Notice of Cabinet

Date: Wednesday, 15 January 2025 at 10.15 am

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

Membership:

Chairman:
Cllr M Earl

Vice Chairman:
Cllr M Cox

Cllr D Brown	Cllr J Hanna	Cllr S Moore
Cllr R Burton	Cllr R Herrett	Cllr K Wilson
Cllr A Hadley	Cllr A Martin	

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

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

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?MId=6057

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

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

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

GRAHAM FARRANT
CHIEF EXECUTIVE

7 January 2025

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

Does the matter directly relate to one of my Disclosable Pecuniary Interests (DPIs) (set out in Table 1)?

Yes → I have a DPI and cannot take part without a dispensation

No → Does the matter directly relate to the finances or wellbeing of one of my Other Registerable Interests (ORIs) (set out in Table 2)?

Yes → I have an ORI and must disclose it. I may speak as a member of the public but not discuss or vote and must leave the room

No → Does it directly relate to the finances or wellbeing of me, a relative or a close associate?

Yes → I have a NRI and must disclose it. I may speak as a member of the public but not discuss or vote and must leave the room

No → Does it affect the finances or wellbeing of me, a relative or a close associate or any of my ORIs?

Yes → Am I or they affected to a greater extent that most people? And would a reasonable person think my judgement is clouded?

No → I have no interest to disclose

Yes → I have an interest and must disclose it. I may speak as a member of the public but not discuss or vote and must leave the room

No → I have no interest to disclose

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)

Selflessness
Councillors should act solely in terms of the public interest

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

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

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

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

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

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

AGENDA

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

1. **Apologies**

   To receive any apologies for absence from Councillors.

2. **Declarations of Interests**

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

   Declarations received will be reported at the meeting.

3. **Confirmation of Minutes**   7 - 24

   To confirm and sign as a correct record the minutes of the Meeting held on 10 December 2024.

4. **Public Issues**

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

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

   The deadline for the submission of public questions is mid-day on Thursday 9 January 2025 [mid-day 3 clear working days before the meeting].

   The deadline for the submission of a statement is mid-day on Tuesday 14 January 2025 [mid-day the working day before the meeting].

   The deadline for the submission of a petition is Monday 30 December 2025 [10 working days before the meeting].

5. **Recommendations from the Overview and Scrutiny Committees**

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

ITEMS OF BUSINESS

6. **Council Tax - Tax base 2025/26**   25 - 30

   This report calculates and presents the proposed council tax base for council tax setting purposes in line with current legislation and guidance.

7. **Quarter 2 - Corporate Performance Report**   31 - 46

   BCP Council adopted 'A shared vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024.

   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.

Incorporated in the vision are a set of measures of progress for achieving the vision, priorities and ambitions.

This is the second quarterly performance monitoring report, presenting an update on the progress measures.

The council's delivery against its priorities and ambitions can also be monitored through a [performance dashboard](#) which is available on the council's website providing up-to-date real time information on the progress measures.

8. **Dorset Local Enterprise Partnership**

Government has set out its expectation that Local Enterprise Partnerships (LEPs) will receive no further funding and provided guidance as to how their remaining functions should be integrated into Local Authorities. Council officers from BCP Council and Dorset Council (the accountable body for Dorset LEP) have worked through the detail, implications and necessary actions to support integration of functions where possible from Dorset LEP (DLEP).

The DLEP board unanimously supported a report outlining this on 28th November 2024. Further work is now needed to ensure the actions identified in this report are completed on or before the end of March 2025, including the allocation of any remaining funds and how these will be split between the two Councils, facilitating the closedown of DLEP. This report sets out this work and next steps.

9. **Progress Update - ASC Fulfilled Lives Programme**

In July 2024, BCP Council and Cabinet agreed to support the Adult Social Care (ASC) transformation programme and approve the release of £1.79m for the first year of the programme, to enable the programme to mobilise, complete the design and scope stage, and move into the delivery phase from January 2025.

The ASC Fulfilled Lives Programme has made significant progress in its initial stages and is set to enter the delivery phase in January 2025.

Key areas of progress since July 2024:

- **Programme governance established**: A Fulfilled Lives Programme Board has been established, chaired by the Corporate Director for Wellbeing. This meets fortnightly to drive progress, approval of budget spend and management of strategic programme risks.

- **Completion of design and scope stage**: The design and scope stage is nearing completion, with key documents such as Scope Documents, Project Initiation Documents, and Outline Business Cases in place for each project, ensuring clarity and detailed plans are in place to move into the delivery phase from Jan 2025.

- **Capability**: There has been successful recruitment in key areas such as Programme and Project Management, Commissioning, and First Response operational capacity.

- **Alignment and next steps**: The programme is aligned with the Integrated Care Partnership strategy and has identified synergies with the Urgent and Emergency Care programme. From January

2025 the delivery phase will focus on deploying resources, monitoring progress, managing change, and mitigating risks

10. **Transformation Programme Completion**

This report:

Provides a summary of the Council's Transformation Programme and achievement against its original aims and objectives.

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

The Chief Executive to report on any decisions taken under urgency provisions in accordance with the Constitution.

12. **Cabinet Forward Plan**

To consider the latest version of the Cabinet Forward Plan for approval.

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

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

CABINET

Minutes of the Meeting held on 10 December 2024 at 10.15 am

Present:-

Cllr M Earl – Chairman

Cllr M Cox – Vice-Chairman

Present:	Cllr D Brown, Cllr R Burton, Cllr A Hadley, Cllr J Hanna, Cllr R Herrett, Cllr A Martin and Cllr S Moore
Present virtually:	Cllr K Wilson
Also in attendance:	Cllr S Armstrong, Cllr S Bartlett (Chair of the Overview and Scrutiny Board), Cllr P Canavan (Chair of the Health and Adult Social Care Overview & Scrutiny Committee), Cllr S Carr-Brown (Chair of the Childrens Services Overview and Scrutiny Committee), Cllr K Rampton and Cllr C Rigby (Chair of the Environment and Place Overview & Scrutiny Committee)
Also in attendance virtually:	Cllr J Salmon and Cllr K Salmon

78. Declarations of Interests

Councillor Richard Herrett declared a pecuniary interest in Minute No. 86 (Pay and Reward progress update) and left the room for the discussion and voting thereon.

Councillor Millie Earl declared an interest in Minute No. 88 (BCP Council Libraries – Update on Library Strategy Development) and remained present for the discussion and voting thereon.

79. Confirmation of Minutes

The Minutes of the meeting held on 30 October 2024 were confirmed and signed as a correct record.

80. Public Issues

Public Statement from Andrew Emery (East Cliff Community Group) on Agenda Item 13 – East Cliff and Springbourne Neighbourhood Plan

Dear Cabinet, on behalf of the East Cliff community group I appeal to you to postpone decision to approve the Springbourne and East Cliff Neighbourhood Plan Area and Forum which excludes over 700 East Cliff residents west of Meyrick Road until alternative overlapping proposals, acknowledged in paragraph 22 of the report before you, for an East Cliff

only Neighbourhood Area which has been registered with BCP Council but has yet to be consulted upon.

To do otherwise risks the Council being vulnerable to a likely successful application for permission for judicial review as paragraph 16 of the Cabinet Report contravenes Regulation 9A(3) of the Neighbourhood Planning regulations 2012.

The Ward based proposals before you today do not reflect the boundaries of the two sustainable communities of the East Cliff and Springbourne with their very different demographics, built environments and social challenges. These communities deserve independent neighbourhood plans.

Public Statement from Mark Elkins (East Cliff and Springbourne Residents Group) on Agenda Item 13 – East Cliff and Springbourne Neighbourhood Plan

This proposed deferral is really unfair. The East Cliff and Springbourne Neighbourhood Plan (NP) application has been delayed by over a year. Original documentation was approved in 2023 by one member of staff and then required changes sought by a new member of staff in August 2024. Numerous progress follow ups were made from 2023 and I was told various reasons for the delay. Yet this recent East Cliff one is experiencing no such delay and was not even officially proposed until November 2024.

Please decline this deferral. If not I request a new East Cliff and Springbourne NP consultation to include the rest of East Cliff in Bournemouth Central Ward and then delay a decision on the East Cliff NP until that consultation is complete. The East Cliff and Springbourne NP report explains we wanted to accommodate boundary change requests and it now seems advice given was misleading.

81. Recommendations from the Overview and Scrutiny Committees

The Chair of the Overview and Scrutiny Board addressed the Cabinet advising that the following recommendations had been agreed by the Board for submission to Cabinet for consideration: -

1. *That the principle of an inflationary increase across all parking charges be endorsed for the 2025/26 budget.*

2. *That it requests Officers to take into account the suggestion that an assessment be made on using a proportion of surplus income to accelerate the parking charging machine replacement programme prioritising the best value machines in order to reduce future costs (subject to the necessary procurement processes).*

3. *That it requests that Officers evaluate the retention and recruitment of Civil Enforcement Officers to ensure a robust and resilient workforce to provide an appropriate level of resource and promote safe and appropriate parking.*

4. *That Officers be requested to explore options to reduce costs for the Council and make the process easier for the public to pay for car*

parking, in particular an option to be able to pay in advance/on Council website.

5. *That Officers be requested to ensure adequate resourcing of parking enforcement to reduce inappropriate parking around schools.*

6. *That any Resident Card offering is made fully accessible to all those who are not digitally enabled.*

7. *That there should be an application process for the Resident Card with a small financial contribution for the cost of processing and that the card should be a valuable offer that residents are willing to pay a small cost for, so that it can be sustainable in terms of administrative costs.*

8. *That any charge levied for the Resident Card should be the same regardless of the format and that consideration should be given to concessions for disadvantaged groups.*

9. *That Cabinet be recommended to put in place as a matter of urgency a corporate approach to financial decision making that would enable it to meet its net zero targets by 2030, to include a gap analysis of the estimated total amount of spend required to reach net zero targets against the work already underway within departments to reach these targets.*

10. *That following receipt of the Local Area Energy Plan (LAEP) report and the work suggested at recommendation 9 above, Cabinet be recommended to consider a mechanism for including the full costs associated with reaching net zero by 2030 alongside the Medium Term Financial Plan, by consulting best practice used in other authorities to date for the same purpose.*

11. *That Cabinet notes that the O&S working group members are assured that, within the difficult financial position that the council is in, officers have explored options to maximise budget and to change the direction of travel in relation to temporary accommodation.*

12. *That the O&S working group members record their concern at the level of Homelessness Prevention Grant and the government subsidy for temporary accommodation placements and request that the Portfolio Holder for Housing & Regulatory Services explore all possible mechanisms to lobby government for increases in this respect.*

13. *That, to support work around the Temporary Accommodation Efficiency Review Themes, Officers be asked to explore the benefits of using co-production tools to answer difficult policy questions, such as the approach to be taken to releasing empty homes. The working group suggested that one such tool may be a Citizens Assembly or Citizens Survey.*

14. *That Cabinet be informed that the O&S working group notes that the Children's Social Care Service is working within the MTFP and is assured that the budget for 25/26 is being built on well informed growth forecasts and that BCP's position was now stabilising in terms of numbers of children entering the care system.*

15. *That Cabinet notes that, within a time of financial constraint, the O&S working group finds that protection of non-statutory services (such as Early Help) continues to be vitally important to avoid additional financial impact on statutory services. The working group supports and recommends a continued approach to protecting non-statutory services for this reason.*

16. *That Cabinet be informed that the O&S working group was assured by the previous end of year outturn being within approximately £300k of the Quarter 3 projections for the year which was a minimal variance, demonstrating that the Service has a good handle on the anticipated costs for Children's Services.*

17. *That Cabinet supports and promotes inclusion as a key priority for Children's Services enabling more SEND pupils to be educated in mainstream, local schools, therefore reducing the need for school transport provision and associated costs.*

18. *That in light of the financial and other benefits of block booking beds, funds be made available in the 2025/26 budget to allow the Adult Social Care service to increase the number of block booked beds used by the council for long -term care provision with the aim of reaching 300 block booked beds, followed by a review and a further aim of 500 block booked beds.*

19. *That funds be made available in the 2025/26 budget to support the Adult Social Care service to work in partnership with health partners to develop a more enhanced offer of intermediate care and reablement care to be able to meet the objective of reducing or delaying long-term residential care need for residents.*

The Leader thanked the Board for their recommendations and advised that they would be considered at future meetings of the Cabinet.

The Chair of the Health and Adult Social Care Overview and Scrutiny Committee addressed the Cabinet advising that the following recommendation had been agreed by the Committee for submission to Cabinet for consideration: -

That Cabinet be asked to discuss the issues caused by a lack of funding for rough sleepers with no local connection and those without an identified priority need, with a view to developing solutions in partnership with other local authorities and key stake holders such as the Integrated Care Board and relevant ministers to create a robust system that does not fail our most vulnerable or unfairly place the responsibility for caring for these people on particular local authorities, with a view to getting something in place before the new Homelessness strategy.

The Leader thanked the Committee for their recommendation and advised that they it would be considered at a future meeting of the Cabinet.

The Leader advised that in view of the public interest in Agenda Item 13 (East Cliff and Springbourne Neighbourhood Plan) that this item would be brought forward and dealt with as the first item.

82.   East Cliff and Springbourne Neighbourhood Plan

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

In introducing the item, the Leader proposed that the item be deferred following the receipt of legal advice in relation to the neighbourhood plan.

Ward Councillors addressed the Cabinet in support of the proposed deferral.

RESOLVED that the item be deferred.

Voting: Unanimous

83.   Council Budget Monitoring 2024/25 at Quarter Two

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

Cabinet was advised that the report provided the quarter two 2024/25 projected financial outturn information for the general fund and housing revenue account (HRA).

In relation to this Cabinet was informed that the February 2024 approved general fund budget for 2024/25 was balanced on the assumption of £38m in savings, efficiencies, and additional resources.

Cabinet was advised that consistent with the position being reported by other upper tier authorities, the relentless demand for services and ever-increasing costs is a continual financial challenge.

Cabinet was informed that the 2024/25 quarter two budget monitoring position for BCP Council was a net forecast overspend for the year of £3m, and that in line with the previous year, this is after the release of the corporate contingencies in support the overall position.

Further to this Cabinet was advised that officers are committed to working tirelessly to bring the forecast back into balance, and that the intention was that the Portfolio Holder, Directors, and Budget Holders will be able to demonstrate the impact of this effort as part of the quarter three budget monitoring report.

In relation to this Cabinet was advised that this work will include the implementation of mitigation strategies and a tightening of controls on expenditure, and that it was critical they do so to maintain the council's financial health as the medium-term financial plan makes no allowance for the current forecast overspend.

The Chair of the Overview and Scrutiny Board addressed the Cabinet advising that at the meeting the previous evening the Board had supported the recommendations within the report.

RESOLVED that Cabinet: -

(a)   Note the budget monitoring position for quarter two 2024/25.

(b)   Request Corporate Directors to implement mitigation strategies to reduce their budget pressures alongside tightening their implementation of the expenditure controls in place.

Voting: Unanimous

Portfolio Holder: Finance

<u>Reason</u>

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.

84.   <u>Medium Term Financial Plan (MTFP) Update</u>

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

Cabinet was advised that the report aimed to ensure the council continued to maintain a balanced 2025/26 budget forecast by considering the impact that changes to the previous assumptions will have on the underlying approved position and taking mitigating action where necessary, and that this included the announcements relevant to local government in the Chancellors 30 October Budget statement.

