noted that the position remained broadly the same as when the budget was set for 2024/25. It was hoped that this would be turned into a viable business case.
- Finance System Dashboard - Councillors requested to have access to these for further monitoring.
- Spending Moratorium – It was noted that last year's budget outcome was very successful but that some of this was due to a spending freeze in certain areas. The Portfolio Holder was asked if the same level of services could be expected going forward. The Portfolio Holder confirmed that they would like to see this lifted. It was confirmed that Councillors would be made aware of any changes in this area. Some concern was raised to the Portfolio Holder's approach to which areas had spending freezes lifted and it was felt that this should be based on the areas in which the most utility can be driven in terms of provision of services to residents rather than those areas which achieved the best savings. It was noted that at present the position DSG would not permit any changes in this regard. The Board discussed the approach to this issue further but agreed to wait to consider the next budget monitoring report to gain an up-to-date picture of the situation.

19. Medium Term Financial Plan (MTFP) Update

This item had already been considered in conjunction with the outturn report.

20. Pay and Reward: Update on progress in introducing new terms and conditions of employment

The Portfolio Holder for Transformation, Resources and Governance 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 Board was advised that since the merger of the four preceding councils work has been ongoing with the trades unions, to negotiate a new Pay and Reward package which harmonises pay across all colleagues. The report describes the consultation process conducted with the recognised trade unions, GMB and UNISON, who agreed to ballot their members on the proposed pay and reward offer. The report sets out the various communication and engagement activities undertaken to raise awareness and inform colleagues of the offer.

The Board noted that two ballot processes had been undertaken and details of the ballot outcomes were provided. Further discussions were ongoing with the unions with a view to reaching an agreed way forward to implement the new arrangements. The next steps in the process were outlined.

The project team and trade unions had discussed the processes and the project team had also looked at how this had been undertaken in other authorities. It was noted that one union had voted in favour.

It was requested and agreed that an update on Pay and Reward should be brought back to the Board following the conclusion and evaluation of the next trades union's ballots.

21. Revised BCP Seafront Strategy

The Portfolio Holder for Connected Communities presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these minutes in the Minute Book. The Board was advised that a review of the Seafront Strategy had been undertaken to assess progress to date and refresh priorities in light of significant organisational changes, new pressures and opportunities. The report sets out a revised BCP Seafront Strategy, updating on the vision, key objectives, investment criteria and project delivery priorities. It builds on the original strategy adopted in April 2022, by reflecting new priorities such as the removal of barriers to community access, wellbeing, and delivering environmental net gains across biodiversity and carbon reduction. It also strengthens the focus on working with commercial operators to enable project delivery and secure external investment in infrastructure. The meeting noted that the BCP seafront was highly valued by local residents and visitors and provided a diverse range of internationally important natural habitats, geology and archaeology. The Board was also advised that it sits at the heart of the local tourism industry and generates significant revenue to the Council, helping to fund wider services for the community. The Strategy provided a framework for investment over the next 20 years, along with priorities for the short to medium term. The Board raised a number of issues which included:

- Zoning areas of the Seafront – The report was welcomed and the idea of different zones throughout was a good idea but at present they appeared to be very reflective of what was currently in place and whether there was an approach to develop the character of areas further
- Funding of Projects – It was noted that the Council was aiming to move towards more commercial partnerships, but the Board sought clarification around which projects would be affected. It was noted that SOBO beach long term development had been impacted by inflationary pressures and the temporary offering in place had proved incredibly popular. The redevelopment of Sandbanks Pavilion had also been similarly affected.
- Offering Developments on the Beach – It was noted that the report highlighted beach based seasonal and beverage offers but the strategy talked about underused seafront sites but not about opportunities for the beach itself. The Board was advised that there were amazing activities taking place on the beach but that it was important to ensure that the planning process was used to say where this was appropriate. It was acknowledged that the Council didn't have the balance right

before in ensuring that residents and beach users were consulted on these issues. It was noted that this wasn't included in the current policy document.

- Young People – It was noted that the strategy appeared to prioritise the needs of young people and it was acknowledged that it was very clear that there was a need to ensure that all children had access to the beach, but it should be made an all-round experience that was as child friendly as possible. It was important to ensure that there was a good balance across all age groups and that the beach was welcoming for young people, especially as they were an area that young people could visit for free.
- Natural England – The Portfolio Holder and Officers were asked about the input from Natural England on SSSI and where their responsibilities ended, and the Council's began. The parameters upon which Natural England were a statutory consultee on projects was outlined and it was explained how the Council worked with them on particular projects.
- Healthy Eating – This wasn't emphasised within the strategy, and it was noted that there was an obesity epidemic across the country and a lot of emphasis had been placed on health and wellbeing but this wasn't reflected in the strategy. It was noted that the Durley Chine hub did aim to provide healthy, affordable offerings and this was something which could be considered in leasing of beachfront premises but there needed to be a balance.
- Deprived Communities – Councillors advised that they would welcome an amendment to the strategy to particularly reference increasing access to the beach for deprived communities but acknowledged that a significant component of this was improvements to transport links. This was especially important for those without access to a garden at home.
- Event zones – The Board suggested that in reference to the recommendation for Event Zones Ward Councillor involvement be considered.
- Eco Hub – In response to a query regarding the hub at Durley Chine it was noted that the next stage was to deliver the educational elements of the hub. It was explained that there was a need to explore potential partners for delivery.
- Capital Investment – How would the Council help to leaver private investment in apart from having a planning system which would be cooperatie with the aims of the strategy.

The Board noted and generally supported the recommendations withing the Cabinet report.

## 22. Work Plan

The Scrutiny Specialist presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these Minutes in the Minute Book. The Overview and Scrutiny (O&S) Board was asked to consider and identify work priorities for publication in a Work Plan. The Board was reminded of the lens of 'resident impact' as set out in the forward plan report and was asked to bear this in mind when considering which work items were a priority for the Board.

The Board agreed to add the following Cabinet reports to the Work Plan:  
New Cabinet Forward Plan published today. Items to highlight:

- Q1 - corporate performance monitoring against new corporate plan. To be added to August Board.
- Bi-annual update on regeneration programme. To be added to September O&S Board
- Integration of Dorset Local Enterprise Functions into Council To be added as a briefing item.

The Board considered and agreed the following amendments to its work Plan:

- Budget scrutiny work was now timetabled – including directorate budget awareness item in September, and the proposal to establish budget working groups for each committee.
- Public consultations - report setting out the legal basis and requirements on us as a council in undertaking consultations. It was suggested that this be moved on the work plan to October or November.
- The potential joint committee housing inquiry session had been removed from September as an all member workshop to inform a refreshed housing strategy was planned for September. The Strategy would be considered by the Environment and Place O&S Committee.
- Blue badge process - update following recommendations from O&S made last year to be added to October
- Crime and Disorder scrutiny - December. Potential to undertake a deeper dive through this scrutiny on the domestic abuse strategy which is undergoing refresh activity.
- Local transport plan - still date to be allocated.
- Business Improvement Districts - was designed as a committee item in July. Chair has suggested that this be a briefing session as it is info giving.

The Board noted that there were a number of items which required further scoping to progress:

- Transformation and the centralised handling of complaints - (October)
- Performance of the Council - (October)
- Working more collectively across BCP geographical areas – (November)
- Accounting for social value in decision making - (date to be allocated)
- Arts, Culture and Leisure Funding - (now listed as date to be allocated following consultation with Chair)

The Chair reminded members that he was looking for volunteers to participate in the proposed working groups.

The meeting ended at 8.50 pm

CHAIRMAN

## CABINET



Report subject	<b>Council Budget Monitoring 2024/25 at Quarter One</b>
Meeting date	4 September 2024
Status	Public Report
Executive summary	<p>This report provides the quarter one 2024/25 projected financial outturn information for the general fund and housing revenue account (HRA).</p> <p>The February 2024 approved general fund budget for 2024/25 was balanced on the assumption of £38m in savings, efficiencies, and additional resources.</p> <p>The quarter one budget monitoring position for 2024/25 demonstrates the ongoing financial challenges to this authority from relentless increasing demand and cost pressures. These pressures are not dissimilar to those faced by all upper tier local authorities. The council's robust financial governance and proactive management of its budget is enabling significant mitigation.</p> <p>Services are expected to implement mitigation strategies to address emerging operational pressures identified within the first quarter. This is critical to maintaining the financial health and sustainability of the council as the medium-term financial plan makes no allowance for replenishing any reserves used to balance 2024/25 budget.</p> <p>The expenditure on the Special Educational Needs and Disability Service (SEND), which is within the high needs budget, continues to exceed the government grant made available as part of the Dedicated Schools Grant (DSG) and reflects the rising demand for services in this area. This position has significantly worsened from the already dire position assumed in the budget for 2024/25. BCP Council has taken steps to manage this situation locally but, as a national issue, these steps are limited. Conversations for an urgent solution continue with the Department for Education (DfE) and the Ministry of Housing, Communities, and Local Government (MHCLG).</p>
Recommendations	<p><b>It is RECOMMENDED that Cabinet:</b></p> <p><b>A. Note the budget monitoring position for quarter one 2024/25.</b></p> <p><b>B. Recommend to Council the revenue budget virement set out in paragraph 5.</b></p>

	<b>C. Request a detailed report to October Cabinet from the Corporate Director for Children's Services on the High Needs Dedicated Schools Grant expenditure forecast and available mitigation measures in 2024/25. This report will need to seek Council approval for any additional resources over the approved budget.</b>
Reason for recommendations	To comply with accounting codes of practice and best practice which requires councils to regularly monitor the annual budget position and take any action to support the sustainability of the council's financial position.  To comply with the council's financial regulation concerning approval for budget virements.
Portfolio Holder(s):	Cllr Mike Cox, Finance
Corporate Director	Grahan Farrant, Chief Executive
Report Authors	Adam Richens, Director of Finance and Chief Finance Officer <a href="mailto:adam.richens@bcpcouncil.gov.uk">adam.richens@bcpcouncil.gov.uk</a> Nicola Webb, Assistant Chief Finance Officer <a href="mailto:nicola.webb@bcpcouncil.gov.uk">nicola.webb@bcpcouncil.gov.uk</a> Matthew Filmer, Assistant Chief Finance officer <a href="mailto:matthew.filmer@bcpcouncil.gov.uk">matthew.filmer@bcpcouncil.gov.uk</a>
Wards	Council-wide
Classification	For Decision

## Background

1. In February 2024 Council agreed the 2024/25 annual general fund net revenue budget of £360m, and a capital programme of £148m. The revenue budget included delivery of £38m of itemised service and transformation savings. Budgets were also agreed for the ring-fenced housing revenue account (HRA) and Dedicated School Grant for school funding.
2. All outturn variances for 2023/24 financial year have been rigorously reviewed and 2024/25 service budgets considered for adjustment where these variances were identified as on-going and not already reflected in the base budget of the new year. Most adjustments are within officer delegated limits with those above recommended for approval in this report.
3. A spending control mechanism remains in place across all areas with only essential spending permitted. This will remain in force until there is full confidence that the budget pressures can be managed.



## Revenue Virements 2024/25

4. The following rules associated with revenue virements apply:
  - Virements over £1 million require Council approval.
  - Virements over £500,000 and up to £1 million require Cabinet approval.
  - Corporate Directors can approve virements over £100,000 up to £500,000.
  - Service Directors can approve virements up to £100,000.
5. In accordance with these rules the following permanent virement is recommended for **approval by Council**:

To reduce the adult social care budget by £5.1m and redirect these resources to support the additional costs of children's social care.

This virement is to take account of the adult social care savings identified in quarter four of 2023/24 after the budget had been set for this financial year and recognising pressures emerging in the first quarter of 2024/25 for children's social care.

## Revenue Outturn Projection 2024/25 at Quarter One

6. The council is currently projecting an overspend at outturn of £3.6m.
7. This position is after:
  - a. Releasing £4.3m of the £7.9m contingency to offset savings delayed but expected to be realised in full in the future. The contingency was specifically increased on a one-off basis in 2024/25 to recognise the optimism bias in savings proposals included within the budget as £38m is the highest for any one year since the council was formed in April 2019.
  - b. Reflecting processed budget virements within officer delegations and those recommended to Council in this report.
8. A summary of the year end projection is included in the table below. The table summarises the total variances by directorate and includes the impact of the savings not expected to be delivered by the year end. The detail of savings is considered further in the next section of the report.

**Table 1: Summary projected outturn as at quarter one**

Quarter One Position			Projected Outturn Variances (surplus) / overspend		
Budget Area	Revised Budget £000's	Projected Outturn £000's	Total Variance £000's	Undelivered Savings in variance £000's	Underlying Variances £000's
Wellbeing	125,295	125,188	(107)	2,310	(2,417)
Children	91,029	94,349	3,320	2,194	1,126
Operations	78,387	79,109	721	149	572
- Carparking	(19,457)	(17,357)	2,100	0	2,100
Resources	40,354	41,105	751	109	642
<b>Total Services</b>	<b>315,608</b>	<b>322,394</b>	<b>6,785</b>	<b>4,762</b>	<b>2,023</b>
Central	(315,608)	(318,816)	(3,207)	(4,302)	1,095
<b>Total</b>	<b>0</b>	<b>3,578</b>	<b>3,578</b>	<b>460</b>	<b>3,118</b>

9. In-year service pressures (other than those related to undelivered savings) are emerging particularly in children's social care due to the continued use of agency staff and cost of care packages and within carparking services. As recently reported in detail to the 25 July 2024 Audit & Governance Committee, central budgets have a pressure from lower investment income because of reduced cash balances available for investments and likely further reductions in interest rates during the year.
10. Appendix A1 provides the detail and reasons for projected budget variances in each service area.
11. Appendix A2 provides a summary revenue outturn statement.

### **Savings Monitoring 2024/25**

12. Delivery of budgeted savings of £38m is fundamental to a balanced in-year position and the sustainable MTFP. The table below provides the progress across service reductions, additional resources, and transformation and efficiency programmes with 87% projected at quarter one to be delivered by the year end. Amounts not expected to be delivered are included in the budget variances in Appendix A1.

**Table 2: Summary of progress in savings delivery 2024/25.**

<b>2024/25 Savings by Directorate</b>	<b>Council Approved Savings £000s</b>	<b>Quarter 1 Forecast £000s</b>	<b>Quarter 1 Forecast Shortfall £000's</b>
Wellbeing Directorate	(10,330)	(9,633)	698
Children's Services Directorate	(2,953)	(2,453)	500
Operations Directorate	(10,060)	(10,060)	0
Resources Directorate	(1,085)	(1,012)	73
<b>Total general service based savings</b>	<b>(24,428)</b>	<b>(23,158)</b>	<b>1,270</b>
Wellbeing Directorate	(3,847)	(2,235)	1,612
Children's Services Directorate	(4,162)	(2,467)	1,695
Operations Directorate	(3,829)	(3,680)	149
Resources Directorate	(1,192)	(1,156)	36
Across services	(503)	(503)	0
<b>Total transformation/efficiency savings</b>	<b>(13,533)</b>	<b>(10,041)</b>	<b>3,492</b>
<b>Total service based savings</b>	<b>(37,961)</b>	<b>(33,199)</b>	<b>4,762</b>

13. The delayed voluntary redundancy process at the end of the last financial year has meant some transformation savings across several services cannot be fully realised this year due to staff notice periods but full amounts will be achieved for next year. In some instances, alternative in-year savings have been found through vacancy management or expenditure areas where possible.
14. In Wellbeing the main savings not yet delivered include for demand management, where it is too early in the year to confirm, and from delayed commissioning activity to reduce the cost of services as it has taken longer than expected to recruit staff.
15. In Children's services, there is delay in mobilisation of the new service delivery model and staff restructures due to preparation for the next social care full Ofsted inspection and also due to the delay in agreeing a single pay and grading structure across the council. Other savings not delivered include greater contributions from the NHS towards care costs and the rising costs of care overall.
16. Across Operations and Resources, most savings are considered to be on track with only a small amount of savings unable to be delivered.
17. Appendix A3 provides a schedule of progress for revenue budget savings delivery at quarter one.

### **Reserves Monitoring for 31 March 2025**

18. Table 3 below summarises the projected movement in reserves during the current financial year.

**Table 3: Summary of projected movements in reserves**

	Balance 1 April 2024	Balance 31 March 2025	Movement
	£m	£m	£m
Un-earmarked reserves	26.1	26.1	0
Earmarked reserves*	39.0	35.9	(3.1)
<b>Total reserves</b>	<b>65.1</b>	<b>62.0</b>	<b>(3.1)</b>

These reserves do not include revenue reserves earmarked for capital, school balances or the negative DSG reserve.

19. The above table assumes that the mitigations to address the current £3.6m projected overspend will be successful. This will need to be reviewed as part of future budget monitoring reports.
20. Earmarked reserves are those that have been set aside for specific purposes. The main movements in earmarked reserves include drawing down government grants in line with the latest profile of their application.
21. Appendix B provides a summary of earmarked reserves projected for 31 March 2025.

#### **Dedicated Schools Grant (DSG)**

22. The DSG in 2024/25 totals £363m and is provided to fund early years' providers, schools, a small range of central services and provision for pupils with high needs. High needs funding within this total is £61m.
23. Consistent with many councils nationally, in recent years the DSG funding has not met the growing demand and rising placement costs for pupils with high needs. The high needs funding gap for 2024/25 was budgeted at £28m. This is net of a funding transfer of £1.3m from schools as agreed by the Department for Education in late February 2024.
24. The accumulated deficit reflecting the 2024/25 funding shortfall was projected to increase from £63.5m at 1 April 2024 to £91.5m by March 2025.
25. At the end of quarter one an anticipated in-year overspend of £15.9m on top of the budgeted funding gap of £28m (total high needs funding gap of £43.9m) is projected with an accumulated deficit at March 2025 of £107.4m.

**Table 4: Summary position for dedicated school's grant**

Dedicated Schools Grant	£m
<b>Accumulated deficit 1 April 2024</b>	<b>63.5</b>
Budgeted high needs funding shortfall 2024/25 (as per DSG management plan used as part of the Safety Valve conversation)	28.0
High needs overspend 2024/25 (growth in EHCPs and costs).	15.9
<b>Projected accumulated deficit 31 March 2025</b>	<b>107.4</b>

26. There remains a large number of assumptions in the projection this early in the financial year with data quality in the service still needing to improve. However, the number of education, health, and care plans (EHCPs) and average placement costs are both increasing ahead of growth allowed for in the DSG deficit management plan and budget for 2024/25. The impact of the special education needs improvement strategy and plan is yet to change the trajectory of demand or reduce the average cost of provision with the £107m forecast in line with BCP and government DBV consultant forecasts from 2022.
27. The 15-year DSG deficit management plan developed for the DfE Safety Valve conversations on which the budget for 2024/25 had been set, included a forecast 30 new plans per month once the backlog was cleared from the start of the new financial year, but there has been a higher number of new applications, currently forecasting 70 new plans a month.
28. System improvements have been made, with the assessment backlog reduced and existing plans updated as necessary and with panel decisions focused to avoid costly tribunals and appeals. The assessment rate from requests is now in line with the national average and appropriate banding and use of specialist placements has been reviewed, while collaborating with parents to gain confidence in mainstream provision.
29. The new government is being urged to find a solution to the national DSG deficits as a priority and conversations are on-going with representatives of the DfE and MHCLG in seeking an immediate solution to the drain on the council's cash flow and cash balances in funding the DSG shortfall. A solution to the cashflow issue must be in place by February 2025 to enable the council to set a balanced budget for 2025/26. A longer-term solution must be in place before the statutory override (which keeps the accumulated DSG deficit out of the General Fund) falls away on 1 April 2026.
30. The council's DSG deficit management plan is in the process of being updated to reflect the most recent position.
31. A recommendation of this report requests the Corporate Director for Children's Services provides the 2 October 2024 Cabinet with a report setting out the range of mitigating actions being both taken and considered to address the current forecast £15.9m overspend. This report will consider all possibilities including
  - The extent of use of Alternative Provision.

- A review of the health elements of packages and the extent to which these costs should be recovered from the National Health Services.
  - The viability of spending £2.8m on the budgeted Inclusion Fund when school exclusions remain high.
  - Officer representation on the High-Cost placements board external to Children's Services.
  - A freeze on any discretionary expenditure within the forecast which is not purely related to placements or statutory functions.
  - Consideration from schools to support this deficit.
32. The October report should also provide details of the impact of the current position and the proposed mitigations on the DSG Deficit management plan.

### **Capital Programme**

33. System changes in accounting for capital projects is in progress with corporate monitoring reports in development. Progress has been delayed due to staff shortages and overall monitoring of the capital programme will be reported for quarter two. In the meantime, the capital programme is being monitored with budget holders at individual project level with no significant issues being identified.

### **Housing Revenue Account (HRA)**

34. The HRA is a separate account within the council that ring-fences the income and expenditure associated with the council's housing stock. The HRA does not therefore directly impact on the council's wider general fund budget.
35. The 2024/25 HRA budget was approved by Council in February 2024. It budgeted for total income of £55.6m for the year and a net surplus of £5.9m.
36. A £0.2m favourable income variance from rents is projected due to lower levels of rental voids and right-to-buy sales than expected. Other favourable variances are from supervision and management expenditure due to an unused contingency of £0.3m, and from interest earned of £0.45m with rate movements ahead of budget with borrowing costs fixed.
37. The forecast depreciation charge of £14.8m is £2.4m adverse to budget. This is due to harmonisation between the Bournemouth and Poole neighbourhoods implemented at the end of last year. As a non-cash charge credited each year to the major repairs reserve to provide funding for the HRA's planned maintenance capital programme it has no overall impact on the financial position of the HRA.
38. The net impact of the above variances is that the £5.9m budgeted surplus is projected to reduce to £4.4m.
39. The HRA February 2024 budget paper set out a capital programme of £44.7m for 2024/25. This includes £25.2m investment in new-build projects delivered as part of the council newbuild housing and acquisitions strategy (CNHAS) and £16.2m in planned maintenance. Expenditure for the year is forecast at £40.9m due to slippage on new build schemes and purchase of existing properties with planned maintenance expenditure currently on track.

40. Appendix C provides a summary of HRA budget monitoring for both the revenue and capital account at quarter one.

### **Scenarios**

41. The projected outturn is prepared based on estimates and assumptions, with the mostly likely outcome included in budget monitoring reports.

### **Summary of financial implications**

42. This is a financial report with budget implications a key feature of the above paragraphs.
43. The growing DSG deficit is a significant risk to the financial position of the council with the accumulated DSG deficit forecast to be greater than the total of the council's earmarked and unearmarked reserves at 31 March 2025. The forecast that the in-year funding gap is continuing to grow will inevitably bring forward the date when the council exhausts its cashflow position which is currently providing the resources to cover the excess High Needs budget related expenditure.

### **Summary of legal implications**

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

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

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

### **Summary of sustainability impact**

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

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

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

### **Summary of equality implications**

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

### **Summary of risk assessment**

49. The projected outturn is prepared based on estimates and assumptions, including that mitigation plans for current general fund budget pressures will be successful. Budget monitoring corporately will continue to be reported quarterly to manage these variances and other significant issues emerging throughout the year.
50. The most significant risk to the council's financial sustainability continues to be the current level and growth of the accumulated deficit for the DSG. The annual funding gap will continue to grow unless current trends can be reversed and there

are no signs that current activity underway is being successful. Central government will need to take action to address the national problem but in the meantime the council needs take steps to minimise the financial problem as far as possible.