Cabinet was informed that the report should be considered alongside the "Assessing the serious cashflow issue caused by ever-increasing demand and cost outstripping High Needs Dedicated Schools Grant government funding" report on the 10 December 2024 Cabinet agenda, and that the separate report provided an update on the ongoing conversation with the Department for Education (DfE) and the Ministry of Housing, Communities and Local Government (MHCLG) further to the letter of the Director of Finance issued on the 22 May 2024, and that this letter outlined concerns about the impact the ever-increasing deficit on the Dedicated Schools Grant (DSG) will have on the council's ability to set a legally balanced budget for 2025/26.

Cabinet was advised that in addition, the report proposed not to change the Local Council Tax Support Scheme (LCTSS) for 2025/26 and therefore continue with the same scheme the council has operated since April 2019.

The Chair of the Overview and Scrutiny Board addressed the Cabinet advising that at the meeting the previous evening the Board had supported the recommendations within the report.

RESOLVED that Cabinet: -

(a)   Acknowledges the ongoing progress being made to maintain a balanced budget position for 2025/26 and MTFP.

(b)   Endorses the latest position regarding the developing 2025/26 Budget and MTFP position.

(c)   Approve the continuation of the current Local Council Tax Support Scheme (LCTSS) into 2025/26.

(d) **Request Portfolio Holders, Corporate Directors and Budget Holders bring forward the necessary additional savings, efficiencies and additional income proposals to enable the 2025/26 Budget to be balanced**.

Voting: Unanimous

Portfolio Holder: Finance

<u>Reason</u>

To comply with accounting codes of practice and best practice which requires councils to have a rolling multi-year medium term financial plan.

To provide Cabinet with the latest high-level overview of the development of the 2025/26 Budget and 3-year medium-term financial plan with reference to the ongoing conversation with DfE, MHCLG and CIPFA regarding the difficulties presented by the accumulating DSG deficit.

85.   <u>Housing and Property Compliance Update (Housing Revenue Account)</u>

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

Cabinet was advised that the report provided performance information setting out how the council meets its responsibilities in ensuring that all council housing within the Housing Revenue Account is managed in a way that meets compliance with current health and safety legislation, best practice and regulatory standards to ensure the health and safety of residents. It also sets out issues concerning compliance and demonstrates how these are being managed.

Cabinet was informed that the report also provided details of the annual self-assessment carried out against the Housing Ombudsman's Complaint Handling Code, and that over the last 12 months significant progress had been made in aligning approach to compliance specifically around gas and electrical safety which is now all driven from a single system with the work undertaken by the councils in house team of engineers.

Further to this Cabinet was advised that the Housing Quality Network, (HQN) will shortly be undertaking an independent inspection of our services in line with the Consumer Standards which will help to support areas of improvement and provide wider assurance in areas where enhancements to the service have been made.

RESOLVED that: -

(a) **Cabinet noted the compliance information provided which details how the council is performing against statutory building compliance relating to its council housing;**

(b) **Cabinet agreed to continue to receive annual performance reporting on Compliance, Complaints Performance and Service Improvement; and**

(c) **Cabinet agreed that the recommendations into the review of the Housing Ombudsman Case are overseen by the BCP Homes Advisory Board and a further update provided to Cabinet.**

Voting: Unanimous

Portfolio Holder: Housing and Regulatory Services

Reason

The council, as a landlord, has many legal obligations it must satisfy to ensure the health, safety and welfare of its tenants and leaseholders. It must also adhere to the regulatory standards as set out by the Regulator of Social Housing, particularly the Safety and Quality Standard.

Councillors should also have oversight and assurance of compliance against the legal and regulatory requirements that are placed upon it through this annual report to Cabinet.

86. Assessing the serious cashflow issue caused by ever-increasing demand and cost outstripping High Needs Dedicated Schools Grant government funding.

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

Cabinet was advised that the report presented the background to and an update on the ongoing conversation with the Department for Education (DfE) and the Ministry of Housing, Communities and Local Government (MHCLG) further to the letter from the Director of Finance issued on the 22 May 2024, and that this letter outlined concerns about the impact the ever-increasing deficit on the Dedicated Schools Grant (DSG), caused by increasing demand and cost outstripping government funding, will have on the council's ability to set a legally balanced budget for 2025/26.

The Chair of the Overview and Scrutiny Board addressed the Cabinet advising that at the meeting the previous evening and following comprehensive discussion the Board had supported the recommendations within the report but had raised concerns in regard to the options contained within the paper.

The Chair of the Children's Services Overview and Scrutiny Committee addressed the Cabinet stressing the importance of the SEND services provided and of the need to retain these.

The Leader of the Labour Group addressed the Cabinet thanking officers for their hard work, and stressed that there were significant discussions going on regarding this matter and of the work going on behind the scenes to try and bring a resolution to this matter.

RESOLVED that Cabinet: -

(a) **Noted the actions taken to date to seek government advice, support, and guidance as to how the Council can set a legally balanced budget for 2025/26.**

(b) **Noted the work undertaken by Children's Services to improve the efficiency and effectiveness of the SEND service to manage demand and cost.**

(c) **Agreed that the Leader should write again to the Deputy Prime Minister requesting an urgent meeting and a solution to the cashflow challenge that the Council faces.**

(d) **Agreed that the Chief Executive and Director of Finance should write formally to the Permanent Secretary, MHCLG, drawing her specific attention to the cashflow challenge and potential solutions.**

(e) **Request officers to bring forward details of which of the options listed in section 28 of the report will need to be enacted to ensure the Council can set a legally balanced budget for 2025/26.**

Voting: Unanimous

Portfolio Holder: Finance

Reason

To ensure that Cabinet are kept abreast of a potential existential threat to the financial viability and sustainability of the council.

87.   Pay and Reward progress update

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

Cabinet was advised that since the creation of BCP Council through the merger of the four preceding councils in April 2019 the Council had been working with the trade unions to negotiate a new Pay and Reward package which aligns pay and conditions across all colleagues.

Cabinet was informed that this report sets out the results of the recent trade union ballot process and outlines next steps.

The Chair of the Overview and Scrutiny Board addressed the Cabinet advising that the Board had thoroughly debated the report at the previous evenings meeting where the Board whilst largely divided had supported the recommendation to Cabinet. In addition, the Chair advised that there was a motion proposed at the meeting to support option 1 of the flowchart at Appendix 1 but that this was not carried.

Councillors addressed the Cabinet stressing the importance of a collective agreement with the unions.

Cabinet members emphasised the importance of the staff, acknowledging the length of time it has taken to align pay and conditions across all colleagues and of the importance of moving forwards.

In relation to this the Portfolio Holder advised that discussions with the trade unions would continue and that the report put plans in place should an agreement not be reached.

In addition, Cabinet was advised that should dismissal and reengagement be necessary that a further report would be brought to Cabinet and Council for approval.

RESOLVED that: -

(a) **Cabinet noted the trade union ballot outcome; and**

(b) **Cabinet approve option 2 of the proposed process flowchart (Appendix 1) and the commencement of collective consultation under s188 of the Trade Union and Labour Relations (Consolidation) Act 1992 ('TULRCA'), which is a statutory obligation where an employer is proposing to dismiss 20 or more employees**

Voting: Unanimous

Portfolio Holder: Transformation and Resources

Reason

BCP Council has sought to reach a collective agreement with its recognised trade unions since February 2023 but currently such an agreement has not been achieved. BCP Council therefore now seeks to commence collective consultation under s188 to progress its proposals.

Councillor Richard Herrett declared a pecuniary interest in this item and left the meeting for the discussion and voting thereon.

Councillor David Brown joined the meeting at 11.45am part way through the debate on this item and therefore did not participate in the vote.

88.   BCP Council Plan for Play

The Portfolio Holder for Communities and Partnerships presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'F' to these Minutes in the Minute Book.
Cabinet was advised that the BCP Council Plan for Play brings forward a strategy that sets out how our play infrastructure should be managed, designed and improved.

In relation to this Cabinet was informed that the strategy directly aligns and supports many of the Council's key ambitions, and that the report highlights the detail contained in the strategy, most notably how our stock of play facilities – play equipment, cycle and BMX facilities – is in severe decline and in need of significant investment.

Further to this Cabinet was advised that the Plan for Play included an Improvement Plan for a phased approach to investing in the equipment that is crucial to our young people and their physical and mental well-being, and that this investment will make an immediate impact that ensures play areas stay open and create a pathway to work with communities, local business and funders to support our play needs.

Cabinet was informed that adopting the Plan for Play creates a vision and priorities for future provision across BCP and can be applied as funds become available or decisions are made.

The Chair of the Environment and Place Overview & Scrutiny Committee addressed the Cabinet acknowledging appreciation for the work which had gone into the report and highlighting the briefings the committee had received.

Councillors addressed the Cabinet raising the following points: -

- Concern was expressed with regards to their being no mention of paddling pools, a fundamental part of some play areas.

- The acceleration of projects where there is match funding and the lack of opportunity to apply for CIL funding.

In relation to this the Leader advised that applications for CIL funding would be opening again in the new year with the announcement detailing the dates anticipated to be made early next year.

The Portfolio Holder advised that paddling pools were outside of the scope of the plan.

RESOLVED that: -

(a)   The strategy is formally adopted, comprised of:

    i.   Plan for Play

    ii.   Design guide

    iii.   Improvement Plan

    iv.   Evidence base and appendices;

(b)   The Consultation plan for phase one of the Improvement Plan is approved to ensure it is developed with our communities and partners;

RECOMMENDED that Council: -

(c)   The allocation of £548,047 of capital funds from various planning obligations and reserves to the Improvement Plan;

(d)   The allocation of £3,390,609 from Strategic Community Infrastructure Levy to the Improvement Plan; and

(e)   Both (c) and (d) are subject to receiving the subsequent endorsement of the Director of Finance based on the availability of the necessary cash.

Voting: Unanimous

Portfolio Holders: Environment
                              Communities and Partnerships

Reason
Supports the Corporate Strategy in improving our environment and play spaces, making a difference for people and communities.

Supports the aims and principles of the Green Infrastructure Strategy.

Provides an opportunity to invest in new play spaces, modernise our provision and enable future generations to have access to exciting, challenging and contemporary play equipment, fit for future generations.

Supports service improvement in managing our ageing play stock, supports pressures on revenue budgets. The Plan for Play and suite of strategic documents will provide a sounds base for any future investment and funding bids, internally or externally with community partners and funders.

The strategy is required to be able to prioritise improvements and any financial investment, ensuring those areas that need improved spaces the most have first consideration, moving away from an ad hoc, scatter-gun approach to repairs and funding.

Supports Public Health commitments as set out in Dorset's physical activity strategy, 'A Movement for Movement' and a range of health and well-bring drivers seeking to reduce inpatient admissions related to physical and mental health conditions that can be mitigated by time in green space and being more active.

Works to create accessible and inclusive spaces supported by the Equalities Impact assessment.

Supports Planning Policy and the forthcoming Local plan.

The meeting adjourned at 12:27pm
The meeting reconvened at 12:45pm

89.   BCP Council Libraries – Update on Library Strategy Development

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

Cabinet was advised that the report updates Cabinet on progress being made with the future library strategy following consultation with the Public during May and June 24, and that it also provided Cabinet with the Needs Assessment document which has been developed to aid the evaluation of any future proposed change.

Cabinet was informed that the report sets out the next phase of work to determine recommendations in relation to the future library service model and explains the connection with the wider asset management work which is underway organisationally to seek efficiencies around the corporate estate.

In relation to this Cabinet was informed that it is anticipated that a further report to Cabinet will be presented after end of May 2025, to present the key elements of the proposed library strategy, including options on a site-by-site basis.

The Chair of the Overview and Scrutiny Board addressed the Cabinet advising that at the meeting the previous evening the Board had supported the recommendations within the report.

Thanks were expressed to the officers for the comprehensive report.

Councillors addressed the Cabinet stressing the importance of the need to have a clear idea of what people want from their libraries and where they want them.

RESOLVED that Cabinet: -

(a)   notes the content of the report and outcomes of the Public Consultation;

(b)   notes and comments on the planned tranches of work to define the service offer and the options appraisal process regarding buildings; and

(c)   approves the timescale of no later than end of May 2025 for presenting the key elements of the future library strategy

Voting: Unanimous

Portfolio Holder: Customer, Communications and Culture

Reason

The purpose of this report is to update Cabinet on the progress made on developing the BCP Library Strategy and to seek endorsement around the key recommendations and next steps.

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

90.   Hawkwood Road Phase 2

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

Cabinet was advised that the report sets out the redevelopment opportunity at Hawkwood Road, which is a priority project for the Boscombe Towns Fund. The report outlines two options for the delivery; either a mixed use site of residential home and a clinical facility in collaboration with the NHS (subject to contract, (Option 1) or a 100% residential scheme (Option 2).

Cabinet was informed that the report confirms we will use best endeavours to pursue Option 1 mixed-use project, however, seeks authority to retain the flexibility to deliver the 100% residential (option 2), if necessary, and that the financial viability is dependent on Homes England grant for the delivery of 100% affordable homes and sufficient headroom in the Housing Revenue Account.

Cabinet was advised that Hawkwood Road delivers significant social and physical regeneration to the ward of Boscombe West and the associated local context. The project also contributes the delivery of much needed social homes.

Councillors addressed the Cabinet stressing the importance of focusing all efforts on Option1.

It is RECOMMENDED that Council: -

(a)   approve option 1 for the Hawkwood Road development scheme for 68 units and a clinical facility at a total scheme cost of £28.7m (preferred option);

(b)   **approve option 2 (fully residential) to be delivered at total scheme cost of £26.6m in the event we are unable to deliver Option 1 (the mixed-use scheme which includes the clinical facility);**

(c)   **approve the financial strategy for the scheme for both options inclusive of borrowing level over 50 years from both the Housing Revenue Account and the General Fund; and**

(d)   **approve the procurement of construction works of Hawkwood Road Ph2 through an open and competitive tender for the preferred option, subject to securing Homes England Affordable Housing Grant and a viable HRA business plan.**

Voting: Unanimous

Portfolio Holder: Housing and Regulatory Services

Reason

To enable the delivery of social homes and a clinical facility to the benefit of Boscombe West, ensuring a revitalisation of an area in need of new homes and infrastructure. This will unlock long term social value in Boscombe West through the delivery of affordable homes and enabling long term residents to access much needed healthcare.

91.   Housing Delivery Council Newbuild Housing and Acquisition Strategy (CNHAS) update and Harbour Sail acquisition

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

Cabinet was advised that the report provided an update on the Council Newbuild Housing and Acquisition Strategy established in 2021 and sets out the priorities for delivering more Council owned homes of all tenures.

In relation to this Cabinet was informed that the report includes the acquisition of the Harbour Sail, a 12-storey high-rise building in Poole, under the Council's New Build Housing and Acquisition Strategy (CNHAS) Programme 4a (subject to satisfactory warranties and no incumbrance to lettings), and that the building comprises 32 leasehold flats currently owned by Stonewater Limited.

Further to this Cabinet was advised that the acquisition is intended to provide temporary accommodation as part of the Council's broader housing strategy.

The Chair of the Overview and Scrutiny Board addressed the Cabinet advising that at the meeting the previous evening the Board following robust discussion had supported the recommendations within the report.

RECOMMENDED that Council: -

(a)   **approve the Acquisition of Harbour Sail including 32 leasehold flats for temporary affordable housing in accordance with the budget outlined in the exempt report attached at Appendix 4;**

(b) **approve to proceed with the acquisition and delivery of 16 homes by March 2026 under the LAHF3 programme; and**

(c) **approve the delegation to the Chief Operations Officer in consultation with the Director of Finance and the Director of Law & Governance of authority to enter contracts related to activity set out in this report.**

It is RECOMMENDED that Audit and Governance Committee recommend to Council:

(d) **Increasing the authorised borrowing limit of the Council to accommodate the budget set out in the exempt report at Appendix 4 for the purchase of Harbour Sail.**

Voting: Unanimous

Portfolio Holder: Housing and Regulatory Services

92. <u>Travel Plan Monitoring Fees</u>

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

Cabinet was advised that travel plan monitoring fees are inconsistently applied across BCP, and that the report sets out and seeks approval to harmonise travel plan monitoring fees across BCP.

RESOLVED that Cabinet: -

(a) **approves the harmonisation of travel plan monitoring fees for new developments requiring planning permission across all of BCP, commencing with those registered complete from 1 April 2025**

(b) **approves the introduction of annual increases tied to RPI on 31 March annually, adjusted to the nearest £5**

(c) **approves that at the point of implementation of the harmonised Travel Plan Monitoring Fees, the existing Poole Travel Plans Supplementary Planning Guidance Document (2003) be withdrawn**

(d) **approves the delegation to the Director of Planning & Transport the ability to undertake minor alterations to scheme band criteria in accordance with operational requirements and best practice**

(e) **approves the delegation to the Director of Planning & Transport the ability to extend the monitoring time period in accordance with operational requirements and best practice.**

Voting: Unanimous

Portfolio Holder: Climate Response, Environment and Energy

Reason

To allow the harmonisation of travel plan fees across BCP to occur, and to ensure the agreed fee level remains in line with inflation

93.   Linwood Special School SEND Post 16 Provision at Ted Webster

The Portfolio Holder for Children, Young People, Education and Skills presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'L' to these Minutes in the Minute Book.

Cabinet was advised that the council had experienced a significant increase in the number of children requiring and Education and Health Care Plan (EHCP) over the last 3 years, and that sustained growth has resulted in a greater use of independent specialist school places and a shortage of specialist provision locally, which had increased unit costs of provision and intensified budget pressures in the dedicated schools grant high needs funding block.

Cabinet was informed that as part of the council's response to growth and improvement in the system, the council has developed a draft Sufficiency Strategy, and that the Sufficiency Strategy is a key part of the council's work to deliver a sustainable system, working collaboratively with our partners to ensure that the needs of children and young people are met without escalating costs, and supporting delivery of the DSG Recovery Plan.

Cabinet was advised that a key area of focus for the strategy is to develop and expand our Post 16 offer locally, and in delivering the priorities identified in the SEND Sufficiency Strategy, additional Post 16 specialist provision is being planned and commissioned working with Linwood Special School.

In relation to this Cabinet was informed that this report contains a proposal to expand Linwood Special School on a satellite site hosted at the former Ted Webster Children's Centre, and that the project will provide a total of 60 specialist post-16 places with a focus on supporting young people transition into an independent, healthy adulthood. Capital investment is required to refurbish and remodel the existing buildings to deliver a high quality, accessible teaching and learning space.

Further to this Cabinet was advised that the new facility will open in September 2025. By increasing the availability of local specialist Post 16 places, the council estimates a cost avoidance in the region of £38K - £50k per place, per annum.

The Chair of the Children's Services Overview and Scrutiny Committee addressed the Cabinet advising that at their recent meeting the Committee had supported the recommendations within the Cabinet paper.

RECOMMENDED that Cabinet recommends approval of the scheme by Council to develop a satellite of Linwood Special School at the former Ted Webster Children's Centre providing a total of 60 Post 16 places requiring a capital budget of £1.55m to develop the scheme. The

scheme is fully funded from the council's grant allocation of High Needs Provision Capital and will progress in line with the project programme set out at paragraph 12.

Voting: Unanimous

Portfolio Holder: Children, Young People, Education and Skills

Reason

In accordance with the council's improvement agenda and priority action to reduce high needs expenditure, this project increases the availability of local SEND places and achieves cost avoidance in the high need budget.

94.   Transforming Urgent and Emergency Care Services

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

Cabinet was advised that a system-wide transformation programme to transform and improve urgent and emergency care services for Dorset residents is underway involving health and care partners, and that it is anticipated that the transformation programme will take 2 years to deliver and should substantially reduce the number of people admitted into hospital when better outcomes could be achieved elsewhere and should result in fewer people waiting in hospital to be discharged while ongoing care is arranged.

Cabinet was informed that work has now progressed and in parallel with other health and care organisations across Dorset the Council must now consider whether to participate in the next phase of the programme.

The Chair of the Health and Adults Overview & Scrutiny Committee addressed the Cabinet advising that at their recent meeting the Committee had supported the recommendations within the report.

RECOMMENDED that Council: -

(a)   Notes the summary of the diagnostic review, including improved outcomes for residents and financial benefits for the Council.

(b)   Notes that anticipated benefits are significantly in excess of costs to the Council.

(c)   Delegates to the Corporate Director for Wellbeing, in consultation with the Portfolio Holder for Health and Wellbeing, the Director of Law and Governance and the Director of Finance, authority to finalise and enter into the Partnership Agreement to undertake the proposed transformation programme.

Voting: Unanimous

Portfolio Holder: Health and Wellbeing

Reason

To provide authority to continue participating in the system-wide transformation programme to improve urgent and emergency care outcomes for Dorset residents.

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

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

96.   Cabinet Forward Plan

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

The meeting ended at 2.02 pm

CHAIRMAN

CABINET

Report subject	**Council Tax - Tax base 2025/26**
Meeting date	15 January 2025
Status	Public Report
Executive summary	This report calculates and presents the proposed council tax base for council tax setting purposes in line with current legislation and guidance.
Recommendations	**It is RECOMMENDED that:** **(a) Cabinet approves the report for the calculation of the council's tax base for the year 2025/26 and recommends the tax base to Full Council.** **(b) Pursuant to the report, and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as amended, the amount calculated as the council tax base for Bournemouth, Christchurch and Poole Council for 2025/26 is 151,574.2.**
Reason for recommendations	The Council is required by the Local Authorities (Calculation of Tax Base) Regulations 1992, as amended, to calculate the council tax base for the financial year 2025/26.
Portfolio Holder(s):	Councillor Mike Cox, Portfolio Holder for Finance
Corporate Director	Graham Farrant, Chief Executive Officer
Report Author	Matthew Filmer, Assistant Chief Financial Officer Russell Oakley, Finance Manager - Technical
Wards	Council-wide
Classification	For Recommendation

Background

1. Bournemouth, Christchurch and Poole (BCP) Council is required to calculate its tax base in accordance with the Local Authorities (Calculation of Tax Base) Regulations

1992, as amended, and provide this information to the Dorset Police & Crime Commissioner, the Dorset & Wiltshire Fire & Rescue Authority as well as the relevant parish, town and neighbourhood councils and charter trustees in the BCP Council area.

Calculation of the council tax base

2. Under the Local Government Finance Act 1992 and accompanying regulations, detailed procedures exist for calculating the tax base which will be used for calculating the levels of council tax charged to residents. The tax base for BCP Council is expressed as the number of band D equivalent properties and will be used to calculate BCP Council's element of council tax as well as the council tax charged by other preceptors.

3. The detailed calculation of the BCP Council tax base is provided in Appendix A.

4. The calculations include estimated changes in the Valuation Office's Valuation List that will take place during 2025/26 by reference to the following:

    a) Provision for successful appeals

    b) Provision for exempt properties

    c) Changes in the number of properties (demolitions and new additions)

    d) Cost of local council tax support scheme (LCTSS)

    e) Estimated single person and other discounts

    f) Estimated collection rate

5. The total estimated tax base for BCP Council has increased from 146,342 in 2024/25 to 151,574.2 in 2025/26.

6. The increase is down to the implementation of a second homes premium and additional properties being built in the conurbation. The weighted average collection rate is estimated at 98.5% (98.5% 2024/25).

7. The second homes premium has added an additional 5,110.8 band D equivalents. There has also been a reduction in long term empty properties reducing from 1,444 properties to 826. Although a positive to get more properties back into occupancy this means the premium being charged has reduced.

8. In addition to calculating the tax base for BCP Council, a separate tax base must be calculated for each part of the council's areas to which a special item of expenditure relates. Parish, town and neighbourhood councils and charter trustee precepts are all treated as special items for these purposes and their precepts are charged only over the tax base for the relevant area. This is provided in Appendix B to this report.

9. The council tax requirement for 2025/26, which will be approved by BCP Council in February 2025, will be divided by the calculated tax base to arrive at the charge for a band.

Options Appraisal

10. The council can make differing assumptions regarding the estimated additions, deletions, exempt properties, discounts, cost of LCTSS and the collection rate and their impact on the tax base. However, these have been set at a level based on historical trends and with due regard to the current economic environment in order to ensure as far as possible that a deficit does not occur on the collection fund.

Summary of financial implications

11. As set out in the body of this report.

Summary of legal implications

12. The calculation and approval of the tax base is a crucial step in the council being able to set a legal balanced budget for 2025/26.

13. The council must set its tax base in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, as amended, and inform other preceptors of their relevant tax base.

Summary of human resources implications

14. None

Summary of sustainability impact

15. None

Summary of public health implications

16. None

Summary of equality implications

17. None

Summary of risk assessment

18. None

Background papers

None

Appendices

Appendix A – BCP Council tax base 2025/26

Appendix B – Parish, town and neighbourhood council and charter trustee tax bases 2025/26

Appendix A – BCP Council tax base 2025/26

BAND	Disab A	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
Total Properties	0.0	26,719.0	34,614.0	54,395.0	36,076.0	21,884.0	9,444.0	5,811.0	1,313.0	190,256.0
Exempt Properties	0.0	1,901.0	786.0	1,683.0	1,805.0	403.0	156.0	70.0	27.0	6,831.0
Demolished Dwellings	0.0	6.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	7.0
No. of chargeable dwellings subject to disabled reduction	0.0	19.0	66.0	284.0	180.0	157.0	97.0	48.0	50.0	901.0
No. of dwellings effectively subject to Council Tax for this band by virtue of disabled relief	19.0	66.0	284.0	180.0	157.0	97.0	48.0	50.0	0.0	901.0
No. of dwellings entitled to a 25% discount	9.0	15,825.0	15,388.0	16,652.0	9,672.0	5,215.0	1,943.0	1,038.0	148.0	65,890.0
No. of dwellings entitled to a 25% discount as all but one resident being disregarded for Council Tax purposes	1.0	200.0	352.0	574.0	353.0	236.0	101.0	50.0	2.0	1,869.0
No. of dwellings entitled to a 50% discount due to all residents being disregarded for Council Tax purposes	1.0	43.0	63.0	86.0	64.0	37.0	35.0	56.0	19.0	404.0
No. of dwellings classed as 2nd home with 50% discount	0.0	352.0	3.0	4.0	1.0	3.0	2.0	0.0	0.0	365.0
Second Home Premium @100%	0.0	322.0	468.0	879.0	981.0	812.0	507.0	441.0	155.0	4,565.0
No. of dwellings classed as empty and being charged the Empty Home Premium @100%	0.0	216.0	171.0	200.0	71.0	80.0	51.0	30.0	7.0	826.0
No. of dwellings classed as empty and being charged the Empty Home Premium @200%	0.0	51.0	34.0	21.0	7.0	10.0	8.0	3.0	0.0	134.0
No. of dwellings classed as empty and being charged the Empty Home Premium @300%	0.0	6.0	15.0	8.0	10.0	2.0	5.0	1.0	1.0	48.0
Total number of dwellings receiving a discount	11.0	16,420.0	15,806.0	17,316.0	10,090.0	5,491.0	2,081.0	1,144.0	169.0	68,528.0
Total number of dwellings being charged a premium	0.0	595.0	688.0	1,108.0	1,069.0	904.0	571.0	475.0	163.0	5,573.0
Reduction in taxbase as a result of the Family Annexe discount	0.0	47.8	3.5	1.0	1.0	0.0	0.0	0.0	0.0	53.3
Number of dwellings where there is a liability to pay 100% Council Tax	8.0	7,844.0	17,551.0	34,184.0	23,089.0	15,026.0	6,587.0	4,124.0	904.0	109,317.0
Number of dwellings with reduction under the Local Council Tax Reduction Scheme	4.6	5,501.0	4,875.0	4,202.5	1,271.7	366.7	90.4	23.0	0.0	16,334.9
Total equivalent number of dwellings after discounts, premiums, exemptions and disabled relief	11.4	15,764.5	25,950.6	45,198.0	31,532.5	20,589.5	9,208.1	5,900.0	1,354.0	155,508.6
Estimated number of additions	0.0	31.5	51.9	90.4	63.1	41.2	18.4	11.8	2.7	311.0
Net Total	11.4	15,796.0	26,002.5	45,288.4	31,595.6	20,630.7	9,226.5	5,911.8	1,356.7	155,819.6
Ratio to Band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Number of Band D equivalents (line 18 + 19) x line 20	6.4	10,530.7	20,224.1	40,256.4	31,595.6	25,215.3	13,327.2	9,853.0	2,713.4	153,722.0
MOD Properties										158.0
Less Loses 1.5%										-2,305.8
Tax Base 2025/26										151,574.2

Appendix B – Parish, town and neighbourhood council and charter trustee tax bases 2025/26

Parish / Town / Charter Trustee	Tax Base
Burton	1,666.2
Hurn	271.8
Christchurch Town Council	12,885.0
Highcliffe and Walkford	6,816.3
Unparished Christchurch	25.7
Throop and Holdenhurst Parish	312.2
Bournemouth Charter Trustee	67,763.4
Poole Charter Trustee	61,833.5
Total	**151,574.2**

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CABINET

Report subject	**Quarter 2 - Corporate Performance Report**
Meeting date	15 January 2025
Status	Public Report
Executive summary	BCP Council adopted 'A shared vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024.
	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.
	Incorporated in the vision are a set of measures of progress for achieving the vision, priorities and ambitions.
	This is the second quarterly performance monitoring report, presenting an update on the progress measures.
	The council's delivery against its priorities and ambitions can also be monitored through a performance dashboard which is available on the council's website providing up-to-date real time information on the progress measures.
Recommendations	**It is RECOMMENDED that Cabinet:**
	(a) Consider the quarter two performance
	(b) Note that work continues to expand the data available on the interactive performance dashboard
Reason for recommendations	Our shared vision for Bournemouth, Christchurch and Poole sets out the priorities and ambitions against which the council's performance will be judged, and as such is a vital component of the council's performance management framework.
	An understanding of performance against targets, goals and objectives helps the council to assess and manage service delivery and identify emerging business risks.
Portfolio Holder(s):	Leader of the Council – Councillor Millie Earl
Corporate Director	Chief Executive – Graham Farrant
Service Director	Director of Marketing, Communications and Policy – Isla Reynolds
Report Author/s	Gail Scholes – Head of Policy, Sustainability & Inclusion
	Sophie Bradfield – Principal Policy & Strategy Officer
Contributors	Performance leads across the council

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 track performance against the ambitions and focus areas of activity.

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 performance dashboard has been created to monitor progress towards the council's vision, using technology to enhance transparency and support data-driven decisions. This dashboard is accessible on the council's website.

5. A corporate strategy officer delivery board meets monthly to monitor delivery of the council's vision at a strategic level. This is so risks to delivery can be addressed in a timely manner and best practice can be celebrated and shared.

An interactive performance dashboard to monitor performance

6. Historically, quarterly performance reports have been static snapshots of performance, often two to three months out of date by the time they reached Cabinet.

7. A live and interactive performance dashboard is now available alongside these quarterly reports, providing a real-time tracking tool that effectively addresses Cabinet's previous concerns regarding the timeliness of the reports.