### **Background papers**

51. The link to the budget papers at February Council for 2024/25 is below:

[Welcome to BCP Council | BCP \(ced.local\)](#) items 76 (HRA) and 77 (General fund)

### **Appendices**

- Appendix A    A1 Revenue Projected Budget Variances by Service Area 2024/25
- A2 Revenue Outturn Summary 2024/25
- A3 Revenue Savings Monitoring 2024/25
- Appendix B    Earmarked Reserves Projection for 31 March 2025
- Appendix C    HRA Projected Outturn 2024/25



## Appendix A1: Projected Revenue Budget Variances by Service Area 2024/25

1. The projected outturn for each directorate is shown in the tables and narrative below.  
The revenue virements recommended in this report to redirect budgets from adults to children's services has been reflected in the information.

### Wellbeing – broadly balanced position

2. The Wellbeing directorate includes adult social care, public health services, commissioning teams for adults and corporate procurement, plus housing and community services. The adult social care budget is recommended to be reduced to reflect the additional savings identified in the final quarter of the previous year as reported in the 2023/24 outturn report. After this reduction, a balanced budget position is projected for 2024/25.

Service	Working budget £000's	Projected Outturn £000's	Q1 Variance £000's
<b>Adult Social Care Services</b>			
Care packages – all ages and needs	174,119	174,204	85
Employees	25,491	25,401	(90)
Client Contributions	(31,672)	(31,666)	6
Health Funding: CHC/JF/Sec117/BCF	(24,428)	(24,428)	0
Income from NHS (Section 256)	(2,000)	(2,261)	(261)
Other Funding: grants, other authorities, Health.	(18,058)	(18,060)	(2)
Other services: training, running costs, etc.	432	426	(6)
<b>Total Adult Social Care Services</b>	<b>123,884</b>	<b>123,616</b>	<b>(268)</b>
<b>Commissioning and Procurement</b>			
ASC: Care and contracts (including Tricuro)	30,646	30,764	118
ASC: Employees	2,604	2,584	(20)
ASC: Client contributions	(1,717)	(1,758)	(41)
ASC: Health Funding: CHC/JF/Sec117/BCF	(9,103)	(9,103)	0
ASC: Income from NHS (Section 256)	(20)	(357)	(337)
ASC: Grants and other income	(32,017)	(32,075)	(58)
ASC: Other services/voluntary sector/ projects, etc.	457	805	348
Corporate Procurement	1,256	1,203	(53)
<b>Total Commissioning and Procurement</b>	<b>(7,894)</b>	<b>(7,937)</b>	<b>(43)</b>
<b>Housing</b>			
Housing Options and Partnerships	6,777	6,777	0
Neighbourhood Services	(2,250)	(2,250)	0
Risk and Improvement	361	361	0
<b>Housing Total</b>	<b>4,888</b>	<b>4,888</b>	<b>0</b>
<b>Communities</b>			
Community Engagement	878	878	0
Strategic Community Safety	465	465	0
Regulatory Services	2,090	2,149	59
Safer Communities	964	964	0
Service Management	185	185	0
<b>Communities Total</b>	<b>4,582</b>	<b>4,641</b>	<b>59</b>
<b>Housing &amp; Communities Total</b>	<b>9,470</b>	<b>9,529</b>	<b>59</b>
<b>Public Health (fully funded by government grant)</b>	<b>(165)</b>	<b>(20)</b>	<b>145</b>
<b>Wellbeing Total</b>	<b>125,295</b>	<b>125,188</b>	<b>(107)</b>

## **Adult Social Care**

3. The adult social care services directorate is projected to be £0.27m underspent at the end of the first quarter of the financial year. The cost of packages of care is projected to be broadly on budget. The projection includes estimates for activity yet to take place, including for people with learning disabilities, mental health or autism as they prepare for adulthood as well as some allowance for winter pressures for older people. The projection also includes delivery of programmed savings from care home commissioning arrangements with fee negotiations ongoing with providers above framework levels or published rates.
4. The £0.01m overspend for care packages shown in the table above is due to complex cases discharged from hospital but expected to be funded from Health with this reflected in the additional Sec 256 funding projection of £0.26m.
5. Employees costs also show a potential saving of £0.09m due to recruitment difficulties, however the position may change during the year depending on success in filling vacancies.

## **Commissioning and Procurement**

6. The commissioning and procurement directorate main expenditure variance of £0.35m is largely due to additional activity using Health funding, with the corresponding income variance also shown.
7. There are also small savings anticipated from employee vacancies, with recruitment underway.
8. The contract with Tricuro, the council's wholly owned trading company, has not yet been finalised with the projected outturn assuming this will be agreed within budget.

## **Public Health**

9. The pressure of £0.15m is due to undelivered budget savings, representing 19% of the ambitious £0.7m target for 2024/25. Work continues to identify areas which could be prioritised for saving within the conditions of the public health grant. The overspend is being managed within the Wellbeing directorate overall.

## **Housing & Communities**

10. Housing options are making progress in reducing the numbers placed in B&B accommodation and properties are being purchased under the housing acquisition programme to avoid use where possible. Realisation of savings is slow due to more extensive works being required to bring the properties to a lettable standard than anticipated with longer void periods and higher borrowing repayments as a result. However, using some of the properties has avoided the rise in B&B costs we would have seen otherwise and anticipate the borrowing repayments remaining within budget.
11. The in-year homelessness prevention grant (HPG) will be fully spent and there will be a requirement to continue to draw down on the £1.8m HPG reserve balance over the next two years until the benefit of the acquisition programme begins to be fully realised.
12. Neighbourhood services include income from photovoltaic panels and garages. There is a lag in receiving revenue with predictions more difficult at quarter one but, based on income historic trends, this is expected to be on budget. There is significant maintenance due on a number of garages this year and there is a risk this could exceed the annual budget for this expenditure. An assessment is required to understand the full impact and financial implications.
13. Risk and improvement consist of the business support elements of housing services and is anticipated to be fully committed at year end.

14. The majority of spend within community engagement and strategic community safety is funded from external grants or partnerships with other authorities. All the grant funding is currently committed to be spent in year. Options are being considered for community grants with the expectation to fully commit and this formed part of a Cabinet workshop that took place in August to consider the council's approach to empowering communities. Salaries within these areas are forecast on budget based on current staffing levels.
15. Regulatory services are facing challenges this year due to delayed savings from the establishment restructure that occurred towards the end of last year due to contractual notice periods for staff with £0.1m not being realised until 2025/26. It is expected £0.05m will be mitigated in year through expenditure control.
16. There will be challenges within the safer communities budgets due to ongoing judicial reviews, although some costs may be able to be recovered. The budget includes reduced income from licensing to reflect recent trends with no variances currently expected.

#### **Children's Services – overspend £3.3m (3.6%)**

17. After the redirection of budget from adult social care, the 2024/25 projected outturn position is presented in the table below with a projected overspend of £3.3m, largely due to rising costs for children in care, continued use of agency staff and budgeted savings not being delivered in full.

Service	Working budget £000's	Projected Outturn £000's	Q1 Variance £000's
Management & Commissioning	4,574	3,242	(1,332)
Grant Income	(8,506)	(8,506)	0
Safeguarding & Early Help	15,865	18,809	2,944
Corporate Parenting & Permanence	54,360	55,478	1,118
Quality and Governance	4,322	4,611	289
Education & Skills	18,262	18,563	302
Partnerships	2,152	2,152	0
<b>Children's General Fund Total</b>	<b>91,029</b>	<b>94,349</b>	<b>3,320</b>

18. Children's management & commissioning incorporates various budgets including that for service agency costs overall. This is held centrally as the agency use within individual service units fluctuates based on demand and vacant positions. The forecast variance offsets the staffing overspends shown in all other directorates as described below.
19. The annual budget savings for the service as a whole have also been set against management & commissioning. Where savings have been achieved and are showing as an underspend in specific cost centres under other services, these are offset in this service line.
20. There is an expectation that not all savings will be delivered in-year due to their ambitious nature, the corporate resources required for delivery and the forthcoming full Ofsted inspection taking priority. The shortfall assumed in the outturn is £2.2m.
21. Safeguarding & early help front door teams maintain a consistent ratio of 55% permanent staff to 45% agency workers. This composition leads to substantial agency costs, contributing to a significant budget variance of £2.9m. Attracting and keeping permanent social workers for these teams is a constant challenge, making reliance on agency staff essential.
22. Staffing costs for corporate parenting & permanence, particularly within the teams for children in care, are currently dealing with high agency costs. The responsible director has a clear brief to lower these costs at pace, and the financial forecast includes an assumed plan aimed at decreasing both the number of agency staff and the associated costs.

23. The main pressure within this service area is the cost of care. Whilst the numbers of children in care have remained static, the change in placement type and complexity has further increased the cost. The children's commissioning team is in the process of preparing detailed analysis to further understand this change in trend. A thorough review of all end dates is being led by commissioning colleagues to make sure the forecast is as accurate as possible. The reliance on data is fundamental to the accuracy of the year end position and may move placement costs in a more favourable direction if the number of children in care do not increase during the year.
24. The financial pressure within quality & governance is due to the need to increase the number of independent reviewing officers (IRO) which is due solely to caseloads that exceed the statutory limit an IRO can hold. This situation was unforeseen since there was an expectation that the numbers of children in care would decrease to levels anticipated by the original staffing establishment.
25. The cost pressure in the education & skills service relates to school transport costs, approximately £0.2m over budget.

#### **Operations – overspend £2.8m (4.8%)**

26. The budget position is a projected overspend of £2.8 with the largest component being higher costs incurred in generating carparking revenues.

<b>Service</b>	<b>Working budget £000's</b>	<b>Projected Outturn £000's</b>	<b>Q1 Variance £000's</b>
<b>Commercial Operations</b>			
Flood and Coastal Erosion	956	956	0
Leisure and Events	568	725	157
Parking Services	(19,457)	(17,357)	2,100
Seafront	(5,922)	(5,658)	264
<b>Commercial Operations Total</b>	<b>(23,855)</b>	<b>(21,334)</b>	<b>2,521</b>
<b>Environment</b>			
Service Management	675	712	37
Neighbourhood Services & Grounds	16,068	15,917	(151)
Passenger Transport	165	(58)	(222)
Bereavement & Coroner	583	451	(132)
Waste	15,841	15,841	0
Greenspace	537	537	0
Transport & Operating Centres	5,954	5,954	0
<b>Environment Total</b>	<b>39,823</b>	<b>39,355</b>	<b>(468)</b>
<b>Planning &amp; Transport</b>			
Planning Management	487	391	(97)
Planning Operations	147	691	544
Strategic Planning	750	654	(96)
Transport Policy / Sustainable Travel	11,524	11,427	(97)
<b>Planning &amp; Transport Total</b>	<b>12,909</b>	<b>13,163</b>	<b>254</b>
<b>Infrastructure</b>			
Service Director / utility saving	(1,635)	(1,635)	0
<b>Infrastructure Total</b>	<b>(1,635)</b>	<b>(1,635)</b>	<b>0</b>
<b>Investment and Development</b>			
Housing Delivery	254	254	0
Regeneration Delivery	734	734	0
Smart Places	(89)	(101)	(12)
<b>Investment and Development Total</b>	<b>899</b>	<b>887</b>	<b>(12)</b>

Service	Working budget £000's	Projected Outturn £000's	Q1 Variance £000's
<b>Operations Strategy Total</b>	<b>1,582</b>	<b>1,611</b>	<b>29</b>
<b>Customer &amp; Property</b>			
Business Support	6,640	6,640	0
Culture	1,376	1,376	0
Customer Services	2,737	2,737	0
Libraries	5,589	5,736	147
Bournemouth Library PFI contract	1,559	1,559	0
Engineering	5,121	5,121	0
Facilities Management	7,595	7,945	350
Property Maintenance	(1,304)	(1,304)	0
Telecare	(103)	(103)	0
<b>Customer &amp; Property Total</b>	<b>29,209</b>	<b>29,706</b>	<b>497</b>
<b>Operations Services</b>	<b>58,931</b>	<b>61,751</b>	<b>2,821</b>

### Commercial Operations

27. Parking services income has remained buoyant in quarter one due to an increase of 11.6% in average spend per vend, despite a 9% drop in number of vends compared with last year. Future trading conditions and customer behaviour will play a significant factor in determining the final year end position. Inherent expenditure pressures including £1.5m cost of collection charges and £0.1m for staff labour market supplements are contributing to the reported overspend.
28. Seafront services have experienced a drop in visitor number and spend per head during quarter one. Coupled with increased costs this has created an in-year pressure which the service is seeking to mitigate.
29. Leisure and events are reporting a £0.1m pressure due to challenges in delivering the longer term savings.
30. Flood and coastal erosion risk management (FCERM) services is reporting a balanced position and partnership working with East Devon Council is anticipated to deliver savings in future years.

### Environment

31. Neighbourhood services and grounds maintenance £0.15m savings has been achieved by holding vacancies and a strict spend freeze in line with the Council's requirements. Although savings are forecast for this year there is a risk that by halting spend, particularly on repairs and maintenance, this will cause more expense in future years.
32. A £0.2m saving is expected within passenger transport due to the underspend within the driver salaries budget whilst a full review of adults community services takes place. It is attributed to vacancies being held along with some spend freeze underspends.
33. A £0.1m saving has been forecast within coroners and mortuary and whilst there is currently no service lead, the estimates have been based on the previous year performance and with no High Court inquests known currently.

### Planning and Transport

34. There is an overall pressure within planning, resulting mainly from the use of agency to fill the vacancies within the planning department. There are mitigation plans in place to reduce these agency costs but until full recruitment can be achieved these pressures will continue.

## Infrastructure

35. Restructuring of budgets in quarter four last year ready for 2024/25 service delivery has distributed the services previously included within infrastructure across other service directorates. Remaining within infrastructure is the service director costs for the part year until his retirement and the budget for electricity which has not yet been allocated across the relevant services.

## Investment and Development

36. The new service director is collaborating with the service teams and accountants to gain a clearer picture of the budgetary position. Given that a substantial share of expenses is allocated to capital, there are currently no anticipated budget issues, and this position will be closely monitored.

## Operations Strategy

37. Small pressure due to delayed voluntary redundancies with costs being incurred while staff work their notice period.

## Customer, Arts, & Property

38. Libraries have reviewed branch opening hours and the implementation of a revised staffing structure will now commence from August 2024. This delay in the new staffing structure has led to an in year pressure of £0.1m
39. In facilities management historically, there has been a trend of exceeding the budget allocated for corporate repairs and maintenance, a pattern expected to continue despite limiting expenditures to urgent works. This shortfall could further impact funding for public conveniences.

## Resources – overspend £0.8m (2.1%)

40. Executive and Resources provide professional support services to the council and undertake tax collection and housing benefits administration.

Service	Working budget £000's	Projected Outturn £000's	Q1 Variance £000's
Executive	733	733	0
Law and Governance	4,588	5,154	566
Marketing, Comms and Policy	2,208	2,341	133
People and Culture	2,524	2,591	67
- <i>Workforce Development – Adults &amp; Children*</i>	981	1,021	40
Finance	15,983	15,983	0
IT and Programmes	13,336	13,282	(55)
<b>Executive &amp; Resources Total</b>	<b>40,354</b>	<b>41,105</b>	<b>751</b>

*\*Workforce Development has transferred to People & Culture from Adults & Children's*

41. Executive has experienced some turnover this year, but the small saving generated will be consumed by the vacancy factor and associated recruitment costs.
42. Recruitment challenges continue in law and governance. Vacancies are difficult to fill by those suitably qualified with locums being used, causing a £0.6m pressure. The service is working to make permanent appointments where possible, but it is likely this issue will continue for the foreseeable future.
43. Marketing, communications & policy are facing income challenges this year with £0.1m of credit notes issued relating to invoices raised and accounted for in late March 2024. Options are being considered in mitigation.
44. People and culture will be undertaking a restructure this year in line with their new operating model and additional budget has been provided from that released from other

services. It is anticipated this will be within budget. The £0.07m budgeted apprenticeship saving (by converting 15 entry-level posts across services to apprenticeships posts upon vacancy) will not be delivered with just one post converted so far this year with alternative savings not considered possible.

45. IT and programming small underspend due to minor staff restructuring and some vacancies unfilled for longer than usual.

### Corporate Budgets

46. The table below provides a summary of the variances:

Service	Working budget £000's	Projected Outturn £000's	Q1 Variance £000's
Pay related costs	8,002	8,002	0
Contingency	7,860	3,558	(4,302)
Interest Payable	4,607	4,607	0
Investment Income	(1,855)	(360)	1,495
Pay & grading project	1,329	1,329	0
Debt Repayment - MRP & VRP	5,955	5,955	0
Transformation	3,813	3,813	0
Housing Benefits	(1,623)	(1,623)	0
Contribution from HRA	(1,717)	(1,717)	0
Investment Properties	(5,034)	(5,034)	0
Dividend Income	(227)	(227)	0
Levies	652	652	0
Apprentice Levy	782	782	0
Parishes / Town Precept / Chartered Trustee	1,384	1,384	0
Earmarked Reserves & One-off Business Rates surplus use	14,417	14,417	0
Pension Backfunding	3,561	3,561	0
Admin Charged to Grant Income	(1,043)	(1,043)	0
Release of historic income suspense	0	(400)	(400)
One off Corporate Items	2,323	2,323	0
<b>Corporate Items</b>	<b>43,186</b>	<b>39,979</b>	<b>(3,207)</b>
<b>Funding</b>			
Council Tax Income	(258,620)	(258,620)	0
Parishes / Town Precept / Chartered Trustee	(1,384)	(1,384)	0
New Homes Bonus	(55)	(55)	0
Revenue Support Grant	(4,198)	(4,198)	0
NNDR Net Income	(38,922)	(38,922)	0
NNDR 31 Grants	(26,562)	(26,562)	0
Service Grant	(383)	(383)	0
Estimated Deficit Collection Fund - NNDR	(25,671)	(25,671)	0
Estimated Surplus Collection Fund - CTAX	(3,000)	(3,000)	0
<b>Corporate Total</b>	<b>(315,609)</b>	<b>(318,816)</b>	<b>(3,207)</b>

47. An amount of £4.3m has been released from the contingency to cover savings not expected to be delivered during the year but expected to be delivered in full in future to address the optimum bias in budgeted savings for the year.
48. The current investment income forecast is a deficit of £1.495m due to lower than forecasted cash balances available for investments and likely further reduction in interest



rates during 2024/25. Cash balances have reduced as expenditure on the council's capital program and increasing deficit on the dedicated school grant continue without any increased long-term borrowing.

49. One off release of £0.4m from historic income suspense. This is income that has been received by the council but due to poor referencing by those making the payments and amounts could not be allocated to any income codes. After 3 years the policy is to write off these balances to central income. Should the item be resolved at a later date, the correct service account will be credited.





## Appendix A2 - General Fund Summary

Directorate	Revenue	Working Budget £'000	Forecast £'000	Variance £'000
Wellbeing	Expenditure Total	299,364	300,082	718
	Income Total	(174,069)	(174,845)	(776)
<b>Wellbeing Total</b>		<b>125,295</b>	<b>125,188</b>	<b>(107)</b>
Children's Services	Expenditure Total	116,868	120,808	3,940
	Income Total	(25,839)	(26,459)	(620)
<b>Children's Services Total</b>		<b>91,029</b>	<b>94,349</b>	<b>3,320</b>
Operations	Expenditure Total	173,105	176,635	3,530
	Income Total	(114,175)	(114,885)	(710)
<b>Operations Total</b>		<b>58,930</b>	<b>61,751</b>	<b>2,821</b>
Resources	Expenditure Total	48,737	49,152	415
	Income Total	(9,117)	(8,780)	337
<b>Resources Total</b>		<b>39,621</b>	<b>40,372</b>	<b>751</b>
Executive	Expenditure Total	916	916	0
	Income Total	(183)	(183)	0
<b>Executive Total</b>		<b>733</b>	<b>733</b>	<b>0</b>
<b>Total Net Cost of Service</b>		<b>315,608</b>	<b>322,393</b>	<b>6,785</b>
<b>Corporate Items</b>				
Pay award 2024/25		8,002	8,002	0
Budget Contingency		7,860	3,558	(4,302)
Treasury management interest income		(1,855)	(360)	1,495
Pay & grading project		1,329	1,329	0
Prudential Borrowing		5,955	5,955	0
Unallocated income from prior years		0	(400)	(400)
Investment Properties		(5,301)	(5,301)	0
Council Tax Income		(258,620)	(258,620)	0
Other Corporate Items		(72,979)	(72,979)	0
<b>Net Position</b>		<b>0</b>	<b>3,578</b>	<b>3,578</b>

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### BCP Council - Approved Savings for 2024/25 - Monitoring Schedule

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2024/25 RAG Rated	2024/25 Rebased Savings £000s	2024/25 Forecast Actual Savings £000	Forecast Annualised Saving £000s	Assurance Statement (Required for all Amber RAG Rated Items where the variance been the budgeted saving and the forecast saving in 2024/25 is over 500k) as well as the Reds and the White Items
ASCS14	Adult Social Care	Service Efficiency	One off use of third party resources from previous years	Green	(2,000)	(2,000)	n/a	N/A
ASCS15	Adult Social Care	Service Efficiency	Demographic Savings - Long Term Conditions	Green	(1,125)	(700)	(1,125)	Committed to achieving the full saving (1,125), however difficult to confirm as early in the year hence the reduced forecast amount. Aiming to achieve the full savings through demand management.
ASCS1	Adult Social Care	Fees and Charges	Additional income - client contributions and deferred payments	Green	(2,213)	(2,213)	(2,213)	N/A
ASCS16	Adult Social Care	Fees and Charges	NHS Inflationary increase for contribution to Sec117 after care costs	Green	(523)	(523)	(523)	N/A
ASCS2	Adult Social Care	Service Efficiency	Extra Care Housing	Green	(250)	(250)	(250)	N/A
ASCS3	Adult Social Care	Service Efficiency	Review of care arrangements for people with Learning Disabilities and Mental health	Green	(407)	(407)	(407)	N/A
ASCS4	Adult Social Care	Service Efficiency	Enhance support to Self Funders to make decisions about their care	Blue	(225)	(225)	(225)	N/A
ASCS5	Adult Social Care	Service Efficiency	Non Regulated Support	Green	(200)	(200)	(200)	N/A
ASCS17	Adult Social Care	Service Efficiency	Use of Disabled Facilities Grant (one-off)	Blue	(100)	(100)	n/a	N/A
Saving Total - Adult Social Care Directorate					(7,043)	(6,618)	(4,943)	
C&PS1	Commissioning & Procurement	Service Reduction	Day Service Review	Green	(684)	(684)	(684)	N/A
C&PS7	Commissioning & Procurement	Service Reduction	Day Service Review - Transitional funding provided for 2024/25 to cover 2025/26 impact	Green	(600)	(600)	(600)	N/A
C&PS3	Commissioning & Procurement	Service Efficiency	Reconfiguration of care home placements	Green	(257)	(129)	(257)	Consultation finished and no clear strong feelings about keeping the home open or refurbished, therefore ODR will reflect closure of home by end of September 2024.
Saving Total - Commissioning & Procurement					(1,541)	(1,413)	(1,541)	
PHS1	Public Health	Service Efficiency	Proposed savings - Options 2024/25	Amber	(744)	(600)	(600)	More than 75% of the saving delivered and therefore blue. Remainder of savings have been identified in public health grant, however unable to find further legitimate spend in the budget to receive the grant.
Saving Total - Public Health					(744)	(600)	(600)	
H&CS1	Housing & Communities	Service Efficiency	Backdated recharge of officer time to refugee grant - One off	Blue	(300)	(300)	n/a	N/A
H&CS2	Housing & Communities	Service Reduction	Service reduction Public Protection- reduction to deliver core statutory functions only including CSAS reduction and recharge to grant funding	Blue	(143)	(143)	(143)	N/A
H&CS3	Housing & Communities	Fees and Charges	Increase HRA Recharges for relevant Housing and Communities Officers	Blue	(121)	(121)	(121)	N/A
H&CS4	Housing & Communities	Service Reduction	Reduce non-operational administrative community safety functions to minimum statutory requirements	Blue	(110)	(110)	(110)	N/A
H&CS5	Housing & Communities	Fees and Charges	Base budget reduction due to full cost recovery mandatory HMO licensing model	Blue	(100)	(100)	(100)	N/A
H&CS18	Housing & Communities	Fees and Charges	Increase in Seascope Homes & property rental income as a result of the Local Housing Allowance uplift	Blue	(70)	(70)	(70)	N/A
H&CS7	Housing & Communities	Service Reduction	Kinson Community centre income increase	Blue	(50)	(50)	(50)	N/A
H&CS9	Housing & Communities	Service Reduction	Remove community engagement and retain base budget for community development	Blue	(64)	(64)	(64)	N/A
H&CS11	Housing & Communities	Fees and Charges	Increase fixed penalty notice (FPN) fines for fly tipping	Blue	(30)	(30)	(30)	N/A
H&CS12	Housing & Communities	Fees and Charges	Garages income	Blue	(14)	(14)	(14)	N/A
Saving Total - Operations - Housing & Communities					(1,002)	(1,002)	(702)	
Saving Total - WELLBEING DIRECTORATE					(10,330)	(9,633)	(7,786)	
CSS2	Children's Services	Service Efficiency	Specific project to review all over 18 placements (link with housing)	Amber	(850)	(500)	(850)	Significant pressure on care - some savings are being evidenced and delivered but they are offset by continued growth and demand
CSS4	Children's Services	Service Efficiency	Children's Services Pay Review - October Cabinet 2022	Amber	(539)	(539)	(539)	Still high levels of agency used in front door teams, risk around impact of pay and reward and stability of social workers workforce

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2024/25 RAG Rated	2024/25 Rebased Savings £000s	2024/25 Forecast Actual Savings £000	Forecast Annualised Saving £000s	Assurance Statement (Required for all Amber RAG Rated Items where the variance been the budgeted saving and the forecast saving in 2024/25 is over 500k) as well as the Reds and the White Items
CSS22	Children's Services	Service Efficiency	Application of one-off grant funding	Green	(494)	(494)	n/a	
CSS5	Children's Services	Service Efficiency	Education - Revised Delivery Models	Blue	(396)	(396)	(396)	N/A
CSS7	Children's Services	Service Efficiency	Workforce Development (under QPIG)	Green	(134)	(134)	(134)	N/A
CSS8	Children's Services	Service Efficiency	PPG - use of grant against VS	Blue	(100)	(100)	(100)	N/A
CSS24	Children's Services	Service Efficiency	Reduce level of legal expenditure	Red	(100)	0	0	Given the final spend in 23/24 (and a large cost transferred out of corporate legal into Childrens on 29/04 as part of Closedown which was unsighted all year in the service), this saving will be very difficult to deliver - risk
CSS10	Children's Services	Service Efficiency	Early Years saving	Blue	(57)	(57)	(57)	N/A
CSS11	Children's Services	Service Efficiency	Premises cost for Ted Webster potential repurpose for Special Educational Needs and Disability Service	Blue	(55)	(55)	(55)	Saving based on closure, if there is potential to repurpose site then saving at risk
CSS12	Children's Services	Service Efficiency	FIS Advertising & Marketing	Blue	(54)	(54)	(54)	N/A
CSS13	Children's Services	Service Efficiency	Quality Performance Information & Governance	Amber	(50)	0	(50)	Unsure if DfE Improvement bid will be successful
CSS26	Children's Services	Service Efficiency	Reduce Agency Expenditure	Amber	(50)	(50)	(50)	Still high levels of agency used in front door teams, risk around impact of pay and reward and stability of social workers workforce
CSS14	Children's Services	Service Efficiency	Music Service	Blue	(34)	(34)	(34)	N/A
CSS15	Children's Services	Service Efficiency	Flippers Nursery - Lease liability	Blue	(25)	(25)	(25)	N/A
CSS16	Children's Services	Service Efficiency	Other miscellaneous savings - Education	Blue	(15)	(15)	(15)	N/A
		Saving Total - Children's Service Directorate			(2,953)	(2,453)	(2,359)	
		Saving Total - CHILDREN'S DIRECTORATE			(2,953)	(2,453)	(2,359)	
COS1	Commercial Operations	Fees and Charges	Destination & Culture - Beach hut prices as per December 2022 Cabinet report	Green	(623)	(623)	(623)	N/A
COS2	Commercial Operations	Fees and Charges	Harmonisation of beach huts fees and charges as per December 2022 Cabinet report	Green	(206)	(206)	(206)	N/A
COS3	Commercial Operations	Fees and Charges	Car Park harmonisation (Cabinet decision September 2023)	Green	(400)	(400)	(400)	N/A
COS4	Commercial Operations	Service Reduction	Bournemouth Air Festival. Removal of funding from the base budget of the Council	Blue	(400)	(400)	(400)	N/A
COS5	Commercial Operations	Service Reduction	Events Saving	Green	(330)	(330)	(330)	N/A
COS23	Commercial Operations	Service Reduction	Further events related savings	Green	(50)	(50)	(50)	N/A
COS22	Commercial Operations	Service Reduction	Reduction in seasonal services	Green	(90)	(90)	(90)	N/A
COS7	Commercial Operations	Service Reduction	Close Kings Park Plant Nursery and work with community for alternative community use	Green	(85)	(85)	(85)	N/A
COS8	Commercial Operations	Service Efficiency	Review options for provision of beach furniture	Green	(80)	(80)	(80)	Tender exercise to procure a future operator of this service has proved unsuccessful. Saving to be made from reductions in casual seafront staff. Potential risk that having less staff restricts the ability to take furniture income adding additional budget pressure and also means less front line staff on seafront to support by-law advice/enforcement and emergency response. Additional options to be explored for future delivery.
COS11	Commercial Operations	Service Efficiency	Increase income target seafront	Green	(50)	(50)	(50)	N/A
COS13	Commercial Operations	Service Efficiency	Procure contract for film location income	Green	(35)	(35)	(35)	N/A
COS14	Commercial Operations	Service Efficiency	Close, increase rental income or transfer to community the sports pavilions where they don't generate income and are costing the council	Green	(15)	(15)	(15)	19.04 - work progressing to take forward possible CAT interest in Branksome Rec Pav, Plainfield Farm Pav and Poole Park Pav. If this does not prove successful, decision to be made to close pavilions. 17.06 - maintenance budget moving over to facilities management, savings will not be made through CAT transfers due to time to take this forward but are progressing well for future delivery of CAT's for next year. Rate review underway for some leisure sites which could help support this saving, otherwise the saving will be made from within the the Commercial Operations area whilst work continues for CAT process.
COS15	Commercial Operations	Service Reduction	Remove Sports Grants	Green	(15)	(15)	(15)	N/A
COS16	Commercial Operations	Service Reduction	Transfer Hengisbury Head Outdoor Education Centre to the community, make cost neutral or close	Green	(10)	(10)	(10)	N/A
COS17	Commercial Operations	Service Efficiency	New lease 5 Pods Boscombe	Green	(10)	(10)	(10)	PDR being prepared to action disposal of pods on a case by case basis. Seafront/Estates reviewing disposal method for empty pods inc. use of Estate Agents.
COS18	Commercial Operations	Service Reduction	Seek community management of Littledown Leisure Centre Paddling Pool (Outdoors) if not secured close	Green	(7)	(7)	(7)	N/A

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		Saving Total - Operations - Commercial Operations			(2,406)	(2,406)	(2,406)	
ES1	Environment	Service Efficiency	Waste Disposal - one-off	Blue	(1,250)	(1,250)	n/a	N/A
ES2	Environment	Service Reduction	Fundamental review of grounds maintenance services.	Blue	(150)	(150)	(150)	Implemented but causing frequent negative press articles including national press and associated activity across social media
ES3	Environment	Service Efficiency	Commercial Waste income	Green	(200)	(200)	(200)	N/A
ES4	Environment	Service Reduction	Restructure of Greenspace and Conservation team	Green	(160)	(160)	(160)	N/A
ES6	Environment	Fees and Charges	Increased charges for non BCP residents access to recycling centres	Amber	(140)	(140)	(140)	At risk due to proposed change to Dorset Council not to do use Hurn Transfer station from Sept 24 placing potential financial risk of £300k to BCP as a result. Discussions ongoing
ES9	Environment	Service Reduction	Harmonise Community Transport provision * see note in column AB	Green	(23)	(23)	(23)	N/A
ES10	Environment	Service Reductions	Seek community management / transfer of paddling pools and if not secured close	Green	(100)	(100)	(100)	2024/25 savings achieved 2025/26 at risk for facilities to close with the exception of Quomps under tennancy at will with CTC with ongoing work to complete community asset transfer. No opportunities currently identified for Redhill which if funding not reinstated will require a closure of the facility. Hamworthy Park using ringfenced funding for 24/25 to operate. Friends of group working to source donations but large ask at £45k per annum so facility remains at risk for 2025
ES15	Environment	Service Reduction	Cease contribution to Dorset Local Nature Partnership	Blue	(10)	(10)	(10)	N/A
		Saving Total - Operations - Environment			(2,033)	(2,033)	(783)	
P&DS3	Planning & Destination	Fees and Charges	Increased income generation	Green	(125)	(125)	(125)	Fees are set nationally and planning application submission will depend on a range of factors now outside of service control. As highlighting previously, lots of uncertainties about planning application submissions and therefore unable to make meaningful projections of income, so keep £125K for the moment.
P&DS5	Planning & Destination	Service Efficiency	PPA pre app advice - full cost recovery for our Development Management and other planning efforts with developers.	Green	(50)	(50)	(50)	N/A
P&DS6	Planning & Destination	Fees and Charges	Raising pre-app fee's (£30k from 24/25).	Green	(30)	(30)	(30)	After suspension of pre-application advice service to enable officers to focus on backlog and reduce agency staffing, revised charging schedule has been put in place and service is live. Developers have raised concerns about service fees. We have agreed to see in 3 months what take up has been. Therefore unable to make meaningful projections of income, so keep £30K for the moment.
P&DS7	Planning & Destination	Service Efficiency	Remove SLA minerals and waste with Dorset	Blue	0	0	0	2024-25 savings will not be realised. Whilst service not being provided in 2024-25, invoice was 2023-24 was late being received and will come from 2024-25
		Saving Total - Operations - Planning & Destination			(205)	(205)	(205)	
IS1	Infrastructure	Service Reduction	Bus Subsidy: Option 4: Phase out no impact BSIP	Green	(155)	(155)	(155)	N/A
IS2	Infrastructure	Service Reduction	Harmonise street lighting turn off to match Christchurch turn off at midnight (not main roads, key town and district centres). Will initially turn off in Poole	Amber	(68)	(68)	(68)	Streets in Poole residential areas are currently being identified for late night switch off. Once fully defined the level of energy saving can then be confirmed.
IS3	Infrastructure	Service Reduction	Reduce Road Safety Budget	Blue	(70)	(70)	(70)	N/A
IS5	Infrastructure	Service Reduction	Reduce structures maintenance budget (one-off)	Green	(60)	(60)	n/a	N/A
IS7	Infrastructure	Service Efficiency	Replace school crossing patrols with 24/7 pedestrian crossings	Green	(15)	(15)	(15)	N/A
IS9	Infrastructure	Service Efficiency	Increased officer recharge against Transport income related activity	Blue	(20)	(20)	(20)	N/A
IS8	Infrastructure	Service Efficiency	Building Control stop out of hours service	Blue	(15)	(15)	(15)	N/A
IS12	Infrastructure	Service Reduction	Adjustment to the two bridge lifting timetable to reflect marine demand and to make associated cost savings (subject to consultation)	Amber	(41)	(41)	(41)	consultation is being arranged and staffing implications being worked through. As originally outlined it is expected that a part year saving would be made from October onwards. saving to be confirmed.
		Saving Total - Operations - Infrastructure			(444)	(444)	(384)	
CA&PS15	Customer, Arts & Property	Service Reduction	Savings from amalgamating services to provide community hubs with transitional funding provided for 2024/25. Permanent savings required for 2025/26 onwards.	Blue	(532)	(532)	(532)	One-off funding covering 2024/25 - ongoing work to established saving for 2025/26
CA&PS2	Customer, Arts & Property	Service Reduction	Operational Savings in Cultural activity	Green	(174)	(174)	(174)	N/A
CA&PS4	Customer, Arts & Property	Fees and Charges	Telecare income generation	Green	(100)	(100)	(100)	N/A
CA&PS5	Customer, Arts & Property	Service Efficiency	Efficiencies to DBS checks and Information Governance	Green	(40)	(40)	(40)	N/A
		Saving Total - Operations - Customer, Arts & Property			(846)	(846)	(846)	
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years	Green	(0)	(0)	(0)	N/A
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Commercial Operations	Green	(1,848)	(1,848)	(1,848)	N/A

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OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Infrastructure	Green	(36)	(36)	(36)	N/A
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Customer, Srts and Property	Green	(153)	(153)	(153)	N/A
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Environment	Green	(398)	(398)	(398)	N/A
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Communities	Green	(3)	(3)	(3)	N/A
OS2	Operations - General	Service Efficiency	Operations Directorate to restructure in line with size of services post budget savings decisions	Green	(75)	(75)	(75)	N/A
OS3	Operations - General	Service Efficiency	Finance additional investment in Regeneration differently	Green	(1,351)	(1,351)	(1,351)	N/A
OS4	Operations - General	Service Efficiency	Finance Regeneration Development Commissioning Function differently	Green	(261)	(261)	(261)	N/A
		Saving Total - Operations - General			(4,126)	(4,126)	(4,126)	
		Saving Total - OPERATIONS DIRECTORATE			(10,060)	(10,060)	(8,750)	
EXS1	Executive	Service Efficiency	Corporate Leadership team	Blue	(100)	(100)	(100)	N/A
EXS2	Executive	Service Efficiency	Additional saving proposals not included in any other specific saving line	Blue	(100)	(100)	(100)	N/A
		Saving Total - Executive			(200)	(200)	(200)	
L&GS1	Law & Governance	Service Efficiency	Termination of Schools Admissions Appeals Service to non-maintained schools	Blue	(44)	(44)	(44)	N/A
L&GS2	Law & Governance	Service Efficiency	Reduced payments to other local authorities for local land charge work	Blue	(22)	(22)	(22)	N/A
L&GS3	Law & Governance	Service Efficiency	Apprenticeships in Legal Services	Blue	(17)	(17)	(17)	N/A
L&GS4	Law & Governance	Service Efficiency	Legal literature savings (subject to confirmation of cost of additional bolt-ons)	Amber	(13)	(13)	(13)	To be confirmed via September 24 contract procurement.
L&GS5	Law & Governance	Fees and Charges	Legal Services Review of Fees and Charges	Amber	(12)	(12)	(12)	Review on internal recharges ongoing
L&GS6	Law & Governance	Service Efficiency	Stop paying for solicitors practising certificates	Blue	(9)	(9)	(9)	N/A
L&GS7	Law & Governance	Fees and Charges	Registrars Service Review of Fees and Charges	Blue	(8)	(8)	(8)	N/A
L&GS9	Law & Governance	Fees and Charges	Recharges to Chartered Trustees	Blue	(49)	(49)	(49)	£25k Bournemouth + £24k Poole
		Saving Total - Law & Governance			(174)	(174)	(174)	
MC&PS1	Marketing, Comms and Policy	Service Efficiency	Advertising income from on street opportunities with Operations	Green	(100)	(100)	(100)	Work underway to realise this income via contract management/changes
MC&PS2	Marketing, Comms and Policy	Service Efficiency	Refinancing and increasing the projects element of the Climate Change and Ecological Emergency Budget via a £1m Earmarked Reserve	Blue	(280)	(280)	(280)	N/A
MC&PS8	Marketing, Comms and Policy	Service Efficiency	Delete vacant Communications and Policy Team post in proposed structure	Blue	(40)	(40)	(40)	N/A
MC&PS3	Marketing, Comms and Policy	Service Efficiency	Increase advertising income	Green	(5)	(5)	(5)	Income secured pending signing contract
MC&PS4	Marketing, Comms and Policy	Fees and Charges	Review charges to HRA, grants	Blue	(5)	(5)	(5)	N/A
		Saving Total - Marketing, Communications and Policy			(430)	(430)	(430)	
P&CS1	People and Culture	Service Efficiency	Apprenticeships	Red	(67)	0	0	
		Saving Total - People and Culture			(67)	0	0	
	Finance	Service Reduction	Do not take out marine impact insurance for the two lifting bridge	Blue	(45)	(45)	(45)	N/A
FS1	Finance	Fees and Charges	Estates - rebase easement income in line with levels achieved	Blue	(34)	(34)	(34)	N/A
FS2	Finance	Fees and Charges	Accountancy Recharge to Chartered Trustees	Blue	(1)	(1)	(1)	N/A
		Saving Total - Finance			(80)	(80)	(80)	
IT&PS1	IT and Programmes	Service Efficiency	Apprenticeships	Amber	(10)	(10)	(10)	Replacement role to be recruited in next quarter as an apprentice (17/6)
		Saving Total - IT and Programmes			(10)	(10)	(10)	

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RS1	Resources - General	Recharges	Recharges to Housing Revenue Account of charges in line with impact of inflation, particularly those associated with the pay award costs. Bournemouth and Poole Neighbourhood Account	Amber	(55)	(55)	(55)	
RS2	Across Authority Savings	Fees and Charges	Increase Staff Car Parking Charges - 1 June 2024	Amber	(50)	(44)	(50)	Delayed by One-Month
RS3	Resources - General	Recharges	Recharges to Dorset Adult Learning	Amber	(11)	(11)	(11)	
RS4	Resources - General	Recharges	Recharges to Bournemouth Companies	Amber	(8)	(8)	(8)	
		Saving Total - Resources General			(124)	(118)	(124)	
		Saving Total - RESOURCES DIRECTORATE			(1,085)	(1,012)	(1,018)	
		Overall Total - Service Based Savings and Efficiencies			(24,428)	(23,158)	(19,913)	

Ref:	Directorate	Category of the Proposal	Description of the Proposal	RAG Rated	2024/25 £000s	2024/25 Forecast Actual Savings £000	Forecast Annualised Saving £000s	Assurance Statement (Required for all Amber RAG Rated Items where the variance been the budgeted saving and the forecast saving in 2024/25 is over 500k) as well as the Reds and the White Items
ASCS6	Adult Social Care	Service Transformation	Reconfiguration of Care Home Beds Purchasing Structure	Amber	(2,000)	(1,000)	(2,000)	Member of staff now recruited to start the negotiations with care homes. Deep dive into plans shortly. Slippage in recruitment means full year savings at risk for this year. Full year savings to be delivered in 2025/26
ASCS7	Adult Social Care	Service Transformation	Investment in care technology	Amber	(322)	(69)	(322)	Agreement to model for delivery through lifeline. Challenges to recruit additional capacity and remodel practice
ASCS8	Adult Social Care	Service Transformation	Additional income - client contributions (budget rebase)	Blue	(300)	(300)	(300)	N/A
ASCS9	Adult Social Care	Service Transformation	Vision & Validation savings linked to business case under preparation	Red	(250)	0	(250)	Dependent on approval for Transformation Business Case and implementation - due to be considered by Cabinet and Council in July 2024
ASCS10	Adult Social Care	Service Transformation	Recoup costs not within Section 22 of the Care Act (rebase)	Amber	(200)	(200)	(200)	Health are reviewing their approach to CHC to reduce their spend in CHC and joint funding as NHS Dorset is an outlier in CHC spend
ASCS11	Adult Social Care	Service Transformation	Catering Services - Transfer to Tricuro (budget rebase)	Blue	(22)	(22)	(22)	N/A
ASCS12	Adult Social Care	Service Transformation	Social Care running costs (budget rebase)	Blue	(20)	(20)	(20)	N/A
ASCS13	Adult Social Care	Service Transformation	No Recourse to Public Funds (budget rebase)	Blue	(20)	(20)	(20)	N/A
		Saving Total - Wellbeing - ASC			(3,134)	(1,631)	(3,134)	
C&PS5	Commissioning & Procurement	Service Transformation	Commissioning running costs (rebase)	Blue	(60)	(60)	(60)	N/A
C&PS6	Commissioning & Procurement	Service Transformation	Third Party Spend - Stationery	Blue	(70)	(70)	(70)	N/A
		Saving Total - Wellbeing - Commissioning & Procurement			(130)	(130)	(130)	
H&CS14	Housing & Communities	Service Transformation	Public Protection – Reconfiguration of tier 5 and 6 management/senior posts	Blue	(296)	(187)	(296)	Acheived but staff exits from July therefore £187k in 24/25 and balance of £109k in 25/26
H&CS15	Housing & Communities	Service Transformation	Reduction, including reduction in non essential expenditure	Blue	(139)	(139)	(139)	N/A
H&CS16	Housing & Communities	Service Transformation	Community Safety and Engagement - Community grants rebase budget	Blue	(93)	(93)	(93)	N/A
H&CS20	Housing & Communities	Service Efficiency	Reduce budget for Housing Related Support in relation to a small scheme that has moved from supported housing to general needs	Blue	(55)	(55)	(55)	N/A
		Saving Total - Wellbeing - Housing & Communities			(583)	(474)	(583)	
CSS17	Children's Services	Service Transformation	Transformation - New delivery models	Amber	(1,455)	(260)	(1,455)	Mobilisation of new service delivery model ongoing (ILAC and Pay Award) - work continues to review new structures, these have not yet been costed, once they have been we will have a better idea of ongoing
CSS23	Children's Services	Service Reduction	Early Help Delivery Model	Green	(1,060)	(1,060)	(1,060)	Contract reduction (YMCA) completed, holding vacancies and input of finalised VR
CSS18	Children's Services	Service Transformation	Transformation - Commissioning	Amber	(994)	(994)	(994)	Significant pressure on care - some savings are being evidenced and delivered but they are offset by continued growth and demand
CSS19	Children's Services	Service Transformation	Transformation - Health leverage health spend	Amber	(500)	0	(500)	
CSS20	Children's Services	Service Transformation	Transformation - Other smaller third party spend efficiencies	Green	(130)	(130)	(130)	N/A
CSS21	Children's Services	Service Transformation	Unused conditions survey budget	Blue	(23)	(23)	(23)	N/A
		Saving Total - Children's Services			(4,162)	(2,467)	(4,162)	