8. Its introduction represents a further step towards data-driven decision-making and continuous improvement in organisational performance.

9. Furthermore, the performance dashboard enhances transparency and accountability in the performance reporting process and can be accessed at all times by residents, councillors and officers.

10. The dashboard's purpose is to maintain a strategic perspective of overall council performance and it is reviewed regularly with directors to ensure the best data is provided. Cabinet also has the flexibility to introduce additional measures if necessary for more detailed performance monitoring.

11. The dashboard will be developed in phases, with further plans to enhance data availability, links to other dashboards and data sources and provide various lenses to view the data eventually replacing the need for a paginated performance report.

12. Subsequent phases will include:

- Progress on strategic programmes of work,
- Analysis of the latest data regarding the health of the BCP area,
- Overview of corporate risks,
- Advancements towards achieving our net zero targets.

Summary of Quarter Two Performance

13. Appendix 1 provides a snapshot of performance for the progress measures in the second quarter.

14. The performance dashboard on the council's website provides more detail, with trend data available.

15. Looking at progress with the measures at the end of quarter two (end of September 2024): 45% of measures are on target, 19% of measures are being monitored to ensure they do not drift off target and 36% of measures are pending a performance rating. No measures are at risk of not meeting their targets.

16. The grey portion of the chart below highlights pending performance. This is primarily due to not enough data to determine a RAG (Red-Amber-Green) rating. For example this may be where data is only available on an annual basis and no baseline data is yet available.

■ On Target ■ Monitor ■ Pending
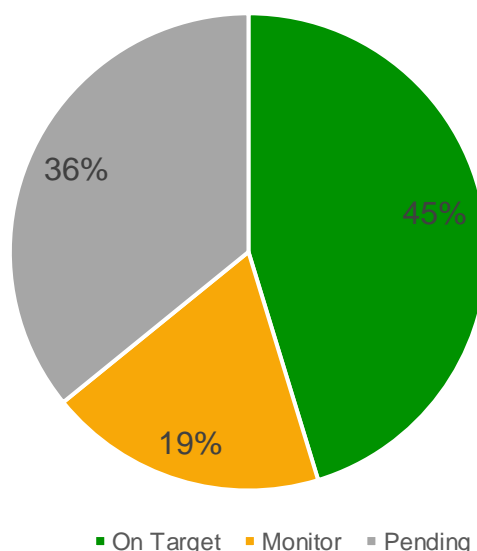
Embedding the outcomes from the Best Value Notice

17. Previous quarterly performance reports have also provided an update on the action plan progress towards the Best Value Notice recommendations. Upon successful completion, this notice was lifted by Government on the 3 August 2024.

18. To ensure the council remains on track, the Chief Executive continues quarterly informal meetings with the Ministry of Housing, Communities and Local Government (MHCLG).

19. Cabinet committed to keeping a watching brief to ensure progress is embedded. This will be facilitated by the continuation of quarterly updates as part of performance reports.

20. Corporate Management Board will also continue to assess the Best Value Notice action plan on a quarterly basis to ensure all outcomes are maintained and facilitate strategic discussions with Cabinet as and when needed.

Summary of financial implications

21. The corporate strategy is an important document to identify and establish project priorities for council budget-setting. Where there are any financial implications, these are reviewed at a strategic and programme delivery level. The corporate strategy contains programmes of work aimed at improving strategic finance, under the Our Approach priority.

Summary of legal implications

22. There are no measures that require action in quarter two. Where this might be the case for future quarters, legal implications and mitigations are included in exception reports.

Summary of human resources implications

23. The programmes of work underpinning the Our Approach priority in the corporate strategy are designed to have a positive impact on human resources.

Summary of sustainability impact

24. The programmes of work underpinning the Place and Environment priority of the corporate strategy are designed to have a positive impact on sustainability outcomes.

Summary of public health implications

25. The programmes of work underpinning the People and Communities and Our Approach priorities in the corporate strategy are designed to have a positive impact on public health outcomes.

Summary of equality implications

26. The work programmes supporting the corporate strategy aim to positively impact protected groups. Equality impact assessments are conducted for these programmes, particularly under the People and Communities and Our Approach priorities.

Summary of risk assessment

27. There are no measures that require action in quarter two. Where this might be the case for future quarters, risks and mitigations are included in exception reports.

Background papers

- A shared vision for Bournemouth, Christchurch and Poole

- Progress update on the Best Value Notice.pdf

Appendices

Appendix 1 for Quarter 2 - Corporate Performance Report - Overview of Q2 Performance

Quarter 2 2024/25 - Overview of performance

Overall

- 24 measures are on target
- 11 measures require monitoring
- 1 measure requires action
- 19 are pending

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

Background

The Q2 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 Q3 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.
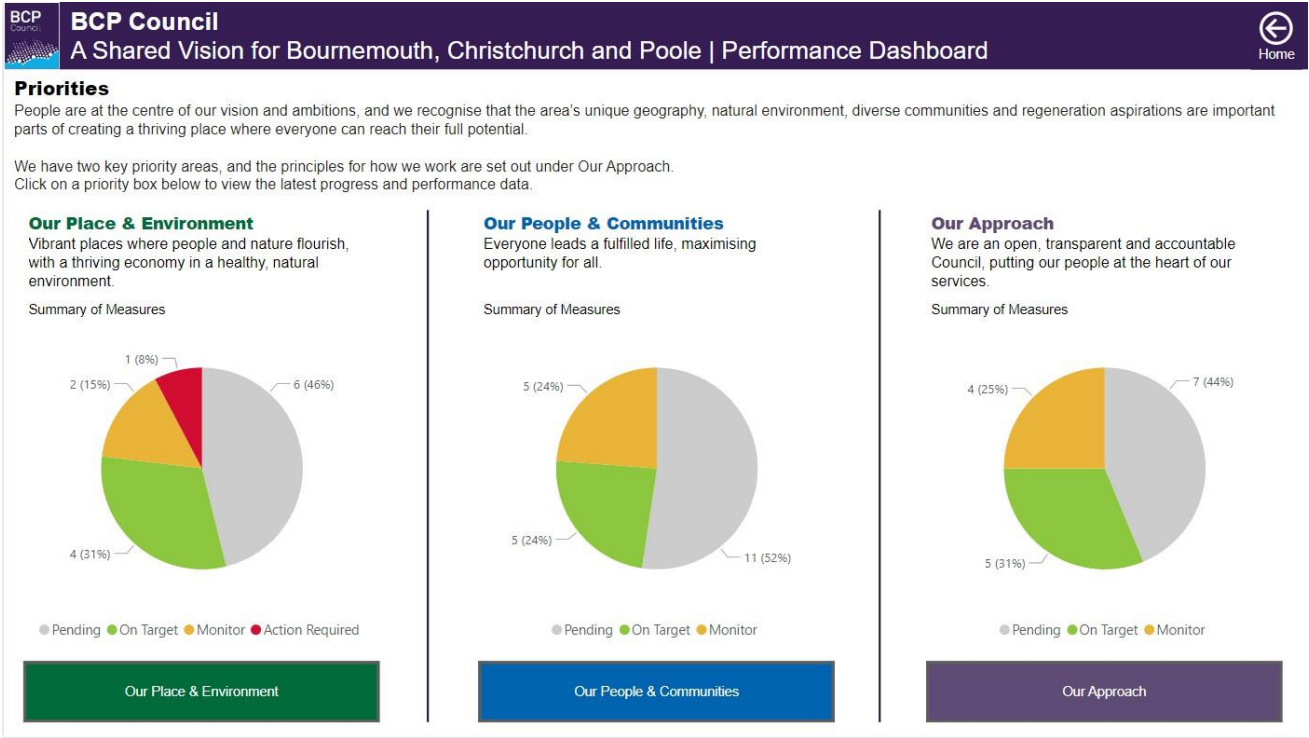
Our Place and Environment

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	-	This measure will be updated in March 2025. 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)	⬆	This is cumulative figure and therefore the quarterly figure is added to the baseline.
Our communities have pride in our streets, neighborhoods 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 are being set ahead of new data becoming available.
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 are being set ahead of new data becoming available.
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)	⬆	1218 fixed penalty notices issued, of these: 33 waste duty of care notices 36 fly tipping fines 1149 littering fines
PE2D.1	Reduce levels of police recorded 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.
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	-	The baseline data included 96 seizures of alcohol, 3084 incidents and 74 early intervention notices served. The measure will be updated in March 2025.
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	⇧	
Revitalised high streets and regenerated key sites create new opportunities									
PE4A.1	Increase footfall across our three Town Centers	Quarterly	Sept 2024	High	19.73M (Mar 2024)	22M (Jun 2024)	**21.88M** (Jun 2024)	⇧	Strong showings for all our town centers, a good summer season. Note: Funding is in place for data collection during 24/25, 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)	⇧	Although slightly below target this is an improvement on the Q1 figure.
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	-	March 2024: The tCO2e emissions figure is for the 2032/24 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. However, emissions have reduced overall since last year, as a result of improved performance in many sectors, most notably a reduction in the use of gas. The measure will be updated in March 2025.
PE5E.1	Increase the percentage of waste diverted from landfill	Quarterly	Sept 2024	High	87.61% (Mar 2023)	90% (Jun 2024)	84.6%	⇧	The actual diversion until 2027 is at the discretion of our main waste disposal contractor, however our contract team are working closely with the contractors to encourage our diversion rate to be as close to 100% as possible. These are provisional figures which have not yet been validated on the government waste data flow database system.
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)		We have maximised opportunities to de- register residential homes. Commissioning is refocusing on developing appropriate supported accommodation to divert people away from residential care.
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)		We have maximised opportunities to de- register residential homes. Commissioning is refocusing on developing appropriate supported accommodation to divert people away from residential care.
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. The outturn for 2024 is not yet available and we are awaiting feedback from NHS England (due 19 December 2024).
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 LiveWell Dorset service continues to see an increase in registrations, including those from our most deprived neighbourhoods compared to the same quarter last year.

Key to Actual Column RAG rating: ● Action Required ● Monitor ● On Target ● Pending

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)	⬆ (green)	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)	⬇ (amber)	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%.
Working together, everyone feels safe and secure									
PC2A.1	Reduce levels of serious violent crime	Quarterly	Sept 2024	Low	1530 (Mar 2024)	363 (Jun 2024)	**317** (Jun 2024)	⬆ (green)	We have seen a significant decrease in rapes in this quarter.
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.
Those who need support receive it when and where they need it									
PC3C.1	Increase the number of individuals entering drug treatment	Quarterly	Sept 2024	High	2740 (Sept 2023)	2816 (Jun 2024)	Available Sept 2024	⬆ (green)	This is August data for the rolling period Sep 23 – Aug 24. Data is not yet available for Q2 as our reporting system via central government is always about 8-12 weeks behind.
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)	⬆ (green)	Q2 overall figure shows 85.6% compliance however more recent practice is 100% compliance by the Service in August 2024. SEND restructuring now landing with new posts being filled and staff transitioning. This will provide the foundation capacity and structure required to enable this standard to be maintained in the longer term.
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.

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Good quality homes are accessible, sustainable and affordable for all

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)	⬆	Whilst additional self-contained homes have been acquired and relet as temporary accommodation, a further increase in demand has led to a static position of households in Bed & Breakfast. The end-of-year reduction target of 100 households remains on track.
PC4A.1	Reduce the number of people rough sleeping	Quarterly	Sept 2024	Low	62 (Mar 2024)	62 (Jun 2024)	**63** (Jun 2024)	⬇	A seasonal increase in rough sleeping saw the numbers rise significantly over the summer, driven largely by new rough sleepers to the street typically seen for a single night only, a downward trend is now expected to year end with targeted activity supporting those on the streets long term.
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		End of Quarter 2 (July-Sept 2024) Includes newbuild and acquisition homes all affordable tenures cumulative totals this financial year.

Local communities shape the services that matter to them

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
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.

Employment is available for everyone and helps create value in our communities

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
PC6A.1	Increase the number of jobs created and/or safeguarded through Government and/or external funding	Quarterly	Oct 2024	High	21 (Mar 2024)	31 (Jun 2024)	**34** (Jun 2024)	⬆	As of Oct (Q1 and Q2), end of projects reports submitted by businesses claimed 64 jobs safeguarded and 19 created.
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)		The Supported Employment Review has been agreed as one of the six priorities of the co-produced Day Opportunities Strategy. Our Fulfilled Lives, strengths based approach in ASC ensures that employment is explored with those people who are able to work.
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.

Skills are continually developed, and people can access lifelong learning

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
PC7A.1	Reduce the number of children who are missing out on education	Termly	Sept 2024	Low	TBA	TBA	TBA	⬆	Q2 actual shows a slight increase from Q1 figure of 251. This is to be expected with the start of a new academic year and some pupils struggling to transition. All schools are now signed up to automatic importing of attendance data which should improve validity of data as long as attendance is being coded correctly by schools. School Attendance Team working with all schools and have a Termly Planning Meeting with all to identify priority pupils to focus support on.
PC7B.1	Reduce the number of primary school aged children excluded from school	Termly	Sept 2024	Low	TBA	TBA	TBA	⬆	Q2 figures remain lower than the previously set target of 0.05%. Additional inclusion support will be available to schools through the £2.8 million Innovation Fund pending approval by School Forum on 18/11/24. This will include direct support and challenge for schools over inclusive practice, training and development, and the opportunity to bid for innovation projects to support them with their cohorts in school.

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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	Sept 2024	Low	TBA	TBA	TBA	⬆	Q2 figures remain slightly above target of 0.18%. However, start of academic year 24- 25 sees figure for September reduced to 6 from 10 in 23-24. Additional inclusion support will be available to schools through the £2.8 million Innovation Fund pending approval by School Forum on 18/11/24. This will include direct support and challenge for schools over inclusive practice, training and development, and the opportunity to bid for innovation projects to support them with their cohorts in school.

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 **every two 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. This measure will be updated in 2025.
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	Sept 2024	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)	⟷	Continue to monitor as redesigned services come online.
Using data, insights and feedback to shape services and solutions									

Key to Actual Column RAG rating: ● Action Required ● Monitor ● On Target ● Pending

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
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 are being set ahead of new data becoming available.

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.
Intervening as early as possible to improve outcomes									
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)	**87.5%** (Jun 2024)	⇧	At the moment the data is based on level 3 Targeted Support. This is part of the Early help system. We have very recently restructured, and this will create the ability for partners to undertake Early help assessments. The reduction in re-referrals continues to evidence improved practice and we are in a good position with timeliness, visits, assessments (identified by Ofsted during monitoring visit 6 as 'good' assessment quality) and re-referrals.
Developing a passionate, proud, valued and diverse workforce									
A5B.2	Increase the percentage of equality monitoring data collected from staff	Quarterly	Sept 2024	High	47.69% (Mar 2024)	47.69% (Jun 2024)	**47.69%** (Jun 2024)	⟷	Development of the new EDI dashboard, launched in September, has enabled us to capture new statistics for gender identity (not previously included). This has the effect of adjusting the report parameters and the overall completion rate appears lower, but this is an adjustment to factor in the collection of the new criteria. The target has been reset for this. The new dashboard also includes reporting on completion of EDI data by the Directorate, enabling HRBPs to target hotspots of non-completion. A Communication campaign to encourage completion of EDI data by employees was launched in August. A new portal developed to capture EDI data from those without devices to upload onto Dynamics is now live. 40.81% overall completion rate. Disability: 62.14%. Ethnicity: 61.79%. Marriage/Civil Partnership: 11.75%. Gender Identity: 11.92% Religion: 48.47%. Sexual Orientation: 48.78%

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Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
A5C.1	Increase the number of successful candidates from underrepresented groups for council jobs	Quarterly	Sept 2024	High	0.84% (Mar 2024)	3%	**4.62%** (Jun 2024)	⬆	Out of 4379 applicants to BCP Council this quarter, 12.67% declared a disability in their equalities monitoring questionnaire in the application form. When looking only at the 277 candidates who were successful in the recruitment process, the % of candidates declaring disability is 14.07%. The differential between overall applicants and successful candidates for this underrepresented group remains a positive number for this quarter.
A5B.1	Increase levels of employee engagement	Annual	Spring 2025	High	60 (2024)	62 (2025)	Available Spring 2025	-	This is pending because the target refers to the data retrieved in our next annual engagement survey which isn't due until April 2025.

Creating an environment for innovation, learning and leadership

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
A6B.1	Increase the number of current council employees supported to undertake apprenticeships	Quarterly	Sept 2024	High	79 (Mar 2024)	84 (Jun 2024)	**79** (Jun 2024)	⬆	Numbers have increased so we are on target. Managers have continued to utilise the new processes and intranet pages to support them. In order to ensure cost effective training, we are encouraging colleagues to consider and utilise apprenticeships instead of paying for training where possible. We will be working on career pathways where we will be looking to utilise apprenticeships where possible.
A6B.2	Increase the total number of apprentices employed specifically on apprenticeship contracts by the council	Quarterly	Sept 2024	High	27	33	**31**	⬆	On target

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.

Using our resources sustainably to support our ambitions

Ref	Measure	Frequency	Next Update	High or Low is better	Baseline Figure	Target	Actual	Direction of Travel & RAG	Commentary
A7A.3	Increase the percentage of business rates collected	Quarterly	Sept 2024	High	97.6% (Mar 2024)	24.5% (Jun 2024)	**31.89%** (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)	**27.94%** (Jun 2024)	⬆	We are on target to meet the end of year 'In year' collection target.
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)	**0** (Jun 2024)	⬆	One successful grant bid. Three other bids awaiting outcomes

Key to Actual Column RAG rating: ● Action Required ● Monitor ● On Target ● Pending

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CABINET

Report subject	**Dorset Local Enterprise Partnership**
Meeting date	15 January 2025
Status	Public Report
Executive summary	Government has set out its expectation that Local Enterprise Partnerships (LEPs) will receive no further funding and provided guidance as to how their remaining functions should be integrated into Local Authorities. Council officers from BCP Council and Dorset Council (the accountable body for Dorset LEP) have worked through the detail, implications and necessary actions to support integration of functions where possible from Dorset LEP (DLEP). The DLEP board unanimously supported a report outlining this on 28th November 2024. Further work is now needed to ensure the actions identified in this report are completed on or before the end of March 2025, including the allocation of any remaining funds and how these will be split between the two Councils, facilitating the closedown of DLEP. This report sets out this work and next steps.
Recommendations	**It is RECOMMENDED that Cabinet:** a) **Approves the steps taken to integrate relevant LEP functions to BCP Council in line with Government guidance and contractual obligations;** b) **Approves the intent for the Council member of the LEP board to resign from it on or before end of March 2025;** c) **Delegates responsibility to the Chief Operations Officer, in consultation with the Portfolio Holder for Destination, Leisure and Commercial Operations to ensure:** i) **that this work is completed on or before 31st March 2025, and that it is cost neutral to the Council;** ii) **BCP Council receives its share of remaining DLEP funds, and all future Government funding sent to Dorset Council as its Accountable Body;** iii) **the creation of a new BCP Growth Board**
Reason for recommendations	To follow government guidance and to establish a new BCP Growth Board to articulate and drive forward the local economic priorities and the growth agenda for Bournemouth, Christchurch and Poole.

Portfolio Holder(s):	Councillor Millie Earl, Leader BCP Council and
	Councillor Richard Herrett, Portfolio Holder for Destination, Leisure and Commercial Operations
Corporate Director	Glynn Barton, Chief Operations Officer
Report Authors	Chris Shephard, Head of Operations Strategy & Partnerships
Wards	Council-wide
Classification	For Decision

Background

1. BCP Council and before it, Bournemouth Council and Poole Council, is a board member of Dorset Local Enterprise Partnership (DLEP), represented by the Leader of the Council. Dorset Council is also a board member and is its accountable body. In recent years, the Council has not funded DLEP, but since its inception over 10 years ago, has worked in partnership with its officers to

   "Support the long-term resilience of the businesses, workforce and communities of Dorset - co-developing local strategies, driving economic growth and productivity, attracting funding and investment, working to transform careers education and helping shape a skilled, adaptable workforce".

2. For some time, Government has made it clear that is it minded to cease funding for the functions previously delivered by Local Enterprise Partnerships and the Business Board Network (previously known as the LEP Network).

3. In 2024/25 government awarded £260k via Dorset Council for the delivery of functions previously delivered by the LEP. Dorset Council and BCP Council took the decision to passport these funds to the LEP to continue delivery of these functions for the current financial year. It is likely that there will be no further funding for the delivery of these functions.

4. Government has also requested Local Authorities integrate LEP functions into business as usual but has not provided any additional funding to do this (other than for specific projects/programmes). It set out this guidance in August 2023 and then further guidance in December 2023.

5. This has resulted in a work programme, undertaken by officers from the two Councils, members of the DLEP executive team and some DLEP board members, to collate the information, consider the detail, the implications and contractual requirements, to present a clear plan to be considered by the DLEP board enabling integration or other outcome on or before March 31st, 2024.

Devolution Current Position

6. To understand the steps taken to consider the integration of functions from DLEP into the two Local Authorities and the steps to follow, it is important to consider recent responses from BCP Council and Dorset Council in relation to Government's devolution agenda.

7. In the Autumn of 2024, BCP Council submitted an Expression of Interest to Government in response to a national request for areas to state their preference for devolution. BCP Council responded with a preference for a BCP geography only, with no mayor.

8. Dorset Council submitted also an Expression of Interest to Government stating its preference for devolution into an area to be administered on a "Wessex" level geography. The geographical coverage of this area includes the administrative areas of Dorset, BCP, Somerset, and Wiltshire.

9. Both Councils have made it clear that these positions are a starting point for further discussion, not an end, with the Government's Devolution White Paper having been released on 16th December 2024 providing further context for consideration.

10. These expressions of interest have brought clarity to the DLEP board that there is no appetite for a continuation of DLEP in any form by both Councils and that therefore actions must be taken, in line with Government guidance, to consider its functions, staff and budgets.

Current LEP functions

11. Through the programme group, a list of LEP functions was identified and discussed. Three were identified early on as contractual obligations and therefore became high priority to resolve. These are the Dorset Growth Hub, the Dorset Careers Hub, and the Boscombe Skills Hub.   At its November board meeting, DLEP Board unanimously approved the following proposals.

Dorset Growth Hub

12. Within the October budget, government confirmed it was committed to continue funding Growth Hubs in England for 2025/26 as a key growth driving programme therefore this service will need to continue. Given the recent budget announcement. it is considered that government funding for the delivery of this function for financial year 2025/26 will be announced in the current financial year.

13. It was proposed that the current LEP staff resource delivering this service are subject to TUPE and employees in this area transfer to Dorset Council as the host employer (as the accountable body). The staff will continue to deliver services across both Dorset Council and BCP Council areas.

14. The proposal also stated that the structure and service delivery model for the Growth Hub will be reviewed after the 1st April 2025. This is for several reasons and questions that still need to be worked through. These include uncertainties about the final budget allocation for Growth Hub delivery across the Pan-Dorset area, available resources to oversee delivery in BCP Council as a result of budget savings targets, and the potential to investigate opportunities for aligned delivery of services with the recently extended UK Shared Prosperity Fund programme.

Dorset Careers Hub

15. This contract is currently held between the national Careers and Enterprise Company and Dorset LEP and runs until end August 2025. It is proposed that the current LEP staff resource delivering this contract are subject to TUPE and employees in this area will transfer to Dorset Council as the host employer and continue to deliver services across both Dorset Council and BCP Council areas. There is no change to the BCP Council current contribution or expected delivery.

Boscombe Digital Skills Hub

16. Since 23rd March 2023, BCP Council has contracted DLEP to deliver the Boscombe Digital Skills Hub project as part of the externally funded Towns Fund programme in Boscombe. BCP Council is the accountable body for the Towns Fund.

17. It is the Council's intention to serve notice to DLEP that it intends to stop this contract on or before the end of March 2025. Upon notification, it is proposed that the LEP issues equivalent notice to its sub-contractors that their contracts with the LEP will therefore also stop. All contracts require 30 days' notice for termination.

18. There is an expectation that the Digital Skills Hub programme will continue to be delivered until its funding end date of 31st March 2026. BCP Council, as the Accountable Body for the Towns Fund, has sought procurement advice, and is able to award new contracts to offer to the existing sub-contractors, in the expectation that they will continue to deliver their elements of the project. A new contract will also be offered to a local provider through an appropriate procurement process to deliver the remaining elements the LEP had previously been contracted to deliver. Collectively, this will provide continuity of service provision until the end of the funding period.

Business representation and strategic economic planning

19. To ensure delivery of its national mission to drive economic growth, Government requires areas to have an up to date Economic Growth Plan or Economic Development Strategy. DLEP is currently funded by Government to deliver a strategic economic plan for the BCP-Dorset area in this financial year. BCP Council officers have been working to inform this using data and evidence to highlight the economic priorities for Bournemouth, Christchurch and Poole.

20. As well as a recent local Economic Growth Plan or Economic Development strategy, a future Government requirement is for areas to have a new Growth Board to ensure strengthened business engagement in local decision making, and to articulate and drive forward their local economic priorities.

21. As part of the report supported by the DLEP Board in November, it was proposed that for both business representation and strategic economic planning, BCP Council will pursue arrangements that are specific to its own geography.

22. To support Government guidance, and to enable businesses to articulate and drive forward the economic growth priorities for Bournemouth Christchurch and Poole, this report asks Cabinet to delegate to officers, in consultation with the Portfolio Holder for Destination, Leisure and Commercial Operations, the responsibility for establishing a BCP Growth Board.

23. It should be noted that Government has stated that it is minded not to continue funding of these functions (business representation and strategic economic planning) and councils will need to cover these costs from their own resources.

24. There are a handful of other current actions and projects undertaken by the LEP. As part of the ongoing work, this report recommends that any future support or delivery of these remaining actions and projects are aligned with available resources (people and budget), with their emerging Economic Growth Plans, and consult with the new Growth Boards as to whether these functions and projects are a priority for continuation once established. In the meantime, some of these services may cease.

Finances

25. Whilst the financial status of DLEP has been reviewed by both councils as part of this process, it is recommended that Cabinet gives authority to the Chief Operations Officer of BCP Council, in consultation with the Portfolio Holder, to work on the detail and any practicalities. This is to ensure no additional, unfunded costs are incurred by the Council as part of this process, which is currently the case and is intended to remain so.

26. It is also to ensure that work continues with Dorset Council to develop a bi-lateral agreement over the split of existing and any future related funding, and the formalised process for these to be transferred.

27. Government guidance on remaining funds is clear that they should remain within the public sector. There is an expectation from businesses, education and other partners that the funds should be used for economic development purposes. The November LEP board report explained that both councils stated they will earmark the transferred funds for economic development purposes, but this will be subject to Cabinet and Council approval in due course.

Options Appraisal

28. To accept the recommendations outlined, enabling:

    iv) smooth integration and/or continuation of the noted LEP functions where there are contractual obligations

    v) No additional cost to the Council

    vi) The formation of a new BCP Growth Board

    vii) Arrangements to be finalised ensuring BCP Council obtains its share of remaining DLEP funds, and any future funding sent to the Dorset Council as the Accountable Body for DLEP

    And therefore, a renewed drive and business driven approach to the economic priorities for Bournemouth, Christchurch and Poole through the creation of a BCP Growth Board.

29. Not to accept the recommendations and continue with a LEP that will no longer be funded or supported by Government, to drive economic growth across an area that has two distinct economies.

Summary of financial implications

30. As outlined earlier, there are intended to be no financial implications for the Council through this process.

31. There will need to be further work done by officers on the precise amount of remaining DLEP funds and an expectation that a further board report will be presented to the DLEP board in January detailing these and how they will be handled in respect of the close down process.

32. Subject to approval of this report, officers are authorised to work with Dorset Council to develop a bi-lateral agreement over the split of existing and any future related funding, and the formalised process for these to be transferred.

33. Government guidance on remaining funds is clear that they should remain within the public sector. There is an expectation from businesses, education and other partners that the funds should be used for economic development purposes. The November LEP board report explained that both councils stated they will earmark

the transferred funds for economic development purposes, but this will be subject to Cabinet and Council approval in due course.

Summary of legal implications

34. Legal and procurement advice has been sought regarding the contractual situation relating to the Boscombe Digital Skills Hub. This is outlined at paras 16-18. The Council will initiate these recommendations as part of this process subject to approval of this report.

Summary of human resources implications

35. HR colleagues and legal colleagues have provided advice based on evidence provided that at no point through this process is the Council liable for TUPE in relation to the LEP staff or its sub-contractors. This report has identified where Dorset Council is liable and how this will impact the different elements of this process.

Summary of sustainability impact

36. There are no sustainability impacts of this report.

Summary of public health implications

37. There are no public health implications of this report.

Summary of equality implications

38. To follow

Summary of risk assessment

39. The risk to the Council in relation to this process is low, on the basis that the law, and Government guidance are adhered to.

Background papers

None

Appendices

None

CABINET

Report subject	**Progress Update - ASC Fulfilled Lives Programme**
Meeting date	15 January 2025
Status	Public
Executive summary	In July 2024, BCP Council and Cabinet agreed to support the Adult Social Care (ASC) transformation programme and approve the release of £1.79m for the first year of the programme, to enable the programme to mobilise, complete the design and scope stage, and move into the delivery phase from January 2025.
	The ASC Fulfilled Lives Programme has made significant progress in its initial stages and is set to enter the delivery phase in January 2025.
	Key areas of progress since July 2024:
	• **Programme governance established**: A Fulfilled Lives Programme Board has been established, chaired by the Corporate Director for Wellbeing. This meets fortnightly to drive progress, approval of budget spend and management of strategic programme risks.
	• **Completion of design and scope stage**: The design and scope stage is nearing completion, with key documents such as Scope Documents, Project Initiation Documents, and Outline Business Cases in place for each project, ensuring clarity and detailed plans are in place to move into the delivery phase from Jan 2025.
	• **Capability**: There has been successful recruitment in key areas such as Programme and Project Management, Commissioning, and First Response operational capacity.
	• **Alignment and next steps**: The programme is aligned with the Integrated Care Partnership strategy and has identified synergies with the Urgent and Emergency Care programme. From January 2025 the delivery phase will focus on deploying resources, monitoring progress, managing change, and mitigating risks

Recommendations	It is RECOMMENDED that Cabinet:
	Note the work currently underway with the ASC Fulfilled Lives Programme.
Reason for recommendations	For Cabinet to be sighted on the progress made during the 'design and scope' stage of the Fulfilled Lives programme and awareness of the delivery stage from January 2024.
Portfolio Holder(s):	Cllr David Brown, Portfolio Holder for Health and Wellbeing
Corporate Director	Jillian Kay, Corporate Director for Wellbeing
Report Authors	Jillian Kay, Corporate Director for Wellbeing
	Betty Butlin, Director of Adult Social Care
	Harry Ovnik, Programme Manager for Wellbeing
	Tim Branson, Transformation Lead for Fulfilled Lives
Wards	Council-wide
Classification	Update

Background

1. In January 2024 BCP Adult Social Care embarked on a detailed 3-month period of analysis and diagnostic assessment of the current position of service delivery within the department. The aim was to identify opportunities for transformation and change that could enhance our service model to better manage current and future demand, and explore potential for financial savings.