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2024/25 RAG Rated	2024/25 Rebased Savings £000s	2024/25 Forecast Actual Savings £000	Forecast Annualised Saving £000s	Assurance Statement (Required for all Amber RAG Rated Items where the variance been the budgeted saving and the forecast saving in 2024/25 is over 500k) as well as the Reds and the White Items
COS9	Commercial Operations	Service Efficiency	Upton Country Park - Move to full cost recovery - Transitional funding provided to cover 2025/26 impact	Green	(171)	(171)	(171)	N/A
COS10	Commercial Operations	Service Efficiency	Highcliffe Castle - Move to full cost recovery over a 4 year period - transitional funding provided to cover 2025/26 impact	Green	(162)	(162)	(162)	N/A
COS6	Commercial Operations	Fees and Charges	Destination and Culture - Leisure Centres	Green	(100)	(100)	(100)	N/A
COS12	Commercial Operations	Service Efficiency	Queens Park Golf course - Full Cost Recovery	Green	(47)	(47)	(47)	19.04 - work is still underway to implement some operational changes within the site to help achieve full cost recovery for this year, once these have progressed we will be able to change this to green. 17.06 staff consultation now commenced to deliver a new structure, also looking at system to deliver pre payments for bookings
COS21	Commercial Operations	Service Efficiency	Bring car parking staff into operational buildings	Green	(10)	(10)	(10)	19.04 - Work underway between PMO team, housing and Car parking to confirm if its suitable for husing offer and if so to align move of parking team with this. New location for parking team would be civic Centre basement- may be impacted by the Phase 2 works due to take place. the future use of Braidly House and Pahse 2 works could impact the timeline or the staff move but saving will be delivered through the repairs and maintainance budget if team remain in situ. 17.06 work still underway to take forward options to move the team, saving will be made from within the budget
Saving Total - Operations - Commerical Operations					(490)	(490)	(490)	
ES5	Environment	Service Efficiency	Efficiencies against short term vehicles hire contract spend	Blue	(100)	(100)	(100)	N/A
ES16	Environment	Service Transformation	Reduction in head of service post	Blue	(95)	(95)	(95)	Nicola Webb to confirm with Service Accountant
ES11	Environment	Service Reduction	Efficiencies from move to perennial plants and flowers	Blue	(50)	(50)	(50)	N/A
ES13	Environment	Service Transformation	Amalgamate Environment & Planning Arboricultural Teams	Green	(30)	(30)	(30)	VR completed - Service not yet transferred due to wider staffing shortages and ability to facilitate
ES14	Environment	Service Reduction	Kingfisher barn move to Full Cost Recovery	Green	(14)	(14)	(14)	N/A
Saving Total - Operations Environment					(289)	(289)	(289)	
P&DS1	Planning & Destination	Service Efficiency	Economic Development - Move service to full cost recovery - Transitional funding provided to cover 2025/26 impact	Green	(655)	(655)	(655)	N/A
P&DS2	Planning & Destination	Service Efficiency	Destination Team move to full cost recovery	Blue	(142)	(142)	(142)	N/A
P&DS4	Planning & Destination	Service Efficiency	Smart Places - Move service to full cost recovery - Transitional funding provided to cover 2025/26 impact	Amber	(104)	(104)	(104)	subject to transitional funding being provided, still needs to be identified in budget
Saving Total - Operations Planning & Destination					(901)	(901)	(901)	
IS4	Infrastructure	Service Efficiency	Change all subway lighting to LED	Green	(64)	(64)	(64)	N/A
IS10	Infrastructure	Service Efficiency	Capital investment in alternative to School Crossing Patrols at specific locations	Green	(12)	(12)	(12)	N/A
IS13	Infrastructure	Service Reduction	FCERM - Service Efficiency	Blue	(3)	(3)	(3)	N/A
Saving Total - Operations Infrastructure					(79)	(79)	(79)	
CA&PS16	Customer, Arts & Property	Service Efficiency	Externalisation of Russell Cotes Museum with transitional funding provided for the period to 1 October 2025.	Green	(626)	(626)	(626)	N/A
	Customer, Arts & Property	Service Efficiency	Externalisation of Russell Cotes Museum - Reduction in corporate maintenance funding with transitional funding provided for the period to 1 October 2025	Green	(50)	(50)	(50)	N/A
CA&PS1	Customer, Arts & Property	Service Reduction	Operational Savings in Libraries in 2024/25	Green	(500)	(500)	(500)	N/A
CA&PS10	Customer, Arts & Property	Service Transformation	Business support saving	Green	(250)	(250)	(250)	N/A
CA&PS12	Customer, Arts & Property	Service Transformation	Remove PA functions below Service Directors	Green	(240)	(240)	(240)	N/A
CA&PS13	Customer, Arts & Property	Service Transformation	Customer service saving	Green	(100)	(100)	(100)	N/A
CA&PS11	Customer, Arts & Property	Service Transformation	Business Support saving	Green	(100)	(100)	(100)	N/A
H&CS17	Housing & Communities	Service Transformation	Sales and Marketing saving	Blue	(55)	(55)	(55)	N/A
CA&PS3	Customer, Arts & Property	Service Efficiency	Capitalise Telecare Equipment	Red	(149)	0	0	Not deliverable - alternative to be identified.
Saving Total - Operations Customer, Arts, and Property					(2,070)	(1,921)	(1,921)	
L&GS8	Law & Governance	Service Efficiency	Democratic Services Budget - Rebase in line with 2022/23 Outturn	Blue	(63)	(63)	(63)	N/A



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		Saving Total - Law & Governance			(63)	(63)	(63)	
MC&PS6	Marketing, Comms and Policy	Service Transformation	Consolidating Advertising Opportunities across services	Amber	(80)	(80)	(80)	Work ongoing to audit opportunities, but resource may be better focussed on greater income opportunities in commercial team or on street advertising.
MC&PS6	Marketing, Comms and Policy	Service Transformation	Centralise marketing purchasing 2023/24	Blue	(50)	(50)	(50)	Savings doublecounted by services (budget sits within services) - alternative identified in extra on-street income generated through closer contract management.
MC&PS7	Marketing, Comms and Policy	Service Transformation	Centralise marketing purchasing 2024/25	Amber	(20)	(20)	(20)	Marketing expenditure control agreed at CMB - roll out pending resource and pocess (due Sept 24)
		Saving Total - Operations Marketing, Comms and Policy			(150)	(150)	(150)	
P&CS3	People and Culture	Service Transformation	Payroll System -- Budget rebase	Blue	(49)	(49)	(49)	N/A
P&CS5	People and Culture	Service Transformation	Disclosure & Barring Service - Budget Rebase in line 2022/23 Actuals	Blue	(12)	(12)	(12)	N/A
P&CS6	People and Culture	Service Transformation	Procured framework for future executive recruitment	Blue	(8)	(8)	(8)	N/A
		Saving Total - Resources - People and Culture			(69)	(69)	(69)	
FS3	Finance	Service Transformation	Accountancy - 10% Net Budget Savings - Fast track delivery of Target Operating Model savings via a voluntary redundancy process - Vision & Valid savings	Amber	(175)	(139)	(175)	
FS4	Finance	Service Transformation	Accountancy - replacement of the old Oracle Fusion	Blue	(59)	(59)	(59)	N/A
FS5	Finance	Service Transformation	Accountancy - Cash collection contract (1 supplier instead of 3)	Blue	(60)	(60)	(60)	N/A
FS6	Finance	Service Transformation	Estates - Third Party Spend saving - Accounts valuation	Green	(50)	(50)	(50)	N/A
FS7	Finance	Service Transformation	Health & Safety Team reduced budget to reflect operational efficiencies	Blue	(46)	(46)	(46)	N/A
FS8	Finance	Service Transformation	Audit & Management Assurance - Third Party Spend savings - Rebase budget	Blue	(35)	(35)	(35)	N/A
FS9	Finance	Service Transformation	Service Director Budget Rebase	Blue	(21)	(21)	(21)	N/A
FS10	Finance	Service Transformation	Estates - Rebase recharges in line with levels achieved	Blue	(5)	(5)	(5)	N/A
FS11	Finance	Service Transformation	Revenue and Benefits System - Target Operating Model - Vision and Valid savings	Blue	(44)	(44)	(44)	N/A
		Saving Total - Resources - Finance			(495)	(459)	(495)	
IT&PS2	IT and Programmes	Service Transformation	Contract Management - Vodafone	Blue	(234)	(234)	(234)	N/A
IT&PS3	IT and Programmes	Service Transformation	Microsoft Enterprise Licencing Agreement	Blue	(100)	(100)	(100)	N/A
IT&PS4	IT and Programmes	Service Transformation	Contract Management - Centralise IT contracts and challenge vendors	Amber	(50)	(50)	(50)	Work underway to centralise SSL and webhosting. I expect to make the saving but work to continue to centralise all IT contracts may take until 2025
IT&PS5	IT and Programmes	Service Transformation	Move from PAYG Azure Instances to Reserved Instances	Green	(27)	(27)	(27)	N/A
IT&PS6	IT and Programmes	Service Transformation	Reduce the number of virtual machines supporting Process Automation	Blue	(4)	(4)	(4)	N/A
		Saving Total - Resources - IT and Programmes			(415)	(415)	(415)	
AAS1	Across Authority Savings	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses		0	0	0	N/A
	Wellbeing	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses	Blue	(70)	(70)	(70)	N/A
	Childrens	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses	Blue	(158)	(158)	(158)	N/A
	Operations	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses	Blue	(196)	(196)	(196)	N/A
	Resources	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses	Blue	(79)	(79)	(79)	N/A
	Executive	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses	Blue	(1)	(1)	(1)	N/A
		Saving Total - Resources - IT and Programmes			(503)	(503)	(503)	
		Overall Total - Service Based Savings and Efficiencies			(13,533)	(10,041)	(13,384)	

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2024/25 RAG Rated	2024/25 Rebased Savings £000s	2024/25 Forecast Actual Savings £000	Forecast Annualised Saving £000s	Assurance Statement (Required for all Amber RAG Rated Items where the variance been the budgeted saving and the forecast saving in 2024/25 is over 500k) as well as the Reds and the White Items
Overall Total - Service Based Savings and Efficiencies					(37,961)	(33,199)	(33,297)	

One-Off Items not generating annualised savings	
(2,000)	ASCS14 One off use of third party resources from previous years
(100)	ASCS17 One-off use of Disabled Facilities Grant
(300)	H&CS1 One-off Backdated recharge of officer time to reugee grant
(494)	Children's Svs - One-off grant funding
(1,250)	Waste Disposal - one-off
(60)	One off reduction in structures maintenance budget
(37,501)	Annualised total as adjusted for one-off items
(460)	Annualised Shortfall

## Appendix B - Earmarked Reserves for 31 March 2025

Detail	31/03/24 Actual Balances £000's	Estimated movement £000's	31/03/25 Estimated Balances £000's
One off Business Rates Resources being applied to MTFP	0	(4,472)	(4,472)
Transition and Transformation Reserves	(2,202)	0	(2,202)
Insurance Reserve	(5,115)	0	(5,115)
Held in Partnership for External Organisations	(3,110)	423	(2,687)
Required by Statute or Legislation	(763)	0	(763)
Planning Related	(628)	222	(406)
Government Grants	(16,061)	9,585	(6,475)
Maintenance	(1,547)	197	(1,350)
ICT Development & Improvement	(2,880)	(491)	(3,371)
Corporate Priorities & Improvements	(6,675)	(2,351)	(9,026)
<b>Total Earmarked Reserve Balance</b>	<b>(38,980)</b>	<b>3,113</b>	<b>(35,867)</b>

#### One off Business Rates Resources being applied to MTFP Reserve

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Designed to provide the Council with the ability to manage any emerging issues. Includes reserves to enable the management of the MTFP.			
Balance to reserves for future MTFP	0	(4,472)	(4,472)
<b>One off Business Rates Resources being applied to MTFP Reserve</b>	<b>0</b>	<b>(4,472)</b>	<b>(4,472)</b>

#### Transition and Transformation Reserves

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Resources set aside to support the one-off change costs of associated with creating the new council and meeting the Councils costs associated with the transformation programme			
BCP Programme Resources Pay & Reward Strategy	(185)	0	(185)
Redundancy - Non Transformation Funded	(2,017)	0	(2,017)
<b>Transition and Transformation Reserves</b>	<b>(2,202)</b>	<b>0</b>	<b>(2,202)</b>

#### Insurance Reserve

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Reserve to enable the annual fluctuations in the amounts of excesses payable to be funded without creating an in-year pressures on the services. Subject to ongoing review by an independent third party.			
<b>Insurance Reserve</b>	<b>(5,115)</b>	<b>0</b>	<b>(5,115)</b>

#### Held in Partnership for External Organisations

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Amounts held in trust on behalf of partners or external third party organisations.			
Dorset Adult Learning Service	(678)	0	(678)
Dorset Adult Learning Service (Specific Bequeath)	(99)	0	(99)
ICS Emotional Wellbeing and Mental Health	(78)	85	7
Flippers Nursery	(140)	0	(140)
Adult Safeguarding Board	(208)	67	(141)
Dorset Combined Youth Offending Service Partnership	(508)	0	(508)
Music and Arts Education Partnership	(544)	0	(544)
Youth Programme	(112)	0	(112)
- Russell Cotes revenue grant (New)	(399)	0	(399)
UP2U	(74)	40	(34)
Domestic Homicide Reviews	(10)	10	0
Better Care Fund	(261)	221	(40)
<b>Held in Partnership for External Organisations</b>	<b>(3,110)</b>	<b>423</b>	<b>(2,687)</b>

#### Required by Statute or Legislation

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Amounts which the council is required to hold as a reserve in line with current accounting practice or legislative requirements.			
Building Regulation Account	(69)	0	(69)
Bournemouth Library Private Finance Initiative (PFI)	(761)	0	(761)
Carbon Trust	67	0	67
<b>Required by Statute or Legislation</b>	<b>(763)</b>	<b>0</b>	<b>(763)</b>

**Planning Related**

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Reserves designed to support planning processes and associated planning activity where expenditure is not incurred on an even annual basis.			
Local Development Plan Reserve	(222)	222	0
Other Planning Related Reserves	(406)	0	(406)
<b>Planning Related</b>	<b>(628)</b>	<b>222</b>	<b>(406)</b>

**Government Grants**

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Amounts which the council is required to hold as a reserve in line with specific grant conditions.			
Government Grants	(15,887)	9,444	(6,442)
COVID 19 Government Grants	(233)	141	(92)
<b>Total Unspent Grants</b>	<b>(16,120)</b>	<b>9,585</b>	<b>(6,534)</b>

**Maintenance**

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Reserves and sinking funds designed to support maintenance investments in specific services or assets.			
Corporate Maintenance Fund	(1,169)	216	(953)
Other Maintenance Related Reserves	(378)	(19)	(397)
<b>Maintenance</b>	<b>(1,547)</b>	<b>197</b>	<b>(1,350)</b>

**ICT Development & Improvement**

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Resources set aside to meet various ICT improvement projects			
<b>ICT Development &amp; Improvement</b>	<b>(2,880)</b>	<b>(491)</b>	<b>(3,371)</b>

**Corporate Priorities & Improvements**

	31/03/23 Actual £000's	Actual Movement £000's	31/03/24 Actual £000's
<b>Purpose:</b> Amounts set aside to deliver various priorities, some of which will be of a historical nature inherited from the predecessor authorities.			
Other Service Priority reserves	(4,636)	(3,539)	(8,175)
Local Elections Reserve	(199)	(170)	(369)
Revenue & Benefits Reserve	(1,401)	920	(481)
Covid recovery resources	(438)	438	0
<b>Corporate Priorities &amp; Improvements</b>	<b>(6,675)</b>	<b>(2,351)</b>	<b>(9,026)</b>

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## Quarter One 2024-25 HRA Forecast

1. The Housing Revenue Account (HRA) is a separate account within the council that ring-fences the income and expenditure associated with the council's housing stock. The HRA does not therefore directly impact on the council's wider general fund budget. Within the HRA the Council manages 9,590 tenanted properties.
2. The 2024-25 HRA budget was approved by Council in February 2024. It budgeted for total income of £55.6 million for the year and a net surplus of £5.9 million.

### Revenue account monitoring at quarter one

	2024-25 Budget £000	Full year forecast £000	Variance £000
<b>Income</b>			
Dwelling rents	(52,201)	(52,407)	(206)
Non-dwelling rents	(236)	(236)	0
Charges for services and facilities	(2,708)	(2,700)	8
Contributions to expenditure	(491)	(500)	(9)
<b>Total income</b>	<b>(55,636)</b>	<b>(55,843)</b>	<b>(207)</b>
<b>Expenditure</b>			
Repairs and Maintenance	13,511	13,573	62
Supervision and Management	17,029	16,689	(340)
Rent, rates, taxes and other charges	668	654	(14)
Bad or doubtful debts	400	400	0
<b>Total expenditure</b>	<b>31,608</b>	<b>31,316</b>	<b>(292)</b>
<b>Net operating (surplus) / deficit</b>	<b>(24,028)</b>	<b>(24,527)</b>	<b>(499)</b>
<b>Capital charges</b>			
Debt management costs	201	201	0
Depreciation	12,410	14,800	2,390
Net interest payable	5,560	5,110	(450)
<b>Total capital charges</b>	<b>18,171</b>	<b>20,111</b>	<b>1,940</b>
<b>Net (surplus) / deficit</b>	<b>(5,857)</b>	<b>(4,416)</b>	<b>1,441</b>
<b>Appropriations</b>			
Transfer to HRA reserve	5,857	4,416	(1,441)
<b>Total appropriations</b>	<b>5,857</b>	<b>4,416</b>	<b>(1,441)</b>

### Commentary on variances

3. Dwelling rents: Total forecast rental income of £52.46m is £0.2m favourable to budget. The favourable forecast is due to lower levels of rental voids and right-to-buy sales than expected.
4. Other income: The forecast outturn for all other lines of income is broadly in line with budget.
5. Repairs & Maintenance: The forecast full-year outturn is broadly in line with budget. On the 1 August response repairs in the Poole neighbourhood were brought in-house, consistent with the existing arrangements for Bournemouth neighbourhood. Also, a new contractor was appointed to undertake repairs of void properties, replacing the separate contracts that were in place in each neighbourhood. It is currently too early to identify any financial impact these changes may have on the outturn.

6. Supervision and Management: Forecast costs are £0.3m lower than budget. This is due to the expectation that some of the contingency budget will not need to be utilised, partly offset by higher than budgeted software licence fees for the Civica Cx housing management system.
7. Depreciation: The forecast depreciation charge of £14.8m is £2.4m adverse to budget. This is due to the change to the methodology used to calculate the Poole neighbourhood depreciation charge to make it consistent with the methodology used by Bournemouth neighbourhood that took effect at the end of last year. The depreciation charge is a non-cash charge which is recycled each year through the Major Repairs Reserve to provide funding for the HRA's planned maintenance capital programme. As such, variations to the charge have no impact on the overall financial position of the HRA.
8. Net interest payable: The £0.5m favourable forecast is due to higher interest earned on cash balances due to higher than budgeted interest rates. Interest paid on borrowings is unaffected as all borrowing is at fixed rates.
9. Net surplus: The favourable forecast variances for rental income and supervision & management costs result in a forecast net operating surplus of £24.5m that is £0.5m favourable to budget. The impact of the higher depreciation charge results in a final net surplus of £4.4m that is £1.4m adverse to budget.

### Capital programme

10. The HRA February budget paper set out a capital programme of £44.7m for 2024/25. This includes £25.2m investment in new-build projects delivered as part of the council newbuild housing & acquisitions strategy (CNHAS) and £16.2m in planned maintenance.

	Budget £000	Full year forecast £000	Variance £000
New-build projects	25,163	24,135	(1,028)
Other major projects (Admiral, Sterte cladding)	300	242	(58)
Purchase of existing houses	3,000	280	(2,720)
Planned maintenance	16,219	16,219	0
<b>Total capital expenditure</b>	<b>44,682</b>	<b>40,876</b>	<b>(3,806)</b>

11. New-build projects: Currently forecasting a spend of £24.1m compared with a budget of £25.2m. This includes forecast expenditure in 2024/25 of £18.9m on the following three projects:

Project	Forecast spend £000	Units
Hillbourne School - phase 1	13,874	110
Craven Court	2,470	24
Templeman House	2,509	27

12. Projects completed during quarter one were Cabbage Patch car park (11 units), Bingham Road (6 units) and Summers Avenue (2 units).
13. Purchase of existing houses: The forecast spend for the year relates to the buy-back of leasehold flats at Trinidad Village (one property acquired, one further acquisition forecast to take place). Whilst the HRA receives right-of-first-refusal to repurchase ex-



local authority properties, current high borrowing costs mean that repurchases are not financially viable at present.

14. Planned maintenance programme: This covers capital maintenance such as kitchen and bathroom replacements. The current forecast is that the budget will be fully utilised during 2024/25.

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Report subject	<b>Monitoring Progress with the Shared Vision for Bournemouth, Christchurch and Poole - Q1</b>
Meeting date	4 September 2024
Status	Public
Executive summary	<p>BCP Council adopted 'A Shared Vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024.</p> <p>The Shared Vision is the corporate strategy which sets out the Council's vision, priorities and ambitions as well as the principles which underpin the way the council works as it develops and delivers its services.</p> <p>Incorporated in the Vision are a set of measures of progress for achieving the vision, priorities and ambitions.</p> <p>This is the first quarterly performance monitoring report for the Vision, presenting an update on the progress measures. The intention is for the focus areas outlined in the vision to be included in the performance report at Q2.</p> <p>The vision can also be monitored through a new performance dashboard which is available on the <a href="#">Council's website</a> providing up-to-date real time information on the progress measures.</p>
Recommendations	<p><b>It is RECOMMENDED that Cabinet:</b></p> <p><b>(a) Consider the quarter one performance</b></p> <p><b>(b) Note the changes made to the published list of measures in the corporate strategy</b></p> <p><b>(c) Note that the vision performance dashboard will be expanded to include further lenses to view the data</b></p> <p><b>(d) Note that the live vision performance dashboard has been published on the council website alongside this Q1 performance report.</b></p>
Reason for recommendations	<p>Our Shared Vision for Bournemouth, Christchurch and Poole sets out the priorities and ambitions that the Council's performance will be judged against and as such is a vital component of the Council's performance management framework.</p> <p>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 – Councillor Millie Earl
Corporate Director(s)	<p>Chief Executive – Graham Farrant</p> <p>Director of Marketing, Communications and Policy – Isla Reynolds</p>

Report Authors	Policy and Strategy Officer – Vicky Edmonds Principal Policy and Strategy Officer – Sophie Bradfield Head of Policy, Sustainability and Inclusion – Gail Scholes
Wards	Council-wide
Classification	For Information

## Background

1. BCP Council adopted 'A Shared Vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024 which was developed following a process of stakeholder engagement from June to October 2023.
2. The vision includes a comprehensive set of progress measures that will track performance against the focus areas.
3. Since the vision was adopted, work has been carried out to establish baseline data, targets and intervention levels for the progress measures.
4. A new performance dashboard has been developed, aimed at enhancing transparency through the Council's website.
5. A Corporate Strategy Delivery Board is being set-up alongside the Shared Vision to strengthen the governance and provide oversight of risks to delivery so they can be addressed in a timely manner.

## A New Performance Dashboard

6. The introduction of the Vision Dashboard will enhance transparency and accountability in the performance reporting process.
7. The dashboard serves as a real-time tracking tool that not only addresses the Cabinet's concerns over the timeliness of quarterly reports but also provides a comprehensive view of the ongoing actions and their direct impact on the measures of progress. The Vision Dashboard will be available to the public via the [council's website](#).
8. Its introduction represents a further step towards data-driven decision-making and continuous improvement in organisational performance.
9. The development of the dashboard is in its initial phase – the high-level monitoring of the Council's Shared Vision by progress measures.
10. Phase two, the monitoring of progress towards focus areas, will be included in the Q2 report once each focus area has been allocated to a service director by the new Corporate Strategy Delivery Board.
11. Subsequent phases will focus on integrating various progress measures. These include tracking:
  - a. progress with Service Plans,
  - b. adherence to the EHRC's six domains of performance management,
  - c. monitoring productivity as described in the Productivity Plan,
  - d. an overview of corporate risks,
  - e. progress in achieving our climate change agenda.

## Amendments to published progress measures

12. Since the strategy was adopted there have been amendments to the published progress measures.
13. It is no longer possible to measure the “percentage of residents who have engaged in civic participation in the last 12 months” as this measure will not be included in future Resident Satisfaction surveys. This will therefore be removed from the dashboard.
14. A new measure “the percentage of new Targeted Support episodes where no previous episode has ceased within the previous 12 months” has been introduced to replace “the number of families in deprived areas using family hubs”. This change better reflects our focus area of “Intervening as early as possible to improve outcomes”.
15. When mapping the measures to specific focus areas under the ambitions, it resulted in some of the measures being moved around. We are working to address one remaining gap under “Our green spaces flourish and support the wellbeing of both people and nature” ambition.

### **Quarterly Performance Report**

16. This is the first quarterly progress report, and it outlines the establishment of baselines, targets, and intervention levels for each measure of progress agreed as part of the Shared Vision for Bournemouth, Christchurch, and Poole.
17. It is important to note that the Cabinet has the flexibility to introduce additional measures if necessary for more detailed performance monitoring. However, the dashboard's purpose is to maintain a strategic perspective, ensuring it remains streamlined and manageable.
18. Where available Q1 Data has been added to the dashboard.
19. Historical data has been added to the dashboard where it has been previously collected. It allows for a comprehensive view of performance trends over time which will highlight areas of improvement or concern.
20. Of the 53 performance measures
  - 21 are measured annually
  - 27 are measured quarterly
  - 3 are measured termly
  - 2 are measured every two years
  - 14 of those with current data are on target
  - 11 of those with current data require monitoring
  - 1 requires action to be taken to improve performance
21. The exception reports for the measure that requires action is set out in Appendix B.
  - Increase the percentage of waste diverted from landfill

### **Summary of financial implications**

22. The financial implications of measures that require action are included in the exception reports.

### **Summary of legal implications**

23. The legal implications of measures that require action are included in the exception reports.

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

24. The human resources implication of measures that require action are included in the exception reports.

### **Summary of sustainability impact**

25. The sustainability impacts of the measures that require action are included in the exception reports.

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

26. The public health implications of the measures that require action are included in the exception reports.

### **Summary of equality implications**

27. The equality implications of the measures that require action are included in the exception reports.

### **Summary of risk assessment**

28. The risks related to the measures that require action are included in the exception reports.

### **Background papers**

A shared vision for Bournemouth, Christchurch and Poole

### **Appendices**

Appendix A - Quarter 1 2024/25 - Overview of performance

Appendix B - Exception Reports

- Increase the percentage of waste diverted from landfill

# Quarter 1 2024/25 - Overview of performance

## Overall

- 14 measures are on target
- 11 measures require monitoring
- 1 measure requires action
- 27 are pending

More detail about each measure is set out in the following performance tables.

## Background

The Q1 report offers an update on the measures listed in the Shared Vision for Bournemouth, Christchurch and Poole.

It is intended to give an overview of the information reported in the [A Shared Vision for Bournemouth Christchurch and Poole Performance Dashboard](#) where more detail about each measure is available.

Progress against Focus Areas will be incorporated in the Q2 report.

## Explanation of performance tables

**Ref:** The unique reference code for each measure.

**Measure:** The name of the measure

**Frequency:** How often each measure will be updated.

**Next Update:** When the data will be available to update the measure

**High or low is better:** Whether good performance is a higher figure or a lower figure.

**Baseline figure:** This is the data collected for each measure to establish a reference point from which progress can be monitored. This data was used to set realistic and achievable targets for the forthcoming year. The time period the baseline data relates to is reflected in the performance table. The absence of RAG (Red, Amber, Green) ratings for this initial data is standard practice, as it serves as a starting point without any predefined expectations or goals.

**Target:** The performance level (goal) we are aiming to achieve. Rationales for target levels are provided in the Dashboard.

**Actual:** The performance figure for the time period being measured.

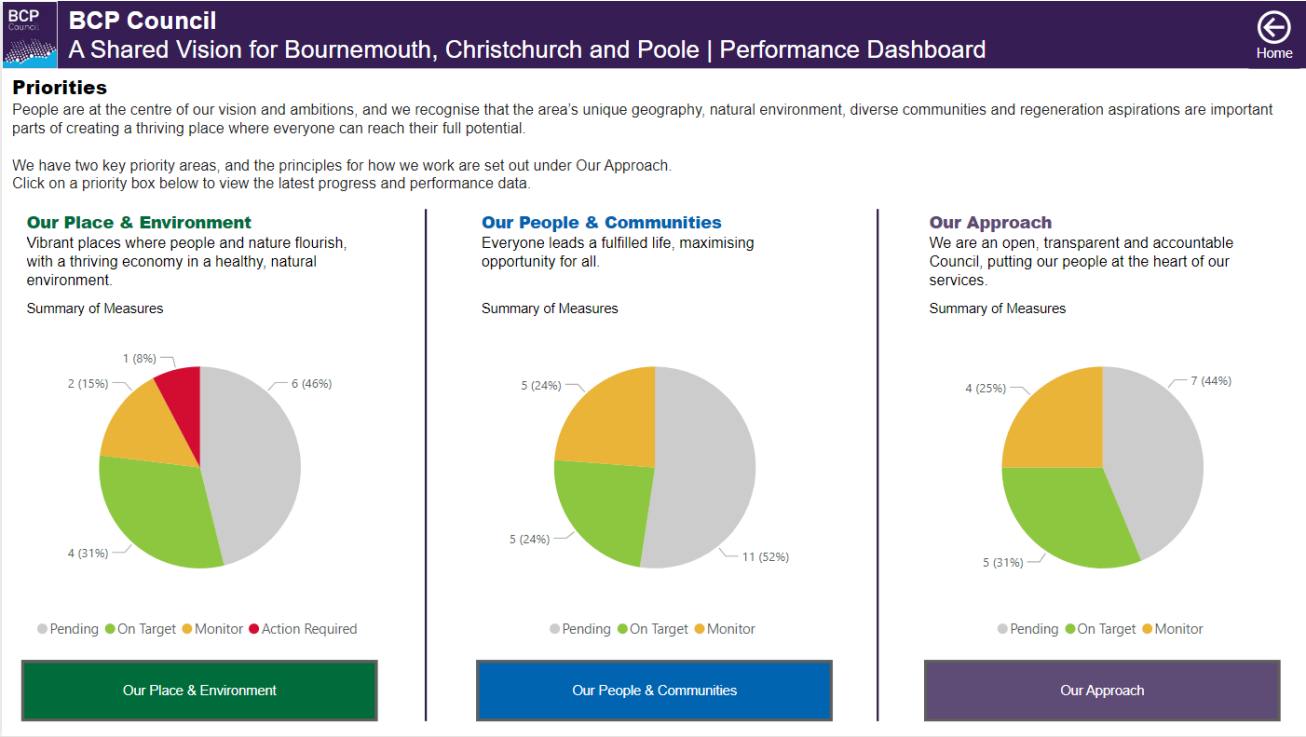
**Direction of Travel & RAG:** This column shows whether performance is improving, declining or remaining at the same level compared to the previous update. This is indicated by a directional arrow. Whether the Actual figure has hit its target is shown by the RAG rating.

- **Red:** Performance has not met its target and has reached a level (intervention) at which action is required to improve performance
- **Amber:** Performance has not met its target but has not reached a level at which action is needed. This requires monitoring to ensure performance does not decline.
- **Green:** Performance has met or exceeded its target.
- **Pending:** The data required to update the measure is not yet available. This could be because the figure is annual, and the new data is not available until the end of the year, or targets have not been set to allow the performance to be RAG rated. An explanation for Pending measures is provided in the performance tables.

**Note:** Over time, as new data comes in, the number of pending measures will decrease, ensuring that by the end of the fourth quarter, all measures will have a definitive RAG status.

**Commentary:** Provides detail about performance or pending status.

Where the table says TBA– this means to be advised.



# Our Place and Environment

There are six ambitions that sit under our Place and Environment priority.  
13 measures are currently used to measure this priority and are shared amongst the six ambitions.  
Six are measured **annually** and seven are measured **quarterly**

This means the one ambition “Our inclusive, vibrant and sustainable economy supports our communities to thrive” will only be updated Annually so there will be no change in RAG status for a year.  
The ambition “Our green spaces flourish and support the wellbeing of both people and nature” has no aligned measures.

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
People and places are connected by sustainable and modern infrastructure									
PE1A.1	Increase the total number of sustainable passenger trips in the BCP area per year	Annual	Mar 2025	High	23.60M (Mar 2024)	26.14M (Mar 2025)	Available Mar 2025	■	Passenger numbers travelling on buses in the BCP Council area continue to recover after declining during the Covid 19 pandemic.  The baseline has not been RAG rated.
PE1A.2	Increase the number of publicly available Electric Vehicle (EV) charge points	Quarterly	Sept 2024	High	104 (Mar 2024)	150 (Jun 2024)	165 (Jun 2024)	↑	61 chargers have been added this quarter. So we are on target as there are a lot of chargers currently waiting to go live. The vandalised charger at Slades Farm has been removed due to damage. This is a cumulative figure and therefore the latest quarterly figure is added to the previous quarter figure.
Our communities have pride in our streets, neighbourhoods and public spaces									
PE2A.1	Increase the percentage of residents who are satisfied with their local area as a place to live	Annual	2024 Survey in Oct	High	78% (2023)	TBA	Available Autumn 2024	■	This is a new corporate measure, and the baseline has not been RAG rated.  Target and intervention levels need to be set for 2024.
PE2B.2	Increase residents' satisfaction with street cleaning	Annual	2024 Survey in Oct	High	49% (2023)	TBA	Available Autumn 2024	■	This is a new corporate measure, and the baseline has not been RAG rated.  Target and intervention levels need to be set for 2024.
PE2B.1	Increase the number of Fixed Penalty Notice's served for fly tipping and littering offences	Quarterly	Sept 2024	High	2.65k (Mar 2024)	696 (Jun 2024)	866 (June 2024)	↑	This quarter we have served 3 fly tipping fines and 863 litter offences. In the same quarter last year, we served 8 fly tipping fines and 599 litter offences. Work is ongoing with the contracted provider to increase fly tipping enforcement.
PE2D.1	Reduce levels of ASB	Quarterly	Sept 2024	Low	9,722 (Mar 2024)	2,630 (Jun 2024)	2,625 (Jun 2024)	↑	This is the number of incidents reported to Police in first quarter. There is a slight reduction on the previous year's Quarter One figure.
PE2D.2	Increase enforcement outcomes relating to street-based ASB	Annual	Mar 2025	High	3.25K (Mar 2024)	3.41K (Mar 2025)	Available March 2025	■	This is a new corporate measure, and the baseline has not been RAG rated as no target or intervention levels have been set.
Our inclusive, vibrant and sustainable economy supports our communities to thrive									



Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
PE3A.1	Increase the number of businesses in the BCP area	Annual	Mar 2025	High	15.37K (Mar 2024)	15.40K (Mar 2025)	Available March 2025	–	This is a new corporate measure, and the baseline has not been RAG rated.
Revitalised high streets and regenerated key sites create new opportunities									
PE4A.1	Increase footfall across our three Town Centres	Quarterly	Sept 2024	High	19.73M (Mar 2024)	22M (Jun 2024)	21.88M (Jun 2024)	↑	This measure is performing as expected. The unseasonably wet weather has had an impact, but figures are fairly strong for Christchurch and Poole. Bournemouth is slightly behind but is performing better than previous quarters.  Note: Funding is in place for data collection during 2024/25 but no budget is in place going forward.
PE4B.1	Increase the percentage of all major planning applications determined on time	Quarterly	Sept 2024	High	71% (Mar 2024)	78% (Jun 2024)	82% (Jun 2024)	↑	We are currently exceeding our target for processing major planning applications
PE4B.2	Increase the percentage of all non-major planning applications determined on time	Quarterly	Sept 2024	High	84% (Mar 2024)	92% (Jun 2024)	78% (Jun 2024)	↓	The figure for processing non-major planning applications is below target due to the clearing the current backlog
Climate change is tackled through sustainable policies and practice									
PE 5A.1	Reduce the tonnes of greenhouse gas emissions from our vehicles and buildings.	Annual	Oct 2024	High	13.142k (Mar 2023)	Carbon Neutral by 2030	Available Oct 2024	–	The Co2 emissions figure is for the 2022/23 financial year. Since the decision was taken to cease procurement of emissions-free green electricity, it was accepted that emissions would increase by approximately 4,000 tCO2e. In addition, several sites were added to the corporate energy contract, further increasing energy consumption. As this is an annual measure steps may have been taken to improve performance.
PE5E.1	Increase the percentage of waste diverted from landfill	Quarterly	Sept 2024	High	87.61% (Mar 2023)	90% (Jun 2024)	84.6%	↓	There are two main reasons why more waste has been sent to landfill in Q1:  1. The failure of the local Mechanical Biological Treatment facility that all of Bournemouth's and Christchurch's residual waste is sent to meant that large amounts of waste that should have been processed had to be sent to landfill to prevent waste being stored outside of their premises. This was an issue that was dealt with by the Environment Agency and affected BCP and Dorset Council which has now been resolved and all waste is now being processed at this facility again.  2. The residual waste from the Poole area through our N+P contract was diverted to landfill due to a significant number of Energy from Waste facilities being out of service for maintenance at the same time causing a shortage of capacity in the South West which again has now been resolved.
Our green spaces flourish and support the wellbeing of both people and nature									

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
	Measures under discussion with Green Space and Conservation team.								

# Our People and Communities

There are seven ambitions that sit under our People and Communities priority.  
24 measures are currently used to measure this priority and are shared amongst the seven ambitions.  
Nine are measured **annually**, 11 are measured **quarterly**, three are measured **termly** as they concern schools and one is collected **every two years**.

This means the one ambition “Local communities shape the services that matter to them” will only be updated Annually so there will be no change in RAG status for a year

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
High quality of life for all, where people can be active, healthy and independent									
PC1A.1	Increase the percentage of residents who have a good satisfaction with life	Annual	2024 Survey in Oct	High	82% (2023)	TBA	Available Autumn 2024	–	This is a new corporate measure, and the baseline has not been RAG rated. Target and intervention levels need to be set for 2024.
PC1A.2	Increase the percentage of people with a learning disability living independently in settled accommodation	Quarterly	Sept 2024	High	78.5% (Mar 2024)	80% (Jun 2024)	73.2% (Jun 2024)	↓	These indicators were national Adult Social Care measures; however, these have been discontinued. We are continuing to provide them as local measures and targets. Therefore, data is subject to change and rationale will be given.
PC1A.3	Increase the percentage of people with a mental health disability living independently in settled accommodation	Quarterly	Sept 2024	High	TBA	TBA	36.2% (Jun 2024)	–	These indicators were national Adult Social Care measures; however, these have been discontinued. We are continuing to provide them as local measures and targets, however targets for mental health will need to be reviewed as system partners no longer share their own data since discontinuation of national reporting. Therefore, data is subject to change and rationale will be given.
PC1A.4	Increase the percentage of Adult Social Care users who are satisfied with the care and support they receive	Annual	Oct 2024	High	69.7% (Mar 2023)	TBA	Available Oct 2024	–	This is a new corporate measure, and the baseline has not been RAG rated. Target or intervention levels need to be set. 2023-24 results will be ratified in October when national results are published. Good performance is measured by an improving outturn.
PC1A.5	Increase the percentage of carers who are satisfied with the care and support they receive	Every Two Years	Mar 2026	High	35.5% (Mar 2024)	TBA	Available Mar 2026	–	This is a new corporate measure, and the baseline has not been RAG rated. Target and intervention levels need to be set. Overall satisfaction has increased from 34.7% in 2021/22 to 35.5% in 23/24.
PC1B.1	Increase the number of registrations from people in the most deprived areas accessing health and wellbeing support (LiveWell Dorset)	Quarterly	Sept 2024	High	263 (Mar 2024)	263 (Jun 2024)	538 (Jun 2024)	↑	The service continues to reach clients living in our most deprived neighbourhoods, and registrations to the service have increased in Q1 compared to the previous year. 42% of those registering with Livewell Dorset were from clients living in our most deprived neighbourhoods.

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
PC1C.1	Increase the percentage of physically active adults	Annual	May 2025	High	67.3 (Mar 2022)	70.4% (Mar 2023)	71.5% (Mar 2023)	↑	The updated figure for adults physical activity received in May is for the 2022/23 financial year. Performance has improved by 4.2% since 2021/22 and is above the England average of 67.1%
PC1C.2	Increase the percentage of physically active children and young people	Annual	May 2025	High	56.6% (Mar 2022)	51.4% (Mar 2023)	51.3% (Mar 2023)	↓	The updated figure for children and young people's physical activity received in May is for the 2022/23 financial year. Performance has declined by 5.3% since 2021/22 but is still above the England average of 47%.
<b>Working together, everyone feels safe and secure</b>									
PC2A.1	Reduce levels of serious violent crime	Quarterly	Sept 2024	Low	1530 (Mar 2024)	363 (Jun 2024)	317 (Jun 2024)	↑	All serious violent offences are shown decreasing this quarter compared to last year with the exception of sexual offences.  The baseline figure is an annual figure. The quarterly figures will be added together to provide a cumulative total.
PC2B.1	Increase the percentage of residents who feel safe in their local area during the day	Annual	2024 Survey in Oct	High	89% (2023)	TBA	Available Autumn 2024	-	This is a new corporate measure, and the baseline has not been RAG rated.  Target and intervention levels need to be set for 2024.
PC2B.2	Increase the percentage of residents who feel safe in their local area after Dark	Annual	2024 Survey in Oct	High	53% (2023)	TBA	Available Autumn 2024	-	This is a new corporate measure, and the baseline has not been RAG rated.  Target or intervention levels need to be set for 2024.
<b>Those who need support receive it when and where they need it</b>									
PC3C.1	Increase the number of individuals entering drug treatment	Quarterly	Sept 2024	High	2740 (Sept 2023)	2816 (Jun 2024)	Available Sept 2024	-	The Quarter One data will be available for publication in the Quarter Two report.  This is because there is an 8 week lag due to Central Government finalising the data and then seeking ministerial sign off.  Locally, unverified data is showing that we have increased our numbers in treatment, but these figures currently include duplication of records and non-consenters which the government removes when providing our official data.
PC3A.1	Increase the percentage of Education Health Care Plans issued within 20 weeks	Quarterly	Sept 2024	High	65% (Mar 2024)	100% (Jun 2024)	70.4% (Jun 2024)	↑	This figure includes exceptions and backlog, if backlog is not included, the figure is 92.6%. Backlog is reducing, therefore meeting the 20-week target will increase. Increase in accurate reporting to support the timeliness in the 20-week process. These figures are above national and comparators.
PC3B.1	Reduce the attainment gap and improve learning outcomes for vulnerable children and young people at all key stages	Annual	TBA	Low	TBA	TBA	Pending	-	Awaiting baseline data and for target and intervention levels to be set.
<b>Good quality homes are accessible, sustainable and affordable for all</b>									

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
PC4B.1	Reduce the number of homeless households in bed and breakfast	Quarterly	Sept 2024	Low	187 (Mar 2024)	170 (Jun 2024)	159 (Jun 2024)	↑	Reductions in B&B as forecasted for families / single people as additional suitable temporary accommodation is procured and interventions which prevent the requirement for temporary housing increase, reducing overall demand on new temporary placements.
PC4A.1	Reduce the number of people rough sleeping	Quarterly	Sept 2024	Low	62 (Mar 2024)	62 (Jun 2024)	63 (Jun 2024)	↓	The nightly count estimate for June will be followed up by bi-monthly street counts. The total individuals seen over the month is consistent with this estimate. Increases in rough sleeping are expected over the summer months. A detailed reduction plan supports our work to managed demands
PC4C.1	Increase the number of both completed new affordable and social rented homes	Annual	Mar 2025	High	119 (Mar 2024)	120 (Mar 2025)	Available Mar 2025	-	This is a new corporate measure, and the baseline has not been RAG rated.
<b>Local communities shape the services that matter to them</b>									
PC5A.1	Increase the percentage of residents who feel they can influence decisions affecting their local area	Annual	2024 Survey in Oct	High	23% (2023)	TBA	Available Autumn 2024	-	This is a new corporate measure, and the baseline has not been RAG rated.  Target and intervention levels need to be set for 2024.
<b>Employment is available for everyone and helps create value in our communities</b>									
PC6A.1	Increase the number of jobs created and/or safeguarded through Government and/or external funding	Quarterly	Sept 2024	High	21 (Mar 2024)	31 (Jun 2024)	34 (Jun 2024)	↑	27 jobs have been safeguarded and seven new jobs have been created through UKSPF grants during Quarter 1.  This is a cumulative figure.
PC6A.2	Increase the uptake of supported employment for those with learning disabilities	Quarterly	Sept 2024	High	4.4% (Jun 2024)	4.5% (Jun 2024)	4.4% (Jun 2024)	↔	These indicators were national Adult Social Care measures; however, these have been discontinued. We are continuing to provide them as local measures and targets.
PC6A.3	Increase the uptake of supported employment for those with mental health issues	Quarterly	Sept 2024	High	1.3% (Jun 2024)	TBA (Jun 2024)	1.3% (Jun 2024)	-	These indicators were national Adult Social Care measures; however, these have been discontinued. We are continuing to provide them as local measures and targets, however targets for mental health will need to be reviewed as system partners no longer share their own data since discontinuation of national reporting.
<b>Skills are continually developed, and people can access lifelong learning</b>									
PC7A.1	Reduce the number of children who are missing out on education	Termly	TBA	Low	TBA	TBA	TBA	-	Data is currently unavailable.
PC7B.1	Reduce the number of primary school aged children excluded from school	Termly	TBA	Low	TBA	TBA	TBA	-	Data is currently unavailable.

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
PC7B.2	Reduce the number of secondary school aged children excluded from school	Termly	TBA	Low	TBA	TBA	TBA	■	Data is currently unavailable.

# Our Approach

There are seven principles that sit under our Place and Environment priority.  
16 measures are currently used to measure this priority and are shared amongst the seven principles.  
Six are measured **annually**, nine are measured **quarterly** and one is collected **everytwo years**.