2. During this period, in addition to our own detailed assessment, we considered other areas of previous activity undertaken in 23/24:

   - The development of a detailed self-assessment as part of the Council's preparation for CQC inspection arrangements.

   - An LGA peer challenge to test the Council's self-assessment and offer recommendations on areas to focus attention.

   - An LGA financial review to support a greater understanding of the financial challenges and opportunities.

   - A bespoke safeguarding review undertaken by Partners in Care and Health.

   - Reviews of evidence from other local authorities and sector led reports on priorities for transformation including ADASS - Time to Act.[1]

3. This detailed evidenced based assessment period between January 24 and April 24, started to inform a strategic case for change within ASC, which culminated in a

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[1] Association of Directors of Adult Social Services (ADASS)

transformation business case and delivery plan being set out to Cabinet and Council in July 2024.

4. This business case outlined the opportunities available to deliver true transformation and innovation within ASC, whilst embedding lasting change which will support future demand, and achieve financial and service quality benefits through a transformation programme called 'Fulfilled Lives'.

5. The 4-year programme of work included 4 interlinked projects as shown in figure 1:

A reminder - Four projects that form the programme

1 How we work	To implement the 3 conversations approach, building on innovation sites, embedding strengths-based ways of supporting residents, focusing on prevention. How we work will also focus on making improvements within our First Response function.	
2 Short-term support	Improve community access to reablement services, ensuring that all appropriate individuals are able to maximise their goals and have the best possible chance at independence – reducing the need for long term services.	
3 Self-Directed Support	We will ensure more people are in control of their own support by developing more community-based options for people via Direct Payments or Individual Service Funds. Reducing the need for more traditional services at a higher cost.	
4 Support at Home	Develop and implement a new Support at Home provision, enabling people to stay as independent as possible in their own home and reducing the need for residential placements.	

Figure 1 – representing the 4 projects that make up the Fulfilled Lives programmes and a high-level description.

6. The transformation business case and accompanying delivery plan set out what we would seek to achieve against the 4 projects, with total investment of £2.9m required to enable to the delivery of the full programme, and total anticipated savings of £3.5m recurring.

7. In July 24, Cabinet and Council agreed to support the transformation programme and approve the release of £1.79m for the first year of the programme. Cabinet asked for a progress report to be presented in January 2025, focused on the 'design and scope' stage of the programme, with a further more detailed report to be presented to Cabinet in July 2025 on progress and recommendations for the future years of the programme.

8. Cabinet also invited the Health and Adult Social Care Overview and Scrutiny Committee to provide regular scrutiny of progress towards the realisation of benefits and sustainable change. The Committee has agreed an approach to scrutiny as part of their work plan over the next 18 months. A briefing session was held on 4 November which focussed on 'how we work' and the risks and opportunities of data. The Committee will focus a session in the new year on self-directed support.

9. Since approval in July 2024, the programme has been mobilised and moved into the 'design and scope' stage.

Summary of programme progress

10. A Fulfilled Lives Programme Board has been established, which is at the top of the governance structure, chaired by the Corporate Director for Wellbeing. The board meets on a fortnightly basis to drive progress, monitor risks and benefits of the programme and agree release of any programme funding to support first year activity. In addition to this, Corporate Strategy board also have oversight and visibility of the progress of the programme on a monthly basis.

11. The design and scope stage of the programme is nearing completion, and from January 2025 the programme will move into the 'delivery phase' where key project workstream tasks will be progressed for each project.

12. The completion of the design and scope stage of the programme has ensured the following areas are now in place for each project:

    1) Scope Documents – These have started to build a more detailed understanding of what each of the projects will explicitly cover, how they will be structured, and what they expect to deliver. They have also helped to stimulate thinking around risks/issues/dependencies and next steps.

    2) Project Initiation Documents (PID) – Providing a foundational document that outlines the key aspects of each project at its inception. These have served as a blueprint for the projects, providing a comprehensive overview of the objectives, scope, stakeholders, resources, risks, and timelines.

    3) Outline Business Case – Whilst the programme has had formal overarching sign off and funding for the first year, the completion of the outline business case for each project has ensured absolute clarity as to the 'why', with clear rationale for progression.

    Design and Scope documents can be found in Appendix B

13. It was acknowledged within the July 24 transformation business case that the programme would require investment in capability, with temporary fixed term resource required to reflect the nature of the transformation programme. As a result, the programme has successfully recruited to a number of roles within key areas, such as:

    1) Programme and Project Management

    2) Commissioning

    3) First Response operational capacity.

    Full breakdown of the recruitment can be found in Appendix A

14. Whilst there has been successful recruitment to many of the roles, challenges have been experienced due to the nature of roles being fixed term and some of the roles within the programme remain vacant. This has led to some areas of the programme milestones being more clearly defined than others, however, this is being tracked as a current risk to the programme with mitigation in place, it is expected all roles will be filled by February 2025.

15. Positive progress has been made in relation to delivery within two of the projects, 'how we work' and 'self-directed support'. These two projects had commenced in pilot form ahead of the formal establishment of the Fulfilled Lives programme. The programme has enabled a more ambitious vision on what can be achieved and means that delivery of key tasks are ahead of other areas within the programme. Detailed progress updates on all projects can be found in *Appendix A*.

16. A number of workshops have been held to develop a clear timeline for delivery of the use of digital and technology solutions, commencing from January 2025. This timeline incorporates improvements to the use of BCP website, integration options between telephony systems and corporate systems, webchat functionality and the introduction of the online provider portal.

17. The programme is aligned with the Integrated Care Partnership strategy and a presentation was given to partners in November at the Integrated Care System 'System Executive Group'. Further engagement will continue to take place throughout the programme, ensuring that partners are clear on the programmes plans and progress, with potential opportunity for collaboration being identified

18. We have identified synergies with the Urgent and Emergency Care programme which we are undertaking as a system supported by a strategic partner, Newton. We will work with the Programme Director and Newton to ensure appropriate alignment between the two programmes to maximise benefits and ensure there is no duplication (particularly in relation to the focus on reablement services).

19. The programme has also been aligned to the Children's transformation programme (Building Stronger Foundations) in order to share interdependencies and lessons learnt from a social care improvement and transformation that has been running for over 2 years.

Programme Next Steps

20. The programme will now be moving into the 'delivery phase' from January 2025. Figure 2 represents the Fulfilled Lives timeline and current position.
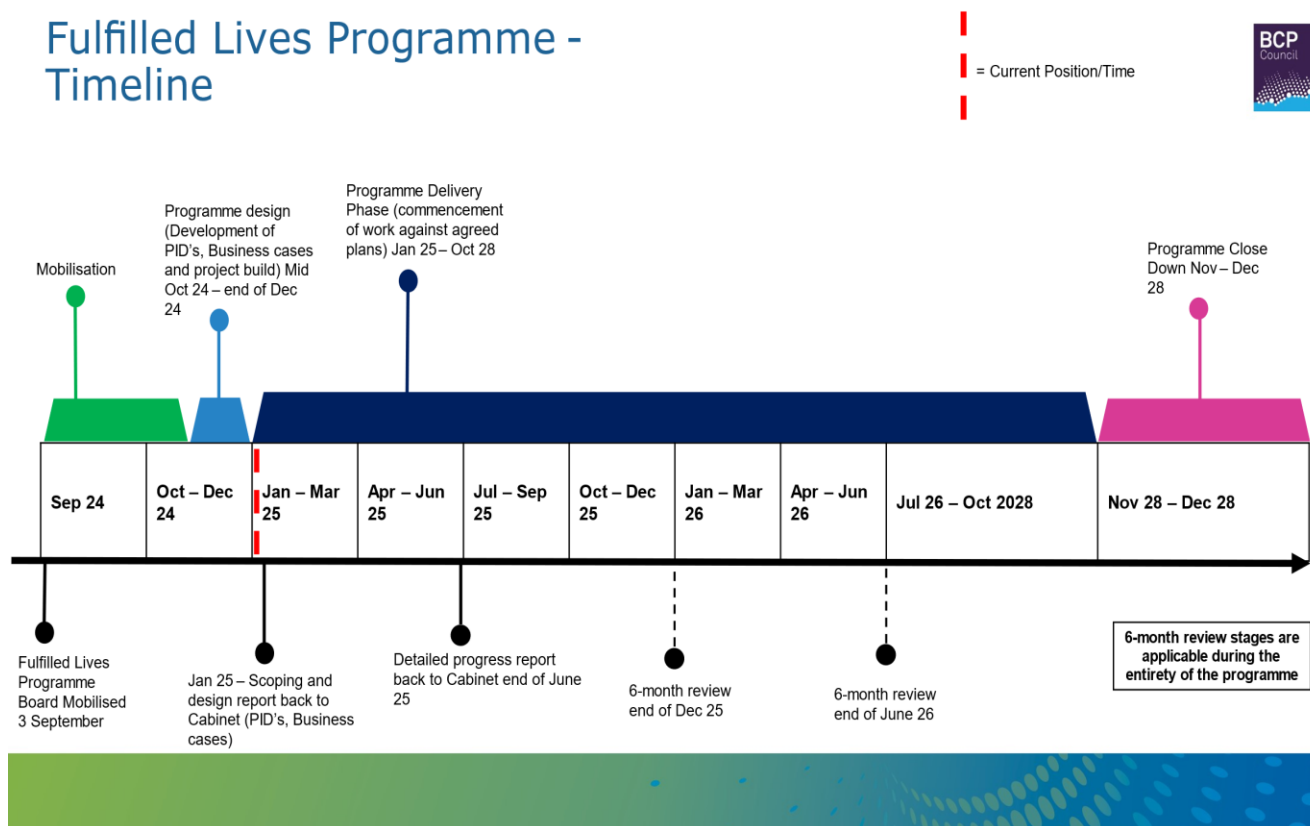
Fulfilled Lives Programme - Timeline

Figure 2 – Detailed Fulfilled Lives programme timeline and high-level milestones

21. The delivery phase is the most significant and consumes almost 80% of the total programme timeline. This phase effectively means that the programme will start to deploy its resources to deliver against the agreed plans, key task activity, and work towards the milestones set out in the design and scope stage. Other key areas during this phase will include:

   1) Monitoring and Control – The programme will continue to report into the Fulfilled Lives programme board, however, during the delivery phase, the board will have a greater role to play in monitoring progress against key milestones and ensuring the programmes as a whole is on track.

   2) Change Management – During the initial diagnostic assessment in early 2024 and subsequent July 2024 business case and delivery plan, change management was acknowledged as playing a key role within the programme to enable its success. A high-level change management plan has now been developed and this will be incorporated into the delivery phase to ensure changes are fully embedded and adopted for maximum impact.

   3) Ongoing Risk Management – Whilst the programme has been monitoring and managing risks during the design and scope stage, it is during the delivery phase that risks can significantly derail progress and objectives. Each individual project will report risks and mitigations. Risks that have greatest impact and likelihood will be escalated to the Fulfilled Lives programme board for awareness and discussion.

22. The Fulfilled Lives timeline also sets the original '6-month review stages'. These were placed within the programme as regular checkpoints to ensure the programme is progressing as planned and is on course to deliver the expected benefits. The next 6-month review stage following January 2025 Cabinet will be a report to July 2024 Cabinet on the progress of the programme.

Summary of financial implications

23. As outlined in the July 2024 Transformation Business case, the programme has been provided with the first-year funding of £1.79m.

24. As set out in this report, this funding has allowed key fixed term recruitment to be achieved to mobilise the programme. The total investment over a 3-year period is £2.9m to achieve recurring savings of approx. £3.5m. These savings are currently on track for being met.

25. The savings attributed to the Fulfilled Lives programme are in addition to those that have been identified via the Urgent and Emergency Care (UEC) programme, and whilst both programmes of work have dependencies and will naturally complement each other, they will seek to achieve separate savings.

Summary of legal implications

26. The Council is required by law to provide and hold direct accountability for the effectiveness, availability and value for money of Adult Social Care services. The functions are set out in legislation including Care Act 2014 (legislation.gov.uk)

27. Statutory roles are required to be held by the Council, and this includes a Director of Adult Social Services (DASS) and a Principal Social Worker (PSW).

28. The quality of ASC services is inspected by the Care Quality Commission (CQC) against a quality assurance framework.

29. The recommendations of the previous business case will improve the Council's ability to discharge all of these duties more effectively.

Summary of human resources implications

30. Human Resources processes will be followed, as required, during recruitment of resources for delivery.

Summary of sustainability impact

31. There are no sustainability implications within this report.

Summary of public health implications

32. Relationships with Public Health partners will be improved with transformed ways of operating ASC services, particularly around prevention and population health.

Summary of equality implications

33. Full EIA documentation will be completed and reviewed at Panel (as required) during implementation of transformation plans e.g., policy change or development, service change or development.

34. The ASC strategic approach to Equality, Diversity and Inclusion aims to support transformation work with improved data and workforce support.

Summary of risk assessment

35. It has already been acknowledged in the previous business case that by doing nothing, the Council is holding significant risk in relation to its ability to deliver statutory responsibilities within the available budget to adults and their families who require support. These risks are mitigated by these ASC Transformation plans and Business Case.

36. Robust risk management processes are embedded into the programme's approach, with risks and mitigation strategies reviewed on a regular basis via the Fulfilled Lives governance structures.

Background Papers

- Cabinet 17 July 2024 – Adult Social Care Transformation Business Case
- Cabinet 17 July 2024 – Adult Social Care Transformation Delivery Plan

Appendices

Appendix A - Fulfilled Lives Programme - Summary Progress

Appendix B - Design and Scope Documents

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ASC Fulfilled Lives Programme Update

January 2025

bcpcouncil.gov.uk

Fulfilled Lives Programme
Jan 2024 Progress Update

- Following Council and Cabinet agreeing to provide funding of £1.79m for the first year of the Fulfilled Lives programme, key steps have been taken to mobilise the programme.

- Between August 2024 and December 2024, the programme progressed through the mobilisation stage of the timeline, which has also included scope and design.

- Governance structures for the programme have now been established.

- Key recruitment has been undertaken to support delivery of the programme; however, we do continue to have some key vacant roles remaining, which has impacted the design stage.

- We are now able to move into the 'delivery phase' of the programme, whereby recruitment has been undertaken, and we can now execute and deploy agreed plans and implement agreed tasks activities to achieve the programmes goals and objectives.

Fulfilled Lives Projects

Self-Directed Support

To implement an improved offer to support those that access self-directed support. This will include introducing individual service funds, micro enterprises, trusted assessors and improving our direct payment offer.

How we work

To deliver new ways of working within Adult Social Care, covering 2 key workstreams of First Response and implementation of the 3 conversations approach

Short Term Support

To develop our reablement offer, looking at new ways and expanding our offer for greater use in the community, developing an efficient and effective reablement model for maximum impact.

Support at Home

To establish a future homecare commissioning model. Including market analysis, co-production, best practice and innovation, leading to provision the best possible support for individuals in their own home.