This means the two ambitions “Working closely with partners, removing barriers and empowering others” and “Using data, insights and feedback to shape services and solutions” will only be updated Annually so there will be no change in RAG status for a year.

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
Working closely with partners, removing barriers and empowering others									
A1A.1	Increase the number of assets transferred to communities	Annual	Mar 2025	High	0 (Mar 2024)	TBA	Available Mar 2025	■	This is a new corporate measure, and the baseline has not been RAG rated.  A target and intervention level need to be set.  The baseline value has been set at zero. Only those assets transferred to the community since 1 April 2024 will be included in the measure.
Providing accessible and inclusive services, showing care in our approach									
A2A.1	Increase the proportion of people who use care services who find it easy to find information about services	Every Two Years	TBA	High	68.8% (Mar 2022)	TBA	TBA	■	This is a new corporate measure, and the baseline has not been RAG rated.  Target and intervention levels need to be set for 2024.  2021/22 was 68.8%. These survey results are being discussed with BCP Council Web Team to understand how we can improve access to information for people. Work within adult social care to engage with GP Surgeries and Social Prescribers around information and advice provision was rolled out early 2024.
A2A.2	Increase levels of trust in the council	Annual	2024 Survey in Oct	High	40% (2023)	TBA	Available Autumn 2024	■	This is a new corporate measure, and the baseline has not been RAG rated.  Target and intervention levels need to be set for 2024.
A2B.1	Increase in customer interactions via the council's digital platforms	Quarterly	Sept 2024	High	89% (Mar 2024)	90% (Jun 2024)	89% (Jun 2024)	↔	Online interactions have remained consistent. Services continue to be redesigned with enhanced capabilities and improved workflows, in line with before being relaunched within the new CRM portal. A programme of services has been developed and further releases will occur over the remaining quarters.
Using data, insights and feedback to shape services and solutions									
A3B.1	Increase satisfaction with the way the council runs things	Annual	2024 Survey in Oct	High	41% (2023)	TBA	Available Autumn 2024	■	This is a new corporate measure, and the baseline has not been RAG rated.  Target and intervention levels need to be set for 2024.



Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
A3A.1	Reduce the number of upheld Ombudsman complaints per 10,000 of the population	Annual	Sep 2024	Low	6.5 (Sep 2023)	4.7 (Sep 2024)	Available Sep 2024	■	This is a new corporate measure, and the baseline has not been RAG rated.
<b>Intervening as early as possible to improve outcomes</b>									
A4A.1	Increase the percentage of new targeted Support episodes where no previous episode has ceased within the previous 12 months	Quarterly	Sept 2024	High	87.4% (Mar 2024)	85% (Jun 2024)	<b>87.5%</b> (Jun 2024)	↑	This measure is consistent with the new national Early Help KPIs currently being developed.
<b>Developing a passionate, proud, valued and diverse workforce</b>									
A5B.2	Increase the percentage of equality monitoring data collected from staff	Quarterly	Sept 2024	High	47.69% (Mar 2024)	47.69% (Jun 2024)	<b>47.69%</b> (Jun 2024)	↔	<p>47.69% overall completion rate  Disability : 78%  Ethnicity : 74.67%  Marriage/Civil Partnership : 0.09%  Religion : 57.27%  Sexual Orientation : 57.72%</p> <p>Communication campaign to encourage completion of EDI data by employees to be launched in August</p> <p>New portal developed to capture EDI data from those without devices to upload onto Dynamics</p> <p>EDI dashboard in testing phase to be launched in September which will include reporting on completion of EDI data in Dynamics by Directorate</p> <p>In November / December to use the data and insights to target hot spots of low completion rates to provide additional support</p>
A5C.1	Increase the number of successful candidates from underrepresented groups for council jobs	Quarterly	Sept 2024	High	0.84% (Mar 2024)	3%	<b>4.62%</b> (Jun 2024)	↑	<p>Positive increase this quarter - small number of people in sample as looking at successful applicants to BCP Council so the % rate can be affected by small numbers.</p> <p>People &amp; Culture restructure is introducing system &amp; MI roles Sep 24 so will revisit data collection and analysis with this resource to look at scope of underrepresented group data.</p>
A5B.1	Increase levels of employee engagement	Annual	Spring 2025	High	60 (2024)	62 (2025)	Available Spring 2025	■	This is a new corporate measure, and the baseline has not been RAG rated.
<b>Creating an environment for innovation, learning and leadership</b>									
A6B.1	Increase the number of current council employees supported to undertake apprenticeships	Quarterly	Sept 2024	High	79 (Mar 2024)	84 (Jun 2024)	<b>79</b> (Jun 2024)	↔	Processes have been updated and streamlined to make it as easy as possible for existing colleagues to undertake an apprenticeship in their current roles. A session for the Senior Leadership Network is in the planning stages to promote apprenticeship opportunities and their benefits.
A6B.2	Increase the total number of apprentices employed specifically on apprenticeship contracts by the council	Quarterly	Sept 2024	High	27	33	<b>31</b>	↑	Governance has been put in place, to support the conversion of suitable vacant posts to apprenticeship



Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
					(Mar 2024)	(Jun 2024)	(Jun 2024)		posts, to “grow our own”, for succession planning, to meet skills gaps and create entry level and career progression routes. Processes have been updated and streamlined to make it as easy as possible for managers.
<b>Using our resources sustainably to support our ambitions</b>									
A7A.3	Increase the percentage of business rates collected	Quarterly	Sept 2024	High	97.6% (Mar 2024)	24.5% (Jun 2024)	<b>31.89%</b> (Jun 2024)	↑	Business rate collection is as expected for the time of year. This is a cumulative figure.
A7A.4	Increase the percentage of council tax collected	Quarterly	Sept 2024	High	96.29% (Mar 2024)	25% (Jun 2024)	<b>27.94%</b> (Jun 2024)	↑	Council tax rate collection performance is an improvement on Q1 2023/24, so there are no concerns. This is a cumulative figure.
A7A.1	Increase the percentage of residents who think the council provides value for money	Annual	2024 Survey in Oct	High	29% (2023)	TBA	Available Autumn 2024	-	This is a new corporate measure, and the baseline has not been RAG rated. Target and intervention levels need to be set for 2024.
A7A.2	Increase the percentage of successful grant applications	Quarterly	Sept 2024	High	64% (Mar 2024)	67% (Mar 2025)	<b>0</b> (Jun 2024)	↓	One bid submitted during Quarter One but awaiting outcome. Further bids are in the pipeline

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## Exception Performance Report

**Indicator Description (taken from performance scorecard):** Increase the percentage of waste diverted from landfill

**2024/25 Q1 outturn:** 84.6%

**Quarterly Target:** 90%

**Reason for level of performance:**

There are two main reasons why more waste has been sent to landfill in Q1:

1. The failure of the local Mechanical Biological Treatment facility that all of Bournemouth's and Christchurch's residual waste is sent to meant that large amounts of waste that should have been processed had to be sent to landfill to prevent waste being stored outside of their premises. This was an issue that was dealt with by the Environment Agency and affected BCP and Dorset Council which has now been resolved and all waste is now being processed at this facility again.
2. The residual waste from the Poole area through our N+P contract was diverted to landfill due to a significant number of Energy from Waste facilities being out of service for maintenance at the same time causing a shortage of capacity in the South West which again has now been resolved.

**Summary of financial implications:** None – BCP continue to pay the contracted price regardless of final destination of our waste

**Summary of legal implications:** None – contractual clauses operated as they should to ensure that the contractor found alternative solutions for our waste disposal

**Summary of human resources implications:** None

**Summary of sustainability impact:** It is preferable for our waste to be processed by the intended process (Mechanical Biological Treatment and Energy from waste), although there are on occasions technology and mechanical breakdowns and maintenance that result in alternative disposal solutions being used

**Summary of public health implications:** None

**Summary of equality implications:** None

**Actions taken or planned to improve performance:** As described both issues have been resolved so our landfill diversion rate should go back to normal levels – in addition the company that deals with our residual waste from Poole and Bournemouth Recycling centres (which has traditionally gone to landfill due to its bulky nature), will now be going to a new energy from waste facility so our landfill diversion rate should start to climb well above our target performance

**Completed by:** David Rickards

**Date:** 8/8/24

**Service Unit Head approval with date:** David Rickards 08/08/2024

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## CABINET



Report subject	<b>Progress update on the 'Best Value Notice'</b>
Meeting date	27 August 2024
Status	Public Report
Executive summary	<p>The Council was issued with a 'Best Value Notice' by the Department for Levelling Up, Housing &amp; Communities (DLUHC) on 3 August 2023. This followed an assurance review that was commissioned in response to the Council's July 2022 request for a capitalisation direction under the Exceptional Financial Support programme. The Chief Executive also carried out an internal assurance review prior to this, with the conclusions supported by the external review.</p> <p>In response to receiving the 'Best Value Notice', an action plan was agreed by Cabinet on 6 September 2023 and has been monitored and updated regularly since.</p> <p>The 'Best Value Notice' expired on 2 August 2024. This report outlines the good progress made against the action plan.</p>
<b>Recommendations</b>	<p><b>It is RECOMMENDED that:</b></p> <p><b>a) Members note the good progress made against the Best Value Notice action plan</b></p>
Reason for recommendations	<p>All actions in response to the 'Best Value Notice' are complete. Officers have given DLUHC, and now the Ministry of Housing, Communities and Local Government (MHCLG), regular updates and received positive feedback from Civil Servants on progress and engagement.</p>
Portfolio Holder(s):	Cllr Millie Earle, Council Leader
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Isla Reynolds, Director of Marketing, Communications and Policy Sophie Bradfield, Principal Policy & Strategy Officer
Contributors	Adam Richens, Director of Finance
Wards	Council-wide
Classification	For update

## Background

1. On 3 August 2023 the Council was issued with a non-statutory '[Best Value Notice](#)' from the Department for Levelling Up, Housing & Communities (DLUHC) in response to concerns highlighted in an external assurance review, an independent review into the Council's governance arrangements, commissioned by DLUHC and completed in June 2023. This followed an internal assurance review carried out by the Chief Executive in a similar timescale.
2. The external review was triggered following the Council's request, in July 2022, for a capitalisation direction under the Exceptional Financial Support mechanism. That support was not eventually required, as the Council sold assets to cover the forecast budget shortfall in year, nevertheless DLUHC proceeded with commissioning an external review.
3. The review highlighted some significant concerns relating to governance, culture and finances, which corresponded with the Council's own understanding of the issues it needed to address, as highlighted in an internal governance review carried out by the Chief Executive. The recommendations included:
  - a. Agreeing a realistic programme for transformation with Member oversight
  - b. Commissioning an external financial resilience review to inform Medium Term Financial Planning (MTFP), establishing a sound budget setting process
  - c. Resetting councillor and council officer culture and relations, facilitated through a programme of ongoing councillor training, drawing on LGA support
  - d. Establishing a clear set of priorities with a new corporate strategy
  - e. Putting in place a regular cycle of business plan reviews of Council companies
  - f. Implementing an external development programme for the senior leadership team
4. A 'Best Value Notice' is issued to "facilitate engagement with that authority and to obtain assurance of the steps it is taking to secure compliance with the Best Value Duty, as required by the Local Government Act 1999" (see [gov.uk](https://www.gov.uk)).
5. BCP Council welcomed the external assurance review and 'Best Value Notice' as an exercise in continuous improvement and recognised and produced a 42-point action plan to provide a progress update on the recommendations from DLUHC's external assurance review, including recommendations from the Council's own internal assurance review. This was approved by Cabinet on 6 September 2023
6. The action plan was updated on a monthly basis, with progress monitored through Corporate Management Board and an update provided to DLUHC on a regular basis. The latest version of the action plan is included in Appendix 1.
7. The Best Value Notice expired on 2 August 2024. There has been no indication from the Ministry of Housing, Communities and Local Government (MHCLG), previously DLUHC, whether or not a new notice will be issued, but feedback from Civil Servants on BCP Council's progress and proactive engagement has been positive.

## Summary of action plan progress

8. All actions on the plan have been completed.
9. Significant strides have been made in improving the Council's operations and governance. This includes simplifying the strategic framework with the development of a new corporate strategy, '[A Shared Vision for Bournemouth, Christchurch and Poole](#)', which has re-established the direct link between the corporate strategy and Medium Term Financial Plan (MTFP). This has facilitated the agreement of a 4-year balanced MTFP using traditional and conventional approaches to local government finance.
10. The action plan details extensive improvement activity including a programme of governance and remit reviews undertaken of all subsidiary companies.

11. Particular focus has been given to improving the culture and relationships between councillors and between councillors and officers and good progress has been made in this area. Peer mentoring has also been established for Cabinet Members with the LGA.
12. A CIPFA Financial Resilience Review was commissioned in the summer of 2023 and the report was finalised in March 2024, as requested in the 'Best Value Notice'. The report made no critical recommendations, instead making lower-level recommendations. We have produced an action plan detailed in Appendix 2 and will continue to monitor delivery against these.
13. It should be emphasised that although not reported until March 2024, the CIPFA recommendations flowed from evidence gathered in the summer of 2023 and therefore, several of the recommendations were addressed as part of the budget process in support of the 2024/25 Budget and Medium-Term Financial Plan approved by Council on the 20 February 2024.
14. There is a longer-term financial challenge around the funding of the Special Educational Needs and Disability Service pertaining to the High Needs Block of the Dedicated Schools Grant (DSG) – an ongoing issue facing many local authorities. However, we have completed the 'Best Value Notice' recommendations and further action relies on continued negotiations with government, through MHCLG and DfE, which are ongoing and beyond the scope of the Notice.

### **Options Appraisal**

15. This report sets out an update of progress against the Best Value Notice action plan. Options could include challenging the assessment of this progress, however the progress is based on data and completed activity.

### **Summary of financial implications**

16. There are no direct financial implications from this report. The action plan details progress made against the financial recommendations within the 'Best Value Notice'.

### **Summary of legal implications**

17. There are no direct legal implications from this report. The action plan details improvements made in governance and controls within the Council.

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

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

### **Summary of sustainability impact**

19. The 'Best Value Notice' called for a clear Corporate Strategy. This has been completed and includes a commitment to sustainability throughout.

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

20. There are no direct public health implications. The action plan included improving the governance arrangements in the Council, addressing concerns highlighted in the external assurance review. This has put the Council in a better position to deliver services that consider overall value including social value for its residents.

### **Summary of equality implications**

21. EIAs are completed for specific projects/decisions that the assurance review touches on.

### **Summary of risk assessment**

22. This report provides an update on the actions taken to address the concerns raised in an internal and external review and therefore mitigate the risks associated with these.

## **Background papers**

- [BCP Council Best Value Notice](#)
- [BCP Council external assurance review](#)
- [BCP Council internal assurance review](#)
- [CIPFA Financial Review](#)

## **Appendices**

1. Best Value Notice Action Plan
2. BCP Council Action Plan for CIPFA Financial Review



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

## August 2023 – August 2024



### Introduction

BCP Council welcomed an [external assurance review](#) in March 2023 and subsequent [Best Value Notice](#) issued on the 3 August 2023, underpinning the Council's commitments towards continuous improvement. The Department for Levelling Up, Housing and Communities (DLUHC), now known as the Ministry for Housing, Communities and Local government (MHCLG), recognised the findings corresponded to the Council's own understanding of the challenges faced, and steps already taken to act on the 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 Council's own [internal assurance review](#), conducted prior to the external assurance review and updated in June 2023 following the election of a new local administration.

### 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.

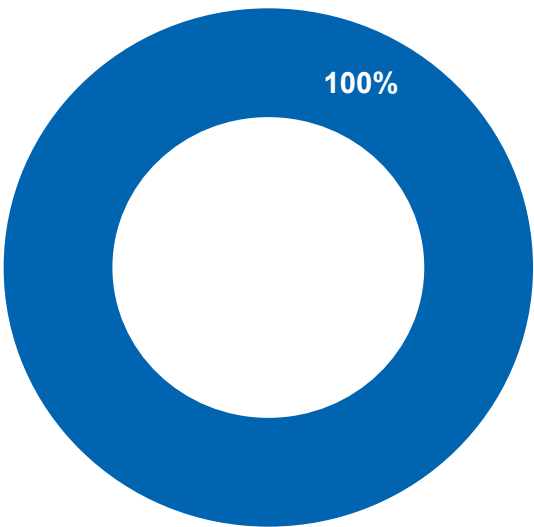
Please note the action numbers do not correspond directly to the recommendations in the internal assurance review, as they have been integrated with those from the external assurance review.

3 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 activities have been completed, however outcomes may be realised over the long-term.

### Progress Summary as of August 2024

As of July 2024, 100% of the 42 actions have been completed. We have made significant strides in improving our operations and governance and have completed all of the actions collectively identified. We continue to work on the longer-term financial challenge around the funding of the Dedicated Schools Grant (DSG), an issue facing many local authorities. We have done all we can on this issue relating to the 'Best Value Notice' recommendation and further action relies on continued negotiations with government, through MHCLG and DfE, which are ongoing. The only way to move forward with this agenda is with a change in legislation, and a financial solution from government, but that is beyond the scope of this action plan.

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



More information on the completed actions and any relevant next steps are detailed on the following pages.

## Actions completed as of August 2024

Council Meetings and Decision Making						
No.	Action	Outcome	Target date	Progress to date	Next steps	Action owner
1 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 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

<b>3</b> <b>DLUHC</b>	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 2023, 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>Three workshops were held with Centre for Governance and Scrutiny support to develop work programming approaches to include more proactive scrutiny work. The Environment &amp; Place O&amp;S Committee and O&amp;S Board have developed a framework for how they will approach and include a balance of pre-decision, proactive and reactive scrutiny into their work plans.</p>	No further action required.	Director of Law & Governance to keep under review
<b>3</b> <b>BCP CEx</b>	Continue to increase the focus of Overview and Scrutiny committees on policy development and engagement	See action 3 DLUHC above				

4 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 formally adopted as of 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>On 8 January O&amp;S considered the Quarter 2 Corporate Performance report and conversations were had on how O&amp;S would monitor performance moving forward with the new Corporate Strategy. 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>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.</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>Q2 Performance Report was considered at the O&amp;S Committee meeting in January 2024.</p>	No further action required.	Director of Law & Governance to keep under review
5 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
6 BCP CEx	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
7 BCP CEx	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



8 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>The Director of Law and Governance observed two Council meetings and has concluded arrangements are appropriate at the moment and in line with the scheme of delegation.</p>	No further action required.	Director of Law & Governance
<b>Cabinet and Leadership</b>						
No.	Action	Outcome	Target date	Progress to date	Next steps	Action owner
9 BCP CEx	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
10 BCP CEx	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
11 BCP CEx	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
12 BCP CEx	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. The Chief Executive has regular meetings with the Leader of the Opposition.</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.

<b>13 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>14 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>A new corporate vision has been adopted as of January 2024 and this has ensured that the MTFP and vision are brought in line, with a clearer statement of priorities and non-priority areas.</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> <p>Budget papers complete this work.</p>	No further action required.	Chief Executive and Leader
<b>15 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>	<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.</p> <p>A new Corporate Vision was formally adopted by Council on 9 January 2024.</p> <p>Work has taken place with Cabinet Members, Directors and senior officers across the Council to develop a supporting delivery plan, setting out key deliverables and performance measures.</p>	Corporate strategy delivery plan to be recommended to Council for sign-off.	Chief Executive and Leader
<b>15 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				

<b>16 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>A more moderated approach to transformation savings has been agreed within the Budget for 2024/25 and the MTFP, with no unidentified savings included.</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>	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.	Chief Executive and Leader
<b>16 BCP CEx</b>	Set up a regular cross-party working group to oversee the Transformation Programme	See action 16 DLUHC above				
<b>17 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 2023.</p>	Continue to circulate key information to all councillors and engage in group leader meetings for specific issues.	Leader
<b>18 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 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

20 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
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20 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																				



<b>21 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 completed. Recruitment to other senior posts to continue as appropriate.	Chief Executive and Leader
<b>22 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 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 were agreed by Corporate Management Board.</p> <p>The development plan, including external facilitation, is now in place and being delivered</p>	A programme of tools to enhance our leadership development offer has been agreed and is in place.	Director of People & Culture

Councillor Behaviours						
No.	Action	Outcome	Target date	Progress to date	Next steps	Action owner
24 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 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> <p>There was an increase in reported complaints about councillors in the period leading up to the election of the PCC in May 2024 and more recently in the lead up to the General Election in July 2024, but this is expected to reduce with the new political dynamic. The political environment remains complex but stable, and Council meetings have become less adversarial, and less aggressive in tone.</p>	Continue to monitor the number of complaints received and report these to the Standards Committee.	Director of Law & Governance
26 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

27 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 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
28 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
29 DLUHC	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

Further issues to address						
No.	Action	Outcome	Target date	Progress to date	Next steps	Action owner
<b>30 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	<p>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> <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.</p>	Planned closedown of company by 31 March 2024.	Chief Operations Officer
<b>31 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 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 BCP CEx</b>	The Council and BCP FuturePlaces Ltd to jointly consider the scope of regeneration projects being pursued	See 32 DLUHC above				



<b>33</b> <b>BCP CEx</b>	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 was considered with extensive debate and agreed by Overview &amp; Scrutiny, Cabinet and Audit and Governance committee, setting out recommendations that will apply to the shareholder governance of all council companies.</p> <p>The report set out a methodology for reviewing council companies and a timetable for completing these reviews, drawing on lessons learned from BCP FuturePlaces Ltd and on best practice sources. The company reviews include consideration of board membership, core functions, and the annual process for commissioning and approving business plans.</p> <p>A review of all subsidiary companies has been undertaken and reported to Audit and Governance Committee. We are operating the procedures in terms of the operational review of shareholder companies, the final step is to integrate the procedures into the constitution. By the end of the year we will have taken the procedures to Council for inclusion in the constitution.</p>	Take the procedures to Council for inclusion in the constitution.	Director of law and Governance
<b>34</b> <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> <p>A report to Cabinet in January 2024 concerning shareholder governance set out how the Council will conduct reviews of its companies and decision-making concerning these companies in future.</p>	No further action required.	Director of Law & Governance

<b>35 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>Report has now been finalised, published and circulated amongst all the senior managers.</p>	No further action required.	Chief Executive and Leader
<b>36 DLUHC</b>	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 have worked together to balance the budget for 2024/25.	Director of Finance
<b>36 BCP CEx</b>	Create a budget and MTFP based on traditional methods of local government finance	See 36 DLUHC above				
<b>37 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 due to CIPFA availability</p>	<p>CIPFA have completed their independent financial resilience review. Delivery of their report had been delayed due to higher priorities requiring their limited resources to be refocussed.</p> <p>Following receipt of the CIPFA report, an action plan has been drawn up around the recommendations. Progress will be reported to Cabinet and Audit and Governance Committee.</p>	Consider the outcomes of the review.	Director of Finance

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<b>38</b> <b>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 invited the Council to participate in the Safety Valve intervention programme. The Council considered the merits and risks of taking this up. 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.</p> <p>A 15-year plan to manage the deficit was submitted to the DfE Safety Valve programme which challenged the DfE's criteria and as anticipated, the Council and DfE have not yet been able to reach an agreement on a Safety Valve solution, although the proposed Plan has not been challenged. Discussions continue with the DfE as part of their Safety Valve programme.</p> <p>Detailed discussions have also taken place via the Schools Forum to increase awareness of the cause of the overspend.</p> <p>The 15-year plan is effectively being implemented and will be overseen by cabinet and by the SEND Improvement Board chaired by the DfE advisor. BCP Council will continue to lobby for a solution to be found, by government, to the funding shortfall and the cashflow impact.</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> <p>Continue discussions with DfE.</p> <p>Ongoing actions to be monitored by the SEND Board.</p>	Director of Finance and Corporate Director of Children's Services
<b>38</b> <b>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</b> <b>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>A set of procedure rules were drafted and taken to the Audit and Governance (A&amp;G) committee and then proposed to Council.</p> <p>The Budget and Policy Procedure Rules have now been completed and integrated within the updated constitution.</p>	No further action required.	Director of Law & Governance

40 BCP CEx	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> <p>All managers now using the new system proactively and financial awareness has increased.</p>	Consider what training needs the shift of accountability generates and ensure that appropriate training continues to be provided for budget managers.	Director of Finance
41 DLUHC	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 has been completed, 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 was taken to Cabinet on the 25 October 2023.</p> <p>A cross-party working group has been established and a progress update was 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>2024/25 budget includes more realistic assumptions regarding transformation savings and no unidentified transformation savings have been included in the budget or MTFP.</p> <p>This progress update also cross-references with action 16 DLUHC.</p>	No further action required.	Chief Executive, Leader and portfolio holder

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<p><b>42</b> <b>DLUHC</b></p>	<p>Continue providing targeted support to the Children's Services improvement journey, as a priority, with adequate resources</p>	<p>Children's Services improvement is a clear priority for Cabinet and the Executive leadership team, with the whole Council playing a role.</p>	<p>Ongoing</p>	<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>Ongoing actions will be monitored through the Children's Improvement Board, which is chaired by the DfE advisor, and through the Corporate Delivery Plan which is monitored through Cabinet.</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>	<p>Chief Executive and Director of Children's Services</p>
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# BCP Council Action Plan for CIPFA financial review

## Update at August 2024

### Introduction

In the summer of 2023 CIPFA carried out a financial resilience review of BCP Council as part of the recommendations from the Best Value Notice issued in August 2023.

The review was finalised in March 2024 and looked at four key areas:

- Financial Management and Sustainability.
- Financial Governance and Decision-Making.
- Capital programme/companies.
- Commercial assets/debt.

There were **no critical recommendations** that needed to be addressed urgently in the context of the Best Value Notice.

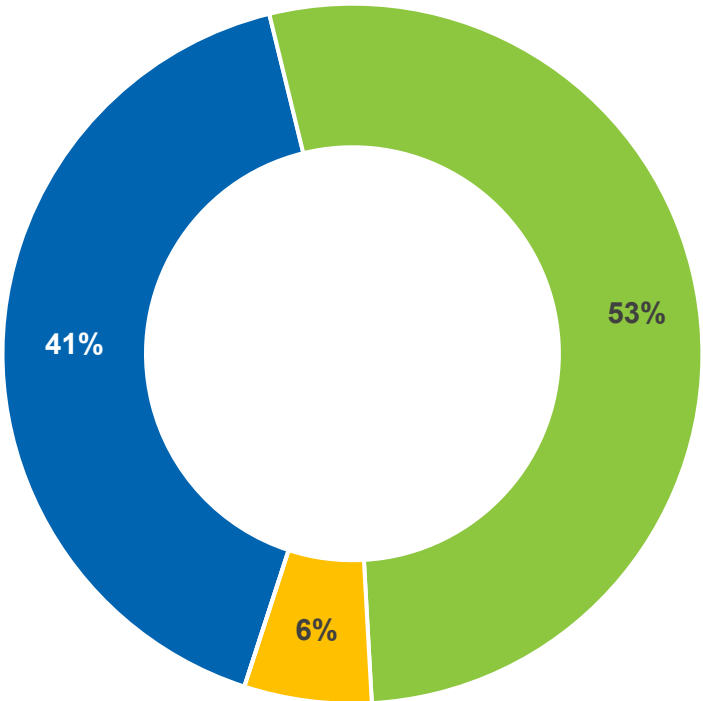
The report made seventeen recommendations which could be considered by the authority as part of its improvement best value duty, the first seven of which CIPFA prioritised over the following ten.

It should be emphasised that although not reported until March 2024 the recommendations flow from evidence gathered in the summer of 2023. Therefore, several of the recommendations will have been addressed as part of the budget process in support of the 2024/25 Budget and Medium-Term Financial Plan approved by Council on the 20 February 2024.

### Progress Summary as of August 2024

Progress is good with 94% of actions either progressing well or completed. There has been a 24% increase in actions moving from ‘started’ to ‘progressing well’ or ‘completed’ since April 2024. Just one action remains as ‘started’. Narrative updates are available on all actions over the following pages.

Key: Progress with actions	
Completed	<span style="color: blue;">■</span>
Progressing well	<span style="color: green;">■</span>
Started	<span style="color: orange;">■</span>
No movement	<span style="color: red;">■</span>



No.	Action	Target date	Progress to date	Next steps	Action owner
1	Develop modelling for building its Medium-Term Financial Plan (MTFP) alongside agreement with Members and Senior Officers of the frequency of any refreshed MTFP.	February 2024	<p>This is now an annual evolving action in support the budget process which is set out alongside the budget process and timetable included in the first report in the cycle for building the following years budget.</p> <p>The 2024/25 budget process, established from June 2023 onwards, is now a bi-weekly Cabinet and CMB strategy planning session which develops and considers at every meeting the budget model. This meeting format has been continued in support of the 2025/26 Budget process.</p> <p>As a footnote it should be highlighted that Financial Regulation stipulate that MTFP will be produced for periods not less than 3 years and will be subject to constant and ongoing review.</p>	Reported to Cabinet in July 2024. Included proposals for maintaining a balanced budget for 2025/26 should any of the base assumptions and/or priorities change.	Director of Finance
2	Maximise the opportunity to identify potential asset sales and explore the full range of savings opportunities.	February 2024	<p>Council has an Asset and Accommodation workstream focused on reducing the number of administrative centres and releasing assets for sales.</p> <p>Assets identified for disposal by either services or the Asset and Accommodation workstream are first put forward to the Corporate Property Group to consider alternative uses such as to support Special Educational Needs and Disabilities, or homelessness. If an alternative is not identified it is put forward to the Cross-Party Strategic Asset Disposals Working Group to consider disposal.</p> <p>The 2024/25 budget process considered an extensive range of savings opportunities.</p>	<p>Continue regular reporting of the Asset and Accommodation workstream (Senior responsible officer - Matti Raudsepp) to Monthly Transformation Board.</p> <p>Continue to stand up the working party as needed for the identification and development of a pipeline of assets for disposal.</p> <p>Ongoing consideration as to the use of capital receipts in the funding of any transformation requirements and in the opportunity to improve current or create new assets.</p> <p>Further savings opportunities will be identified and developed as part of the process to maintain a balanced budget for 2025/26.</p>	Director of Finance
3	Ensure Members are upskilled and engaged with a commitment to both financial and non-financial learning and development through the available LGA training opportunities	July 2023	<p>Linked to recommendations in the Best Value Notice Action Plan covering an ongoing Member training programme and LGA mentoring.</p> <p>Most if not all cabinet members have attended multiple LGA training and development course related to their area of responsibility.</p> <p>In house training has been strengthened and reporting of non-attendance at training is being developed.</p>	<p>Ongoing, and needs to be monitored as needs evolve.</p> <p>Continue the programme of mentoring and support for Members with the LGA.</p>	Director of Law & Governance

4	Members and senior officers to agree collectively on the best way to deliver sustainable improvements in the quality of financial, forecasting and performance information and ensure the right approach in driving out sustainable change that delivers savings.	September 2024	<p>IT's Data and insights have developed a range of reports which help unlock greater insight into service performance and increase accuracy of forecasting. There are still underlying issues with data from service systems which integrates with finance. This will take time to resolve and requires services to understand the importance of quality data.</p> <p>Continued drive to self-service of the HR and finance system will help unlock efficiencies and allow a more agile organisation.</p> <p>Finance have already improved the quality of the internal journals produced by the finance team, ensuring journals are clearly described and where appropriate robust evidence is electronically attached.</p>	<p>A package of training is being scoped with HR to ensure all budget holders have sufficient financial knowledge to carry out their roles alongside a robust and timely system. This will be rolled out during the autumn of 2024.</p> <p>Following a workshop on the 30 July the management architecture is being changes to have both a F&amp;O strategic as well as a F&amp;O operational management groups. The strategic group will take forward the learning from an April 2024 senior leadership team event and ensure a top-down roadmap for key improvements. The operational group will focus on the more bottom-up improvements.</p>	Directors of IT, HR and Finance
5	Deliver the agreed finance target operating model and develop an approach to business partnering to ensure we are equipped to manage service and budget pressures	September 2024	The finance team are currently proposing a restructure of the team which will help support it steps towards the full operating model of the Council as well as ensure business partnering roles are strengthened to help service delivery.	The staff savings from the target operating model have been achieved (through the voluntary redundancy scheme) but the recruitment to fill senior staff vacancies was only partially successful. As a result, in July there has been some movement between roles of existing staff and some agency staff will be retained for longer to maintain progress in developing the business partnering approach.	Assistant Chief Financial Officers
6	Undertake a capability assessment of our finance function and budget managers to identify skill and experience gaps and any succession planning needs.	September 2024	<p>We are aware there are several key attributes that budget holders are lacking at all levels of the organisation. A gaps analysis has been carried out which has informed the training package proposed.</p> <p>Finance staff capability gaps are being established through regular one to one conversations and formal performance review processes with training and development plans and remedial actions put in place where necessary.</p>	<p>Linked to recommendation 4.</p> <p>A package of training is being scoped with HR to ensure all budget holders have sufficient financial knowledge to carry out their roles alongside a robust and timely system. This will be rolled out during 2024 starting with a pilot within Children's Services.</p> <p>It must be recognised that filling all the finance vacant positions noted above with suitably qualified and experienced staff will remain challenging and it is likely that development time will be needed for them to become fully effective in the roles.</p>	Assistant Chief Financial Officers
7	Council should be disciplined in ensuring savings are baselined in service budgets to ensure they are sustainable to address MTFP pressures.	March 2024	<p>Dynamics F&amp;O was updated in March to reflect the approved 2024/25 budgeted pressures, savings and adjustments and configured into the baseline budgets reflected on the system.</p> <p>The public facing Budget Book was made available of the Councils website in March.</p> <p>Budget assurance statements issued in support of the 2024/25 Budgets.</p>	Annual ongoing process Budget assurance statements to be produced from 2025/26 for all service areas with a pilot in Adults Services for 2024/25.	Assistant Chief Financial Officers



8	Identify the areas where we may need further external support, particularly in demand-led services. To include an assessment of the impact of additional resources in minimising risk or delivering savings or improvements	September 2024	<p>External support has been obtained particularly in respect of the two high spend areas of Children's Services and Adult Social Care.</p> <p>BCP Council requested the LGA to undertake an independent review of its Use of Resources (UoR) in Adult Social Care. The review was led by John Jackson and a final draft report was issued in November 2023 which provided a commentary on the comparative UoR; a commentary on the directorate's approach to developing its MTFP, efficiency and transformation savings; identified area for improvement and suggested strategies to ensure a sustainable budget. John Jackson held workshops with Directors and then with field workers too.</p> <p>BCP Council commissioned external capacity and expertise to support the DCS and Children's Service undertake a significant transformation programme. Commercially Public Ltd was engaged to undertake a diagnostic review and to design and implement a Transformation Programme. An outcome was the approved business case for the full implementation of a new children's service delivery model to meet the strategic and operational requirements of the service and the Council, and to achieve financial efficiencies and savings enabled by the approved investment.</p>	Continue to utilise the learning from these exercises and to review the Value for Money of external support received over the previous 2 years and critically evaluate how it has led to service improvements and efficiencies.	Corporate Directors
9	Fully explore all savings opportunities and model upper and lower savings limits. Consider proposals in the context of the impact on risk and vulnerability in the community through a 'One Council' approach	February 2024	<p>As part of the bi-weekly Cabinet and CMB strategy planning sessions supporting the approved 2024/25 Budget opportunity was taken to consider all savings opportunities facilitated by various processes and the impact on the community.</p> <p>All savings are supported by improved documentation which considers matters such as consultation, Legal, Equalities, and Policy implications.</p>	Any reflections or learning to be documented and incorporated into processes supporting the development of the 2025/26 and future year budget processes.	Corporate Management Board

10	Ensure the ERP system is delivering the desired benefits and address any workarounds to make sure the ERP system is used in the first instance.	February 2025	<p>Having successfully implemented the new ERP system and acknowledging the improvements referenced in the report, weekly meetings have been established.</p> <ul style="list-style-type: none"> <li>Strategic ERP management (muti-disciplinary meeting chaired by ICT).</li> <li>Finance system development meeting chaired by the Assistant CFO to drive improvements in the Finance part of the system.</li> </ul> <p>The aims include ensuring any workarounds are fully documented, kept to a minimum and that all possible actions being taken to ensure the benefits of the ERP are maximised as well as the use of dashboards etc.</p>	<p>Weekly System, Project and Review meetings are in place to drive improvements in the ERP and ensure its benefits are maximised.</p> <p>All changes and improvements incorporated into on-going staff training and development.</p> <p>Workshop on the 30 July (including CFO and Directors of People &amp; Culture and ICT &amp; Programmes) agreed to drive strategic improvements forward from a top-down perspective to compliment bottom-up weekly meetings.</p>	Assistant Chief Financial Officers. Director of People and Culture.
11	Ensure legacy issues from reorganisation with different systems, policies and process are addressed and looked at to achieve a standardised approach unless there is an overriding financial or community-based reason not to.	February 2025	There is an ongoing process to review all outstanding areas of harmonisation to eliminate any differences. Areas that have been held back due to clarification of national policy such as the food waste service will be prioritised.	Ongoing process will be a key component of the work of the Transformation Investment programme and the monthly Transformation Board designed to ensure the use of a single system to underpin each area of service delivery. The quoted example being the planning portal.	Chief Executive
12	Ensure budget considerations are started early and seek to receive early reports on the progress against plans in the new financial year to give the best possible chance of delivering all the required savings.	June 2024	<p>The first report in the 2024/25 budget cycle was delayed until July due to the May 2023 local elections and the change in administration.</p> <p>2025/26 budget cycle will commence with a report in June 2024 and include the budget cycle, budget timetable and scenario planning to guide savings targets.</p>	<p>Improved budget cycle based on June, October, December, and February Budget and MTFP reports.</p> <p>Each of these reports will not only reflect on progress but also and salient financial risks facing the authority.</p> <p>Early engagement of savings challenges as supported by scenario planning.</p>	Director of Finance
13	Ensure a clear focus on risk and vulnerability as part of a clear framework for Children's and Adults services decision-making, recognising some proportionate risks will need to be accepted and managed collectively by the Council.	September 2024	It is recognised that Adults and Children make up most of the Council budget and that delivery of the service is demand led which carries inherent risk.	<p>The business partnering of finance will continue to work with the service to ensure prudent decision making continues recognising the ongoing service delivery risks.</p> <p>Annual assessment of the robustness of budget and the adequacy reserves will consider the extent to which specific Adults and Children's risks should be held corporately.</p>	Director of Finance
14	Continue the process to develop a strategic capital programme framework and implementation to ensure the capital programme is affordable and sustainable.	August 2023	Capital Briefing Board, which is an advisory not a decision-making group, is now up and running with regular consideration of progress on major schemes, and the availability of resources for additional investments.	<p>Continue monthly Capital Briefing Board.</p> <p>Reflect as part of the 2025/26 on the affordability and sustainability of any capital investments,</p>	Finance Manger Capital and Companies.

15	Address the inadequacies of existing property IT systems to maximise opportunities to optimise the use of the estate and to develop asset management plans.	February 2024	<p>A budget growth proposal for investment to enable the Christchurch paper-based files to be transferred into the TF cloud system in an accelerated timeframe was put forward for consideration.</p> <p>In considering the affordability of service investments for 2025/26 Council decided that any additional investment into TF cloud was not affordable at this time.</p>	Position on the possibility of additional investment will be reviewed annually.	N/a
16	Maintain our capacity and skills to match those found in the remaining companies to ensure effective client-side monitoring.	January 2024	The Best Valve notice identified several recommendations regarding potential governance improvements in respect of council companies. At the time this included reference to BCP FuturePlaces Ltd which is currently being liquidated. The governance arrangements of the remaining companies have been subject to a review by the interim Director of Resources with numerous improvements implemented and planned.	Continue with the improvements in governance being driven by the new Shareholder's Advisory Board.	Chief Executive.
17	Develop a risk-based assessment of reserves and appropriate target balances.	December 2024	<p>The annual s25 Report for 2024/25 was constructed in line with the best practice guidance issued by CIPFA.</p> <p>CIPFA are in the process of considering examples of local authority risk-based reserve assessments good practice in support of this recommendation.</p>	CIPFA have provided a Police Authority example which will be implemented as part of the 2025/26 Budget process.	Director of Finance



## OVERVIEW AND SCRUTINY BOARD



Report subject	<b>Work Plan</b>
Meeting date	27 August 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 Work Plan.
<b>Recommendations</b>	<b>It is RECOMMENDED that:</b>  <b>the O&amp;S Board review, update and confirm its Work Plan.</b>
Reason for recommendations	The Council's Constitution requires all Overview and Scrutiny Committees to set out proposed work in a Work 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 Work Plan. When approved, this should be published with each agenda.
2. It is good practice for the Work Plan to be kept under regular review by the Board. Between meetings O&S Chairs and Vice Chairs, in consultation with officers, suggest updates to the work plan to ensure proposed topics remain timely, fit for purpose and allow sufficient time for report preparation as appropriate. The Board is now asked to review, update and/ or confirm the latest work plan update. See the Work Plan attached at Appendix B to this report.
3. The current work plan is based on annual work programming activity undertaken by the Board in Winter 2023. Through this work, which was supported by the Centre for Governance and Scrutiny (CfGS), the Board agreed a [framework](#) which outlines how scrutiny work will be selected and approached. This is based on good practice. The framework outlines that scrutiny work will be divided into three categories of:
  - Proactive scrutiny
  - Reactive scrutiny
  - Pre-decision scrutiny.

Information only items should be received in other ways, reserving committee and working group capacity for value-added scrutiny. The Board's current work plan is structured to reflect this.

4. O&S statutory guidance recommends that a 'lens' or key set of priorities be established by O&S committees, to clearly communicate their role and how they will add value to the work of the organisation. The statements also clarify the role of the committee to the public. Through annual work programming activity, the Board agreed the following lens and supporting statement:

The **O&S Board** will approach work through a lens of **RESIDENT IMPACT AND EXPERIENCE**, such as considering:

- benefits that could be brought to residents by **delivering services** in different ways
- how the areas of highest **financial risk** for the council may impact on residents
- the council's **relationship with the public** and work that can be done to strengthen this.

5. Established lenses provide a tool to assist O&S members in work programming, to sift suggestions for work into a realistic annual work programme for each committee and to provide an angle by which to approach scrutiny topics. The lens should be referred to throughout the year as arising suggestions for work are made. The establishment of a lens does not preclude the Board from using the full extent of its scrutiny powers where appropriate.

### **Principles of Good Scrutiny**

6. The Constitution requires that the Work Plan of O&S committees shall consist of work aligned to the principles of the function. The BCP Council O&S function is based upon six principles:
  - Contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend';
  - A member led and owned function – seeks to continuously improve through self-reflection and development;
  - Enables the voice and concerns of the public to be heard and reflected in the Council's decision-making process;
  - Engages in decision making and policy development at an appropriate time to be able to have influence;
  - Contributes to and reflects the vision and priorities of the Council;
  - Agility – able to respond to changing and emerging priorities at the right time with flexible working methods.

### **Process for agreeing Work Plan items**

7. An O&S committee may take suggestions from a variety of sources to form its Work Plan. This may include suggestions from members of the public, officers of the Council, Portfolio Holders, the Cabinet and Council, members of the O&S Committee, and other Councillors who are not on the Committee.
8. The Constitution requires that all suggestions for O&S work will be accompanied by detail outlining the background to the issue suggested, the proposed method of undertaking the work and likely timescale associated, and the anticipated outcome and value to be added by the work proposed. No item of work shall join the Work Plan of the O&S Committee without an assessment of this information.
9. Any councillor may request that an item of business be considered by an O&S Committee. Councillors are asked to complete a form outlining the request, which is appended to this report at Appendix C. The same process will apply to requests for scrutiny from members of the public.
10. A copy of the most recent Cabinet Forward Plan will be supplied to O&S Committees at each meeting for reference when determining items of pre-decision scrutiny. The latest version is supplied as Appendix D to this report.

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

11. 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.

12. It is good practice for O&S Committees to agree a maximum of two/ three substantive agenda items per meeting. This will provide sufficient time for Committees to take a 'deep dive' approach to scrutiny work, which is likely to provide more valuable outcomes. A large amount of agenda items can lead to a 'light touch' approach to all items of business, and also limit the officer and councillor resource available to plan for effective scrutiny of selected items.
13. O&S Committees are advised to carefully select their working methods to ensure that O&S resource is maximised. A variety of methods are available for O&S Committees to undertake work and are not limited to the receipt of reports at Committee meetings. These may include:
- Working Groups;
  - Sub-Committees;
  - Tak and finish groups;
  - Inquiry Days;
  - Rapporteurs (scrutiny member champions);
  - 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.

### **Options Appraisal**

14. The O&S Board is asked to review, update and confirm its Work Plan, taking account of the supporting documents provided and including the determination of any new requests for scrutiny. This will ensure member ownership of the Work Plan and that reports can be prepared in a timely way. Should the Board not confirm its forthcoming priorities, reports may not be able to be prepared in a timely way and best use of the meeting resource may not be made.

### **Summary of financial implications**

15. There are no direct financial implications associated with this report. The Board should note that when establishing a Work 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 11 to 13 above.

### **Summary of legal implications**

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

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

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

### **Summary of sustainability impact**

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

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

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

**Summary of equality implications**

20. There are no equality implications arising from this report. Any councillor and 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**

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

**Background papers**

None.

**Appendices**

Appendix A – Overview and Scrutiny Committees Terms of Reference

Appendix B - Current O&S Board Work Plan

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

Appendix D – Current Cabinet Forward Plan

Appendix E – O&S Framework

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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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## BCP Council Overview and Scrutiny Board – Work Plan. Updated 01.07.24

### Guidance notes:

- 2/3 items per committee meeting is the recommended maximum for effective scrutiny.
- The O&S Board will approach work through a lens of **RESIDENT IMPACT AND EXPERIENCE**
- Items requiring further scoping are identified and should be scoped using the Key Lines of Enquiry tool.