Fulfilled Lives Programme - Timeline

= Current Position/Time

Mobilisation

Programme design (Development of PID's, Business cases and project build) Mid Oct 24 – end of Dec 24

Programme Delivery Phase (commencement of work against agreed plans) Jan 25 – Oct 28

Programme Close Down Nov – Dec 28

Sep 24	Oct – Dec 24	Jan – Mar 25	Apr – Jun 25	Jul – Sep 25	Oct – Dec 25	Jan – Mar 26	Apr – Jun 26	Jul 26 – Oct 2028	Nov 28 – Dec 28

Fulfilled Lives Programme Board Mobilised 3 September

Jan 25 – Scoping and design report back to Cabinet (PID's, Business cases)

Detailed progress report back to Cabinet end of June 25

6-month review end of Dec 25

6-month review end of June 26

6-month review stages are applicable during the entirety of the programme

BCP Council

Objectives

- This project is designed to focus on 2 key areas of our Adult Social Care operating model and seek to deliver new and innovative ways of transforming these areas to enhance the help and support we provide to our residents. These areas are:

1) 3 conversations – implementation and adoption of the '3 conversation approach'. This approach is nationally recognised as an alternative method of supporting residents that seek ASC support. It moves away from traditional assessment methods, with a greater focus on a conversational – and therefore more person-centred – approach. National evidence thus far has demonstrated both greater resident satisfaction and reductions in the need for long-term services which has also translated into savings for Local Authorities.

2) First Response – Combined with the 3 Conversation approach, this area of the project will seek to develop an improved 'First Response' function i.e. where residents first come into contact with ASC. Objectives include a greater focus on our digital offer, improvement to case management systems, harmonisation in team structure and ensuring future structures are as effective and efficient as possible, for example by reducing unnecessary 'hand offs'.

Description

Progress Update

- Some elements of the How We Work project were already underway prior to the mobilisation of the Fulfilled Lives Programme. We have continued to build on these positive steps since June 2024.

- We have been able to successfully recruit 2 of the 3 project managers required to support the delivery phase of the project.

- We have introduced conversation 1 and 2 records within innovation sites linked to 3 conversations

- We have made good progress in several 'phase 1' areas related to First Response Improvements (June to December 24):

1) Design, development and implementation of a new 'contact form', streamlining and consolidating many areas to improve use and data outputs.

2) We have identified areas of our website that can be improved and enhanced to improve access for residents seeking information and advice.

3) Up to 50 improvements to 'ways of working' have now been identified across the First Response function, including system, structure and process design. We will launch the first 'wave' of improvements from December.

Next Steps

- Recruitment to the final project manager post which will support the progression of the 'provider payments portal'.

- Development of a clear vision for phase 2 (January 2025 onwards):

1) Introduction of greater digital offers such as self-service and the provider portal

2) Greater focus on harmonisation and fully embedding preventative approaches within the First Response function – linked to initial findings within 'ways of working' during phase 1.

- Development and introduction of a greater suite of performance measures, both qualitative and quantitative.

- Ongoing 3 conversation roll out, developing clear timelines and milestones for delivery of the conversation 3 record and evaluation of existing innovation sites.

Description

Objectives

- BCP ASC wants to improve its approaches to strengths-based practice, personalisation and self-directed support. To support this aspiration the self-directed support project will look to develop, implement and embed 3 key areas:

1) Developing Personal Budget Options Developing options for personal budgets to create more choice and control for more people. Individual Service Funds (ISFs) will be implemented, and the Direct Payments model will be enhanced to encourage the number of people who take up this option of a personal budget.

2) Development of a Trusted Reviewers Programme (TRP) - Trusted Reviewers will have conversations with the people we are supporting - and their families and carers- to think about what they need and would want to have a good life.

3) Development of a community and micro-enterprise (CME) programme - CMEs provide local care and support services and activities. They can support people with managing their home or garden, or helping them get out and about, meet friends, pursue hobbies, volunteer or work.

Progress Update

- We have been able to successfully recruit to the single project manager assigned to this project, in addition to having successfully recruited to the commissioning manager post for self-directed support.

- We have developed and designed clear plans, including project initiation document, scope and outline business case.

- We have completed stage 1 of the ISF Early Adopter pilot with 5 support providers and have co-produced our ISF specification. Stage 2 will commence shortly whereby providers will hold and manage ISFs for a small number of individuals.

- The Trusted Reviewers have now had over 100 conversations with individuals and their family carers. They are also gathering information about community-based daytime activities to share with people, families and practitioners. We will use all this information to inform our future work and provide essential intelligence to our community catalyst as part of our commitment to co-production

- We have successfully engaged Community Catalysts. Our local Catalyst is in post and Community Catalysts are currently completing a diagnostic assessment of our area,

Next Steps

- Start stage 2 of our ISF Early Adopter Provider pilot

- Continue our ISF Task & Finish Group (people with lived experience of social care) to support stage 2 of the ISF Early Adopter Provider pilot.

- Finalise the ISF specification. This will be become part of a planned wider service framework tender.

- Prepare for social care practitioners to work alongside the Trusted Reviewers to review the people who are looking for alternative activities. There will be an initial focus on Tricuro clients, but also connections to the Preparing for Adulthood team.

- The Trusted Reviewers Team are organising taster activity sessions for Tricuro clients to take part in.

- Support Community Catalysts with the local diagnostic assessment, the induction of our local Catalyst and the creation of a Change group.

BCP Council

Objectives

Description

- Reablement is a goal-focused intervention that involves intensive, time-limited assessment and therapeutic work over a period of up to six weeks. It involves a process of identifying an individual's own strengths and abilities by focusing on what they can safely do instead of what they cannot do. This project will seek to deliver the following:

1) To support the development of increased availability of reablement for residents, focused on early intervention before long term services are considered.

2) Seek to embed the use of Care Technology into a reablement model.

3) Improve access to Reablement for those within a community setting.

4) Look to deliver an optimal delivery model for Reablement, ensuring areas are as effective as possible i.e. referral methods, service structure, approach to discharges out of reablement service.

Progress Update

- Whilst recruitment for a project manager and strategic commissioner have been delayed (strategic commissioner now in post), some progress has been made towards establishing a clear vision and being in a position from Jan 2025 to begin delivery:

1) Scoping work and benchmarking is in progress, building on the 3-month sprint research

2) A restructure within the current Reablement service and review of referral routes, outcomes achieved towards independence and reablement goals is in progress. This work is aimed at having a full understanding of current state and building clear task activity from January 2025 in order to move into 'delivery phase'

Next Steps

- Recruitment of a project manager. Previous recruitment has been unsuccessful; however, we are hopefully to have a new PM in place by Jan 25.

- Recruitment of a Commissioning Officer. Previous recruitment has been unsuccessful;

- Ongoing engagement with the Urgent and Emergency Care (UEC) system wide work being supported by Newton. It is envisaged that there will be links between both areas of work, and we will seek to establish key links whereby both areas can complement each other.

- Develop critical path and milestones, outlining what is expected to be achieved and by when.

Description

Objectives

- The current 'care and support at home' framework was awarded in 2017 and operates to September 2026. The service specification relates to the Bournemouth and Poole legacy councils. The current framework ensures we have a wide range of homecare providers that can meet requests and demand for homecare. This project will ultimately look to deliver a new framework for the delivery of commissioned homecare services; however, in doing so, it will explore:

- The potential for outcome-based commissioning

- The use of Care Technology in a new homecare framework

- The use of locality models

- The use of the voluntary and community services

- Links to integrated working and placed based services.

The final framework, therefore, will be a model designed for the future, that best serves BCP residents and ensure funds are spent and managed in the best possible way.

Progress Update

- Whilst recruitment for a project manager and strategic commissioner have been delayed (strategic commissioner now in post), some progress has been made towards establishing a clear vision and being in a position from Jan 2025 to begin delivery:

1) Research modelling is underway to determine what other Local Authorities home support delivery looks like, this will continue to inform how we approach the delivery phase from January 2025 onwards and help us understand what best practice models nationally are available.

2) Detailed analysis of our own current BCP provision has been undertaken and continues. This analysis is to not only develop a clear understanding of level of provision but quality and impact.

Next Steps

- Recruitment of a project manager. Previous recruitment has been unsuccessful; however, we are hopefully to have a new PM in place by Jan 25.

- Following recruitment of a project manager, develop critical path and milestones, outlining what is expected to be achieved and by when.

- Complete research modelling on national best practice and local BCP provision – having clarity on gaps, challenges and potential approach to new procurement and specification.

Fulfilled Lives Recruitment Position – As at 31/10/2024			
Category	**Element**	**Role/Responsibility**	
Programme Leadership Management	**1 x Fulfilled Lives Service Programme Lead**	To provide service direction and lead specifically related to the 'fulfilled lives' programme. Ensuring links between projects, deliverables and objectives are monitored and met.	Fulfilled Lives Service Lead now in post
	6 x Project Manager	Responsible for ensuring that the projects are completed on time, within budget, in line with agree objectives and goal. Working and collaborating with stakeholders across the project to ensure critical path is delivered alongside, management of risks etc.	Some challenges have been experienced in the recruitment of these posts. We have successfully recruited 3 project manager. Further recruitment to be completed by Jan 25.
	1 Project Manager (Change)	Responsible for the development and deployment of the change management plan across the Fulfilled Lives programme	Post due to be advertised in January 2025 in line with the delivery phase.
Self – Directed Support	**Commissioning Manager Personalisation**	To lead the work on CME, ISF and Trusted Reviewer development and implementation as part of the wider drive within the personalisation agenda. Bringing key internal and external partners together to deliver choice and control.	Commissioning Manager now in post
Support at Home	**Strategic Commissioning Manager**	Deliver a new strategy, model for home care, and deliver the procurement of a new home care framework.	Strategic Commissioning Manager now in post
Short Term Support	**Commissioning Officer**	Support the new Commissioning Manager for Homecare and Reablement by carrying out demand and needs analysis and research on national models and best practice.	Some challenges have been experienced in the recruitment of the Commissioning Manager, further interviews now scheduled.
How we Work	**First Response Operational Capacity**	Additional interim capacity to support the approach linked to the 3-conversation model and ensuring as many residents are supported at the earliest opportunity, avoiding and reducing waiting lists and reducing the number of individuals that require a care act assessment.	Team manager appointed pending start date. 3 outreach officers and 1 Contact Officer appointed pending start date. 2 Contact Officer pending recruitment.
	Mosaic Specialist	To support the ongoing development of Mosaic linked to key transformation plans such as the 3 conversations, consolidation of forms etc.	Mosaic specialist now in post
	Business Analyst	To review and design customer journeys and back-office processes to address resident service issues and improve the efficiency with which BCP can deliver services to residents.	Business Analyst now in post
	Senior Commissioner (Prevention)	Contribute to the development of a system wide prevention strategy. Establish and maintain robust partnerships with internal and external system partners to ensure the strategy is fully co-produced.	Senior Commissioner (prevention) now in post
	Lead information management officer	To support the development and implementation of benefit measures linked to the transformation plan.	Lead info management officer now in post
	Innovation Lead (3 conversations)	To support the development of the 3-conversation approach into practice. Working with practice teams to embed the approach and delivery	Innovation Lead in post

Fulfilled Lives - Finance update

- Council and Cabinet agreed to support the Fulfilled Lives and approve the release of £1.79m for the first year of the programme. Much of this funding was attributable to additional interim resource to fully develop and embed the transformation plans set out

- The finance spend table sets out current programme spend of £139,744 as of 31/10/2024.

- Further posts have been recruited to in addition to those detailed, however, as at 31/10/2024 have not incurred a cost.

- All spend is monitored via the Fulfilled Lives programme board, with all approvals requiring sign off from the board before draw down.

Description	Total current costs for 24/25 as at 31/10/2024
Interim Transformation Lead	16,341
Interim Home Care Commissioner	6,179
Other incidental costs	66
Strategic Commissioner	11,858
Senior Commissioner	45,919
Mosaic Specialist	11,888
Business Analysis	27,923
Innovation Lead	19,570
Total	**139,744**

Short Term Support Project – Design and Scope

Scoping Document

Programmes & Project Management

Project Name	Short Term Support
SRO	Zena Dighton (Interim Director of Adult Social Care Commissioning)
PPM Officer	Pending Recruitment
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)

Project Purpose

The short-term support project is focused on the delivery of a new BCP Reablement Model.

Reablement is a goal-focused intervention that involves intensive, time-limited assessment and therapeutic work over a period of up to six weeks. It involves a process of identifying an individual's own strengths and abilities, by focusing on what they can safely do instead of what they cannot do.

It is delivered in the home, to rebuild and maintain strength and confidence following an admission to hospital or to prevent deterioration of circumstances that may result in a hospital admission.

Prior to the formation of the BCP unitary authority in 2019, reablement in Poole was provided by an in-house service: START. This service transferred across to Tricuro in January 2022 to enable harmonisation across Bournemouth, Christchurch and Poole.

The reablement service supports HomeFirst and enables patients to go home with a Discharge to Assess referral, avoiding the need for a full Care Act Assessment and expediting discharge.

The service also takes community referrals, including direct referrals from innovation sites trialling the 3 Conversations Model.

Significant investment has been made into the reablement service, which has enabled the recruitment of additional community therapy assistants. Tricuro have also employed Occupational Therapists and Occupational Therapy Assistants to identify patients to be discharged to Coastal Lodge or home with reablement, expediting discharge. However, Tricuro still have posts vacant which is impacting capacity and restricting them to an average of 335 reablement contact hours per week.

There is a need to increase the capacity of the reablement service so that it becomes the first option (default) for eligible residents; reducing, delaying, or preventing the need for long term care and support services. This will enable people to live independently in their communities for longer and reduce the pressure on ASC budgets. There are also opportunities at developing a new model that will further ensure the success and impact of reablement and reduce the need for long term packages of care and support.

WS1 – Workstream (Development of a new reablement model)

Description	Development of a new reablement model to ensure the service is able to meet the demands and needs of residents that would benefit from a period of reablement. The new model would be build based on national best practice and innovative ways of supporting residents back to independence and reducing the needs for long term services.
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)
Deliverables	• Identification of national best practice models in relation to reablement • Development of new reablement model for BCP • Implementation and adoption of a new reablement model • Implementation of training for staff.

WS2 – Workstream (Development of Service Improvement Plan)

Description	Implementing a service improvement plan to enhance the effectiveness of processes etc within the reablement service. This workstream will work in tandem with workstream 1 and explore the mechanics of the reablement service to identify areas of improvement to support greater efficiencies. Areas such as systems and processes would be included within this workstream.
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)
Deliverables	• Completion of a service analysis – handoffs, journey mapping etc. • Develop improved processes, leading to greater efficiencies. • Improved system use.

WS3 – Workstream (Performance Measures)

Description	This workstream will look to build on existing performance measures to ensure that the reablement service has the most informative and insightful performance data available to support delivery of high quality services.
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)
Deliverables	• Current state analysis of performance and data measures • Identification of alternative methods of performance and data measures – how are other LA's measuring reablement performance and using data. • Development of new measures and insight data. • Embed performance measure and data use into BAU.

Assessments, Agreements & Protocols

Item	Required
Equality Impact Assessment (EIA)	☒

Decision Impact Assessment (DIA)	☒
Data Protection Impact Assessment (DPIA)	☒
Personal Information Sharing Agreement (PISA)	☐
Internal Sharing Protocol (ISP)	☐
Other	☐

Stakeholders	
Stakeholder	**Level of Involvement**
Hospital and community teams	High
Tricuro	High
Residents receiving reablement support	High
Practitioners across Adult Social Care	High
System Partners	Medium
Detailed stakeholder mapping outlining individuals will be included within the change management approach and plan, however, the above provides an indicative outline of stakeholder groups and potential involvement level.	