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
	Meeting Date: 27 August 2024			
1.	<b>Corporate Budget Monitoring 2024/25 Quarter one</b>  To consider the budget monitoring report prior to its consideration by Cabinet.	Scrutiny of Cabinet report	Director of Finance Portfolio Holder for Finance	Cabinet Report
2.	<b>Monitoring Progress with the Shared Vision for Bournemouth, Christchurch and Poole - Q1</b>  To consider the performance monitoring dashboard and how it can be utilised for targeting scrutiny setting out how progress will be monitored for the Shared Vision for Bournemouth, Christchurch and Poole.	Scrutiny of Cabinet report and developing horizon scanning for future consideration	Chief Executive Director of Marketing, Communications and Policy Leader of the Council	Cabinet report – This is the first opportunity to consider the monitoring of the new Corporate Plan – it is expected in future that this would be for information and horizon scanning
3.	<b>BCP Council Assurance Review</b>  Briefing report to Committee to provide assurance that all outcomes from the review have been addressed	Committee Report	Chief Executive Leader of the Council	Officer report requested

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
	Meeting Date: 23 September 2024			
	<b>Investment &amp; Development Directorate - Regeneration Programme</b> To provide a bi-annual update on the progress of the Council's regeneration programme.	Scrutiny of Cabinet report prior to Cabinet consideration	Corporate Director of Regeneration and Economy Leader of the Council	Cabinet Report
	<b>Directorate Budget Awareness</b> To receive a presentation on the budget, pressures and assumed savings	Presentation and Question and Answer session	Chief Financial Officer, Chief Operations Officer and Chief Executive	To provide the Committee with information prior to the establishment of a budget working group
	<b>Overview and Scrutiny Annual Report</b> The Overview and Scrutiny Specialist is required to report annually on the output of the O&S function.	Committee Report	Scrutiny Specialist	Requirement for O&S to produce an annual report to full Council - all O&S Committee Chairs to be invited
	Meeting Date: 21 October 2024			
	<b>Transformation Report</b>	Scrutiny of Cabinet report prior to Cabinet consideration	Chief Executive Director of IT and Programmes	To be confirmed if going to October Cabinet meeting
	<b>Transformation and the centralised handling of complaints</b> Report requested through the work planning workshops	Report to Committee	Director of Customer & Property	This requires further scoping – <a href="#">KLOE document</a>

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny



	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
	<b>Performance of the Council</b> Data, and performance of directorates and staff (25)	Informal investigation report by O&S Board		This requires further scoping – <a href="#">KLOE document</a> Will be suited to a working group.
	<b>Blue Badges</b> For the O&S Board to receive an update on this issue from officers following the work the Board carried out last year	Committee Report	Director of Customer & Property	Officer report requested
Meeting Date: 18 November 2024				
1.	Reserved for pre-decision or reactive scrutiny decision or reactive scrutiny (awaiting Cabinet FP update)			
2.	<b>Production and Effectiveness of Public Consultations (2)</b>	Committee Report – Initial update on current situation with potential for working group	Director of Marketing, Comms and Policy Portfolio Holder	This issue will be suited to a working group – further scoping required – <a href="#">KLOE document</a>
3.	<b>Budget Working Groups</b> To consider feedback and recommendations from the established budget working groups	Dedicated budget scrutiny – all groups to feedback to O&S Board	TBC	TBC – All O&S members to be invited
Meeting Date: 9 December 2024				
1.	Reserved for pre-decision or reactive scrutiny decision or reactive scrutiny (awaiting Cabinet FP update)			

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
2.	<b>Crime and Disorder Scrutiny of Community Safety Partnership</b>	Annual Report	Portfolio Holder for Housing and Regulatory Director of Housing and Communities	This requires further scoping – <a href="#">KLOE document</a>
3.	Item to be selected from Pro-Active Scrutiny topic list			
Meeting Date: 6 January 2025				
1.	Reserved for pre-decision or reactive scrutiny decision or reactive scrutiny (awaiting Cabinet FP update)			
2.	Item to be selected from Pro-Active Scrutiny topic list			
3.	Item to be selected from Pro-Active Scrutiny topic list			
Meeting Date: NEW DATE 3 February 2025				
1.	<b>Budget Scrutiny</b> Scrutiny of the 2025/26 budget proposals, consideration of the Cabinet report and any recommendations to be made to Cabinet.	Cabinet Budget report	Adam Richens, Chief Finance Officer Mike Cox, PH Finance	
2		Updates from Budget T&F groups if required	Adam Richens, Chief Finance Officer Mike Cox, PH Finance	

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
Items with Dates to be allocated				
	<b>Local Transport Plan</b>	Committee Report	Portfolio Holder for	Board have requested to see this at an early stage and not as a pre-decision Scrutiny item.
	<b>Accounting for Social Value in decision making</b>	Committee Report		Item requires further scoping - <a href="#">KLOE document</a>
	<b>Arts, Culture and Leisure Funding</b> Item requested through work planning workshops	Committee Report	Portfolio Holder for Connected Communities and Portfolio Holder for Customer, Communication and Culture	Item from Pro-Active Scrutiny List (including funding for BSO and Lighthouse) <a href="#">This requires further scoping – KLOE document</a>
	<b>Working more collectively across BCP geographical areas / Locality Governance</b> – Substantive item	Committee Report		<a href="#">This requires further scoping – KLOE document</a>
Working Groups				
	<b>Budget Working Group</b> – Suggested areas:  Operations Directorate: Resident Card, Income forecasts, Fees and charges  Resources Directorate: Transformation Budget, Licensing costs, Revenue & Benefits,	Working group to meet in October	TBC – dependent upon the areas chosen for further scrutiny consideration	It is suggested that the Board consider establishing the working group at its September meeting TBC

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
	<b>POTENTIAL WORKING GROUP - Public Consultations</b>	TBC	TBC	TBC
	<b>POTENTIAL WORKING GROUP - Performance of the Council</b>	TBC	TBC	TBC
Item suggestions for Briefing Sessions				
	<b>Coastal / Town Centre Business Improvement Districts – Building a Sense of Place</b>	Presentation and Discussion item	Portfolio Holder for Dynamic Places Portfolio Holder for Connected communities	No formal report / item for discussion.
	<b>Integration of Dorset Local Enterprise Functions into Council - Jan 2026</b>	Presentation and Discussion item to understand the direction of this work and identify any future scrutiny.		
	<b>ERP System Demonstration</b>	TBC	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 JULY 2024 TO 31 OCTOBER 2024

(PUBLICATION DATE – 18 June 2024)



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)?
Financial Outturn 2023/24	To provide the financial outturn for 2023/24	No	Cabinet 17 Jul 2024  Council 23 Jul 2024	All Wards	n/a	n/a	Adam Richens	Open
Medium Term Financial Plan (MTFP) Update	Present the latest medium-term financial plan (MTFP) of the council	No	Cabinet 17 Jul 2024	All Wards			Adam Richens	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
BCP Council Productivity Plan	The Government is reviewing productivity across all public services and requires councils to produce productivity plans outlining efforts to improve productivity in recent years, current plans for transformation, and how the effects of these changes will be measured.	No	Cabinet 17 Jul 2024	All Wards			Sophie Bradfield	Open
Pay and Reward: Update on progress in introducing new terms and conditions of employment		No	Overview and Scrutiny Board 16 Jul 2024  Cabinet 17 Jul 2024				Sarah Deane	



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)?
Arndale House and 1-17 Kingland Road Poole (AKA Kingland House)	To seek Cabinet approval for the surrender of the existing head lease and regrant of a new long lease to facilitate a mixed use development on the site of circa 128 homes, nine ground floor commercial units and car and cycle parking.	Yes	Cabinet 17 Jul 2024	Poole Town	Ward Councillors & Portfolio holder	Briefing	Irene Ferns	Open with exempt appendices
South Part of Beach Road Car park	Approval to appropriate for Planning Purposes and dispose of the site	Yes	Cabinet 17 July 2024  Council 23 Jul 2024	Canford Cliffs	Ward Councillors and Portfolio Holder	Ongoing Briefings	Irene Ferns, Adam Richens	Open with exempt appendices

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	Overview and Scrutiny Board 16 Jul 2024  Cabinet 17 Jul 2024				Amanda Barrie, Andrew Emery, Gary Foyle, Anthony Rogers	Open
BCP Urban Forest Strategy	To present to cabinet, for adoption, the BCP Urban Forest Strategy	No	Cabinet 17 Jul 2024	All Wards	Public consultation is taking place pre Christmas 2023, leading in tot his decision; and follows extensive workshops and cross-service development of the strategy.	As above	Martin Whitchurch	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Christchurch Bay and Harbour FCERM Strategy	Bournemouth, Christchurch and Poole Council (BCP) and New Forest District Council (NFDC) are working together with the Environment Agency to produce a new strategy to protect coastal communities from tidal flooding and erosion risk. It will guide how the frontage from Hengistbury Head to Hurst Spit, encompassing Christchurch Harbour, will be sustainably managed for the next 100 years.	No	Cabinet 17 Jul 2024  Council 23 Jul 2024	Christchurch Town; East Southbourn e & Tuckton; Highcliffe & Walkford; Mudeford, Stanpit & West Highcliffe; Burton & Grange	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
Core Gigabit Fibre Network	Due to changes in the economic climate, options are being provided to stop or proceed with this project.	Yes	Cabinet 17 Jul 2024	All Wards			Ruth Spencer	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)?
Commissioning & Procurement Transformation Update	To update members on the history of Strategic Procurement - Current position & future approach	No	Cabinet 17 Jul 2024	All Wards			Jeremy Richardson, Phil Hornsby	Open
Adult Social Care Transformation Business Case	To ask Cabinet to recommend the Adult Social Care transformation business case to Council.	No	Health and Adult Social Care Overview and Scrutiny Committee 15 Jul 2024  Cabinet 17 Jul 2024  Council 23 Jul 2024	All Wards			Jillian Kay	Open
Adult Social Care Charging Policy Additions	To update Cabinet on the recent Adult Social Care Charging Policy Additions.	No	Cabinet 17 Jul 2024	All Wards			Betty Butlin	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)?
Youth Justice Plan 2024/2025	To present the Youth Justice Plan 2024/25 for approval. There is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. This report summarises the Youth Justice Plan for 2024/25, with a copy of the Plan appended.	No	Cabinet 17 Jul 2024  Council 23 Jul 2024	All Wards			David Webb	Open
Housing Strategy - Annual Summary Review		No	Cabinet 2 Oct 2024				Kerry-Marie Ruff	

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	To provide progress on delivering a legally balanced budget for 2025/26	No	Cabinet 30 Oct 2024	All Wards			Adam Richens	Open
Medium Term Financial Plan (MTFP) Update	Present progress in delivering a legally balance budget for 2025/26	No	Cabinet 18 Dec 2024	All Wards			Adam Richens	Open
Budget 2025/26 and Medium Term Financial Plan	To set out for Cabinet's consideration and recommendation to Council the proposed 2025/26 budget and council tax.	No	Cabinet 5 Feb 2025	All Wards			Adam Richens	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
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 Date to be confirmed	All Wards				Open
DfE SEND review next steps	To consider the DfE review next steps	No	Cabinet Date to be confirmed				Rachel Gravett, Shirley McGillick, Sharon Muldoon	Fully exempt

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Our Place and Environment - Strategic Transport Scheme Prioritisation	To present the outputs of public engagement on Strategic Transport Schemes and to seek recommendation from Cabinet to Council relating to the progression of the schemes in consideration of the consultation outputs. Noting: this is likely to include some selected schemes being promoted as a priority at the Western Gateway Sub-National Transport Body.	Yes	Cabinet Date to be confirmed	All Wards				Open
Affordable Fairer Broadband for all (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 Date to be confirmed	All Wards			Ruth Spencer	Open



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

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
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 Date to be confirmed	All Wards			Chris McKensie	Open

<b>What is the subject?</b>	<b>What is the purpose of the issue?</b>	<b>Is this a Key Decision?</b>	<b>Decision Maker and Due Date</b>	<b>Wards</b>	<b>Who are the key stakeholders to be consulted before the decision is made?</b>	<b>What is the consultation process and period</b>	<b>Officer writing the report</b>	<b>Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?</b>
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 Date to be confirmed	Commons				Open

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**1. Development of this framework and its application by O&S Committees**

Workshops were held with members of O&S committees across December 2023- February 2024, supported by the Centre for Governance and Scrutiny (CfGS). The aim of the workshops was to develop an approach to work programming at BCP for 2024/25 and beyond that is based on good practice and addresses improvements already identified for O&S as set out in [Assurance Review Action Plan](#) and the [O&S Action Plan](#). One output of this work is the framework set out below.

During 2024, the O&S Board and Environment and Place O&S Committee have been following the principles set out in this framework. The same good practices will be rolled out to all O&S committees in 2024 and used to support future annual work programming.

**2. Using a lens to select and approach scrutiny topics**

O&S statutory guidance recommends that a 'lens' or key set of priorities be established by O&S committees, to clearly communicate their role and how they will add value to the work of the organisation. The statements also clarify the role of the committee to the public.

Established lenses provide a tool to assist O&S members in work programming, to sift suggestions for work into a realistic annual work programme for each committee and should be referred to throughout the year as arising suggestions for work are made.

O&S Board and Environment and Place O&S Committees agreed lenses in 2024. Children's Services and Health and Adult Social Care O&S Committees have not yet considered the application of lenses to their work. Lenses are set out below. It is suggested that these lenses be reviewed annually to ensure they remain fit for purpose.

The **O&S Board** will approach work through a lens of **RESIDENT IMPACT AND EXPERIENCE**, such as considering:

- benefits that could be brought to residents by **delivering services** in different ways
- how the areas of highest **financial risk** for the council may impact on residents
- the council's **relationship with the public** and work that can be done to strengthen this.

The **Environment & Place O&S Committee** will approach work through a lens of **SUSTAINABILITY**, with a specific focus on the following priorities, drawn from the Corporate Strategy:

- **Climate change** is tackled through sustainable policies and practice
- Our **green spaces flourish** and support the wellbeing of being people and nature
- Our communities have pride in our **streets, neighbourhoods and public spaces**
- **Good quality homes are** accessible, sustainable and affordable for all

The **Children's Services O&S Committee** will approach work through a lens of ....TBC

The **Health and Adult Social Care O&S Committee** will approach work through a lens of ....TBC

### 3. Using a framework to structure O&S activity:

A framework for supporting different types of scrutiny work is set out in the table below. Scrutiny is split out into **proactive work**, **reactive work** and **pre-decision scrutiny**. When developing this framework, O&S councillors gave a clear steer that they wish to continue to undertake all these elements of scrutiny through their work programmes.

As with the lenses outlined at 2 above, the scrutiny framework will also be used to communicate the role and intentions of the committees to the wider council and the public. It is suggested that the framework be reviewed annually to ensure it remains fit for purpose.

## Proactive Scrutiny

### What is it?

- Early policy work - work focused on policy development and exploring options for the future. Also described as ‘overview work’ in BCP.
- Framed as a series of questions or ‘key lines of enquiry’, to which O&S seeks answers. These are found through the gathering of evidence, with a view to informing future policy.
- Driven by the O&S committee itself, or may be in response to a suggestion from councillors, community or decision makers.
- Less likely to directly align to another piece of work already underway in the council, eg. a cabinet report.
- Fulfils BCP principles of good scrutiny:

*‘O&S engages in decision making and policy development at an appropriate time to be able to have influence’*

*‘O&S is a member led and owned function’*

*‘O&S enables the voice and concerns of the public to be heard and reflected in the Council’s decision-making process’*

### Examples

Cllr suggestions based on their understanding of local needs, eg:

- What more can we do to meet local people’s housing needs?
- To what extent do we as a council as a community understand the likely challenges of climate change, and what action do we need to take?

### Method for undertaking scrutiny:

- Either “in committee”, as a whole-meeting challenge session followed up by agreement of recommendations at the next meeting, or a short and sharp working group with a group meeting two or three times between meetings.
- Outcomes are unlikely to be met by an officer report – proactive scrutiny relies on councillors scoping and directing the work and asking for specific data, information and evidence to be brought by relevant stakeholders.
- Recommendations are made, usually to Cabinet or Portfolio Holders. They must respond to these recommendations.

### Pros and Cons

- ✓ Potential to add significantly more value than other work by using powers to gather evidence from stakeholders, investigate an issue in depth and find solutions. These may be used to inform policy in a significant and meaningful way.
- ✓ Potential to select and scope topics to have maximum positive impact on the communities of BCP.
- ✓ Can generate a clearer set of recommendations that can be communicated in the council and to the public.
- ✓ Easier for O&S to own the programme of work and not be affected by other factors (eg. movement of decisions on the Cabinet Forward Plan).
- ✗ Resource intensive for officers and councillors.
- ✗ May require committee to work more flexibly to find capacity for the depth of work, eg. swapping committee meetings to undertake working group meetings instead.

### Method for selection of proactive scrutiny topics:

- Invite suggestions from councillors annually (through work programming workshops)
- Invite suggestions from decision makers for O&S to contribute to developing policies/ decisions.
- Invite suggestions from the public annually (consider how to incorporate into methodology for 2025 work programming)
- Sift suggestions according to the priorities of lenses as set out above ('resident impact and experience' / 'sustainability' )
- Agree, scope and plan topics to add maximum value.
- Plan all proactive work on an annual basis to ensure it can be undertaken by an appropriate time to add value and in within resources available.

## Pre-decision Scrutiny

### What is it?:

- Scrutiny of a report close to the point of decision making – eg. a Cabinet report.
- Predominantly driven by the Cabinet Forward Plan.
- Sits between 'proactive' and 'reactive' scrutiny. Some councils undertake a minimal level of pre-decision scrutiny in favour of greater levels of deep dive investigations. BCP councillors have said that pre-decision scrutiny is an important part of the scrutiny process which they are keen to see stay in place.
- Fulfils BCP principle of good scrutiny:

*'O&S contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend'.*

### Examples

Scrutiny of Cabinet reports on:

- BCP Local Plan
- BCP 2024/25 budget scrutiny & MTFP update reports
- Various policies prior to Cabinet/ Council decision

### Method for undertaking scrutiny:



- In committee, consideration of a report already written for Cabinet. Report considered approximately 10 working days prior to the Cabinet meeting.
- Any recommendations or comments made on the report are formally passed to the next Cabinet meeting.
- The O&S Chairman will attend the Cabinet meeting to report recommendations and/or give a summary of comments made at O&S.
- Cabinet must consider any **formal recommendations** made and respond.

### Pros and Cons

- ✓ Publicly demonstrates that decision makers are held to account.
- ✓ Less resource intensive – reports already written for Cabinet.
- ✗ Reactive – hard to plan agendas and relies on a well populated Cabinet Forward Plan to timetable work.
- ✗ Limited impact vs time spent. O&S is unlikely to be able to have much influence on fully developed policy and decisions.
- ✗ Potential to establish a ‘shadow cabinet’ and for meetings to become political, which must be managed effectively by O&S Chairs.
- ✗ Potential for Cabinet scrutiny to overwhelm agendas - can lead to additional/ long meetings which can limit effectiveness of scrutiny.
- ✗ Potential to duplicate other scrutiny opportunities – eg. full council debate.

### Method for selection of pre-decision scrutiny topics:

- Establish a programme of informal, Teams based briefing sessions at a frequency which can be accommodated by O&S members and support officers. Schedule briefings to provide O&S with information on the key aspects of developing decisions. Aim to hold these as early as possible and at least 3 months prior to the decision to be made. Chairs and Vice Chairs take the lead in this, using the Cabinet Forward Plan and informal discussions with decision makers.
- Using the information provided at briefings and the agreed O&S lenses to determine which forthcoming Cabinet decisions will benefit from a councillor maintaining a watching brief and reporting back (rapporteur) or ultimately pre-decision scrutiny at committee.
- Give notice as early as possible of those items required for pre-decision scrutiny, to enable report authors to work to the relevant O&S timescales.
- Provide regular reporting on out of committee activity into a committee meeting via Chair, to maintain transparency of O&S activity.
- Note – this framework for selecting pre-decision scrutiny is expected to significantly reduce the number of Cabinet reports being considered by O&S committees but will require a commitment from decision makers to share information with O&S in a different way that is both open and timely. The proposed format will also provide decision makers with the opportunity to surface issues with the wider membership of the council prior to decision making and to gather informal input to shape direction of policy.

## Reactive Scrutiny

### What is it?:

- Emerging issues that arise throughout the year and can't easily be planned for in advance.
- Usually a significant issue of concern or risk to the council, residents or external bodies (eg. Ofsted or Government department)
- Fulfils BCP principles of good scrutiny:

*'O&S contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend';  
 'O&S is agile – able to respond to changing and emerging priorities at the right time with flexible working methods'  
 'O&S Contributes to and reflects the vision and priorities of the council';*

### **Examples**

- Targeted scrutiny on council finances at the end of 2022 following concerns about in-year budget
- Safety valve scrutiny at Children's O&S Committee
- Best Value and Assurance Review reports.
- Decisions 'called in' by O&S

### **Method for undertaking scrutiny**

- O&S Councillors review a suite of information regularly outside of the committee space – eg. corporate performance reports, medium term financial plan updates, complaints data or resident surveys.
- 'Red flags' are elevated to committee for more formal scrutiny to take place. Usually, a report is requested from officers.
- Any recommendations or comments made on the report are formally passed to the relevant decision maker, usually Cabinet/ Council.
- Cabinet/ Council must consider the recommendations made and respond.
- O&S may ask to receive regular updates outside of committee, to maintain a closer eye on the matter until it is resolved.

### **Pros and Cons**

- ✓ Important governance mechanism to assist the council in resolving issues of concern.
- ✓ Provides public demonstration of scrutiny on issues that may be causing press interest or community concern and gives opportunity for public to engage.
- ✗ Limited impact vs time spent. O&S may ask decision makers to reconsider an issue or make recommendations expressing concerns but cannot change a decision.
- ✗ Can disrupt workplans owing to the need to scrutinise a matter quickly.
- ✗ Potential to duplicate other scrutiny opportunities – eg. full council debate.

### **Method for selection of reactive scrutiny topics:**

- Committee members 'horizon scan' by reviewing a suite of information on a regular basis in their own time. These are provided by email or in a designated webspace. Rapporteurs may be established to monitor designated areas of interest, sharing the load across the committee.
- Emerging trends or red flags are raised by committee members informally to the Chair & Vice Chair.
- Chair and Vice Chair take the lead in raising concerns with relevant decision makers and seeking more information. Using this information and the lenses established by committees, they determine which matters warrant elevating to committee.
- In all cases, O&S will prioritise work where it can have the most value and will avoid duplicating efforts underway elsewhere in the council to resolve arising issues. Priority will therefore be given either to those areas of highest concern and which are generating significant public and media attention; where data trends indicate that concerns are at risk of becoming embedded, or where attempts to find solutions by Cabinet or service areas have not worked.

- For these matters, a report is requested to the next available committee meeting for more formal and forensic scrutiny to take place. Work plans may be adjusted to make room for this arising work within existing resources.
- Following formal scrutiny, O&S may ask to receive regular updates outside of committee, to maintain a closer eye on the matter until it is resolved.
- Nb. 'Call-in' decisions will follow a separate process as outlined in the constitution.

#### **4. Next steps**

- The O&S Board and Environment and Place O&S Committees have adopted this framework and agreed lenses for their work.
- In 2024, all remaining O&S committees will be asked to adopt this framework and establish lenses or a limited set of high-level priorities.
- The framework will accompany all work programme reports to committee and should be referred to as a structure to underpin ongoing work programming activity.
- The framework will be reviewed annually by O&S Chairs, and lenses reviewed annually by O&S Committees in annual work programming, to ensure they remain fit for purpose.

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