Risks			
Title	**Likelihood**	**Impact**	**Score**
Leadership capacity and coherence to support the project.	**2**	**2**	**4**
Benefits realisation may be overstated within the initial business case.	**2**	**3**	**6**
Resourcing challenges leading to delays in achieving project deliverables.	**1**	**2**	**2**
External factors such as CQC inspection or legislative changes impacting project delivery.	**2**	**2**	**4**

Risk Key:			
Definitions:	L = Likelihood (1-4)	I = Impact (1-4)	S = Score (I x L)
Priority Ratings:	1-2 Low risk	3-6 Medium risk	8-16 High

The above risks are early high-level risks for the project and wider programme. Further detailed risks will be identified, tracked and managed via individual project risk management tools and governance.

Assumptions

Stakeholders will actively participate and contribute to the project's success.

System partners will support the new approach to reablement

The project will work closely with the Urgent Care and Emergency Care programme (Newton)

Dependencies

Alignment with the Council's overall transformation strategy.

Coordination with other ongoing projects within the Adult Social Care Directorate and specifically the Fulfilled Lives programme

Urgent and Emergency Care Programme

Out of Scope

- Long-term care services that do not involve reablement support.
- Services that do not focus on maximising independence through short-term reablement.

Key Messaging

- This project is focused on enhancing our reablement offer, working alongside the urgent and emergency care programme.
- It will not only deliver a new reablement model, but service efficiencies in process and system use.
- BAU demands will impact resource availability and this will be closely monitored throughout the project.

Next Steps

- Recruitment of a project manager and 0.5 commissioning officer (strategic commissioning now in post).
- Develop critical path, confirm key milestones and establish project group.
- Develop clear links and understanding with the Urgent and Emergency Care programme.

Outline Business Case
Programmes & Project Management

Project Name	Short Term Support
SRO	Zena Dighton (Interim Director of Adult Social Care Commissioning)
PPM Officer	Pending recruitment
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)

Project Description

The Short-Term Support project aims to maximise the use of reablement support services to help individuals remain independent without ongoing support.

This project is part of the broader Adult Social Care (ASC) Transformation programme, which seeks to address significant challenges faced by ASC services both locally and nationally. The project focuses on enhancing the reablement service to reduce the need for long-term care. Key elements of this project include:

- **Development of a new reablement model**: The project will look to explore and develop a new model for reablement, seeking national best practice and innovation on the use of reablement.
- **Service Improvement Plan**: Implementing a plan to improve the effectiveness of reablement services, understanding how best to deploy a new model of service delivery for maximum success and impact. This area will explore the mechanics of how the reablement service operate and areas of improvements i.e. systems
- **Performance Measures**: Establishing key performance and quality data metrics for reablement, building on existing measures in place – providing a robust approach to measuring the success of a new reablement service.

Strategic Alignment

The project aligns closely with BCP Council's strategic objectives and the broader vision for Adult Social Care (ASC) transformation. The project supports the Council's commitment to modernising and improving ASC services to ensure they are fit for the future, preventative, and affordable.

Key alignments include:

- **Social Care Future Vision**: The project aims to maximise the use of reablement support services, helping individuals remain independent without ongoing support, which is a core aspect of the social care future vision.
- **Corporate Strategy 2024 - 2028**: The project supports the Council's corporate strategy and specifically the corporate priority 'out people and communities'
- **Corporate Transformation Objectives**: The project contributes to the Council's transformation objectives by improving customer understanding and service delivery, adopting modern and efficient ways of working, and achieving financial sustainability.
- **National Best Practice**: The project draws on national best practice examples to ensure a robust and effective transformation programme.

Option 1 – Do Nothing	
Description	This option would result in the ongoing reablement model continuing in its current form with no transformative changes.
Pros	• This option would not require any additional funding or resource as the existing service model would remain in place.
Cons	• This option would result in the ongoing challenges that are inherent with the current service model available. It would result in ongoing issues with reablement capacity and not deliver the opportunities that have been identified in creating a more efficient and effective reablement model. • Doing nothing would result in missed opportunities for financial savings to be achieved by a more effective reablement model.
Resources	• This option would not require any direct additional resource, and the current model would remain in place.
Cost	• No additional cost is required in the event the current service model remains in place.

Option 2 – Development of a new reablement model and service transformation	
Description	This option would build on the Adult Social Care diagnostic assessment completed in early 2024, which identified significant opportunity for a transformed reablement service. This option would seek to explore national best practice in models of reablement, and ultimately improve the impact of reablement and access to reablement services, resulting in a greater number of people reaching independence and a reduction in individuals requiring long term services.
Pros	• Improved effectiveness of reablement services, better outcomes for service users, and potential cost savings through more efficient support options.
Cons	• Initial implementation costs and potential resistance to change.
Resources	• 0.5 x Commissioning Officer • 0.5 Strategic Commissioning • 1 x Project Manager
Cost	• The costs to implement this option relate to resourcing costs only. • Over a 3-year period the costs for the above resource would be approx. £187,660 • Year 1 funding for the project has already been signed off via Cabinet and Council in July 2024. Further funding to support the project may be requested for year 2. Please see July 2024 business case for full cost breakdown.

Project Governance Structure	
Project Board	☒

Recommendation
Option 2 – Development of a new reablement model and service transformation **The reason option 1 is being recommended is as follows:** 1. **Improved Outcomes**: By developing a new reablement model, establishing a service improvement plan, and development of new performance measures, this option will allow better outcomes for individuals and improve the effectiveness of reablement services, leading to a greater number of people being supported by the service and reaching independence. 2. **Cost-Effective**: While there are initial implementation costs, Option 1 is expected to result in cost savings through a reduction of individuals requiring long term services. This makes it a financially sustainable choice and one that can support growing demand needs. 3. **Alignment with Strategic Goals**: This option aligns with the social care future vision, the Council's operating model, and the Councils 24-25 corporate strategy.

Indicative Milestones	
Milestones	Month / Year
Project initiation: Formal project kick-off, establishment of project team, and initial stakeholder engagement.	January 2025
Develop understanding of best practice models relating to reablement and future approach to be taken: Clearly defining future vision for reablement service.	Jan 2025 – April 2025
Service improvement plan development: Development of a comprehensive service improvement plan, including stakeholder consultations and initial drafts. This will work in tandem with the new delivery model workstream and will explore the components of how the service operates a new model i.e. systems.	May 2025 – August 2025
Implementation of new reablement model: Development of Roll-out of the new reablement model, including the introduction of new processes and systems.	May 2025 - September 2025
Performance and Quality Data establishment: Establishment of key performance and quality data metrics for reablement services.	August – September 2025
Service improvement plan execution: Execution of the service improvement plan, including ongoing monitoring and adjustments as needed.	November 2025 - January 2026
Review and evaluation: Comprehensive review and evaluation of the new reablement model and service improvement plan, including stakeholder feedback and performance data analysis.	February 2026 - April 2026
Final Adjustments and Sustainability Planning: Final adjustments to the reablement model and service improvement plan, and development of a sustainability plan to ensure long-term success.	May 2026 - July 2026

Approval Process	
1.	**Council and Cabinet:** This project has in effect already been approved via Council and Cabinet in July 2024, with funding agreed to support the development and implementation of a new self-direct support offer. 79
2.	**Project Board Approval**: The Project Board, chaired by the Senior Responsible Officer (SRO), will review and approve key project documents, including the business case, project plan, and major deliverables. Project Board is due to be established in January 2025 where key documents will look to be signed off by the board in relation to the delivery phase.

Project Initiation Document (PID)

Programmes & Project Management

Project Name	Short Term Support
SRO	Zena Dighton (Interim Director of Adult Social Care Commissioning)
PPM Officer	Pending Recruitment
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)

Project Objectives

The Short-Term Support project focuses on improving access to reablement services and that the delivery of reablement has maximum impact, ensuring that all appropriate individuals can achieve their goals and have the best possible chance at independence.

This approach aims to reduce the need for long-term services by providing effective short-term reablement support.

Key Objectives:

1. **Enhance Reablement Services**: Improve the availability and effectiveness of reablement services to help individuals regain independence after a period of illness or hospital stay.

2. **Improve Community Access**: Increase awareness of reablement services, simplify referral processes, and ensure timely access to support within the community.

3. **Outcome-Focused Approach**: Implement an outcome-focused approach where the success of reablement services is measured by the individual's ability to achieve their personal goals and maintain independence.

4. **Collaboration and Integration**: Promote collaboration between different service providers, including health and social care, to ensure a holistic approach to reablement.

5. **Reduce Long-Term Dependency**: Provide effective short-term support to reduce the need for long-term services, enabling individuals to live independently for as long as possible.

These objectives align with the broader goals of the ASC Transformation Business Case, which aims to modernise and improve the efficiency of Adult Social Care services while achieving financial savings.

Project Approach

This project forms part of the wider ASC Fulfilled Lives programme, which was formally signed off by BCP Cabinet and Council in July 2024.

As part of the full transformation delivery plan and business case (July 24), a detailed diagnostic assessment was completed between January 24 and April 24. This informed and help shape the final transformation proposal that was put forward to Cabinet and Council.

Quality Approach

Workstream	Deliverable	Quality Activity	Responsible
Development of a new reablement model	• Development of new reablement model for BCP leading to increasing in reablement packages and impact of service.	• Regular audits and analysis of performance measures	Project Manager and Strategic Commissioner
Development of Service Improvement Plan	• Improved process and greater efficiencies	• Staff surveys • Analysis of performance measures	Project Manager and Strategic Commissioner
Performance Measures	• Development of new performance measure supporting greater insight and intelligence of reablement service.	• Staff/Management Survey • Improvement in service activity	Project Manager and Strategic Commissioner

Stakeholder Approach

Stakeholder	Impact	Influence	Engagement Approach
Hospital and Community Teams	High	High	Engagement at existing forums/meetings
Residents receiving reablement support	High	Medium	Surveys and focus groups
Tricuro	Medium	Medium	Engagement at existing forums/meetings
Social Care Practitioners	Medium	High	Workshops and training sessions
System providers	Medium	Medium	Engagement at existing forums/meetings

Communications Approach

Channel	Content	Frequency	Responsible
Email/Teams Updates	Project progress, key milestones, and upcoming activities	Monthly	Project Manager
Project Board Meetings	Detailed project updates, decisions, and risk management	Monthly	Project Manager
BCP Intranet	Project progress, key milestones, and upcoming activities	Monthly	Project Manager/Strategic Commissioner

Training Sessions	Training session on new approached being adopted and service delivery improvements	As and when required in line with critical path.	Service Leads
System wide meetings	Update on strategic progress of the project and links towards other areas of the system	Monthly	Project Manager/Programme Manager/SRO

Funding Approach

Item	Cost	Budget	Cost Code
Project Resource: • 0.5 x Commissioning Officer • 0.5 x Strategic Commissioning • 1 x Project Manager	• Over a 3-year period the costs for the above resource would be approx. £187,660	• £187,660	AW7002

Highlight Report

☒ Monthly	☐ Fortnightly	☐ Weekly	☐ Other

Project Governance

Body	Members	Reporting
Project Board	• To be determined	• Project Manager produces highlight report in advance • Chair / SRO includes highlight report in Transformation Board update

Handover Approach

The handover approach for the project ensures a smooth transition of deliverables from the project phase to business-as-usual (BAU) operations.
1. **Planning and Preparation**:
   - Develop a detailed handover plan.
   - Identify key stakeholders involved in the handover process.
2. **Documentation and Training**:
   - Ensure all project documentation is complete and up-to-date.
   - Provide training sessions for BAU staff.
3. **Handover Meetings and Workshops**:
   - Conduct handover meetings and workshops with BAU staff.
   - Gather feedback and make necessary adjustments.
4. **Support and Monitoring**:

- Establish a support mechanism for BAU staff during the transition period.
- Monitor the performance of new processes and systems.

5. **Benefits Realisation**:
   - Define metrics and KPIs to measure the success of the handover.
   - Conduct regular reviews to assess the impact on BAU operations.

6. **Project Closure**:
   - Complete a formal project closure report.
   - Ensure all deliverables are formally handed over to BAU.

This approach will help manage expectations around project closure and ensure the business is prepared to take over the deliverables when the project exits.

Supporting Documentation
Adult Social Care Transformation Business Case Adult Social Care Transformation Delivery Plan

Approval	
Approver	Zena Dighton (Interim Director of Adult Social Care Commissioning)
Date	25/11/2024

Support at Home Project – Design and Scope

Scoping Document
Programmes & Project Management

Project Name	Support at Home
SRO	Zena Dighton (Interim Director of Adult Social Care Commissioning)
PPM Officer	Pending Recruitment
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)

Project Purpose

The current care and support at home framework was awarded in 2017 and operates to September 2026. The service specification relates to the Bournemouth and Poole legacy councils.

The main objective of the provision is:

- Supporting vulnerable services users aged 18+
- Maintenance of wellbeing and maximising independence
- Meeting outcomes identified in Care and Support or Health Outcome Plans – for people receiving council managed or individual budgets, or NHS Continuing Healthcare

There are 94 Homecare providers operating in the BCP area, with 20 of whom are on the council's framework although BCP Council currently commissions care from 45 providers in total.

Since 2020 purchasing of packages of care from providers who are not on the framework (off-framework providers) has taken place to ensure that capacity can meet demand, especially to support flow through the health and social care systems. The use of off-framework providers has a direct impact on budget as prices are often higher than payment rates for framework providers. Furthermore, service users who are financially assessed and contribute to their cost of care will be charged at framework rates, not at cost, so there is also an income impact.

The start of 2023 capacity for home care with framework providers improved, in part due to international recruitment, to the point that framework providers have consistently been able to accept new packages of care and take-over packages of care previously delivered by off-framework providers.

This project will look to explore a transformed approach to the delivery of home care and complete a tendering exercise for the new agreed model. It is vital the new model aligns and support other key emerging direction of travel and addressing challenges faced by the current delivery model.

- Care Tech transformation, how can we ensure care technology is the default offer before a long-term package of care is sourced?
- ICS Place based Partnerships Neighbourhood Teams
- 3 Conversations model
- Cease off framework provision.
- Support and commissioning of VSE on low level care
- Enablement with an outcomes
- Intermediate Care

WS1 – Workstream (Home Care Strategy)	
Description	Develop a home care strategy to inform future model and provision. Future model to be co-production through engagement with providers and wider stakeholders including health partners.
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)
Deliverables	- To include market view of how to address ongoing issues including capacity for small and large/complex packages, reaching difficult to source localities and workforce development. - Agree key principles and value base of model of care, strength based and person-centred care - Explore in detail a trusted assessor model for the effective review of people's needs and adjustment to packages of care.

WS2 – Workstream (Analysis and Research)	
Description	To complete a deep dive of current market provision and what alternative methods of home care provision, frameworks and specifications are being provided on a national level with high degrees of success.
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)
Deliverables	- Analysis of the homecare market and potential impact of a new framework on the stability and sustainability of the market. - Research modelling and case example of alternative models

WS3 – Workstream (Procurement)	
Description	Development and implementation of procurement approach to new homecare framework
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)
Deliverables	- Market Testing to inform procurement decision - Specification development and performance and QA frameworks and processes - Agree future commissioned capacity - Agree final procurement process - Develop and implement detailed procurement process, including award and appropriate governance processes and mobilisation plan to include risk register

Assessments, Agreements & Protocols	
Item	Required
Equality Impact Assessment (EIA)	☒
Decision Impact Assessment (DIA)	☒
Data Protection Impact Assessment (DPIA)	☒
Personal Information Sharing Agreement (PISA)	☐
Internal Sharing Protocol (ISP)	☐
Other	☐

Stakeholders	
Stakeholder	Level of Involvement
Home care providers	High
People receiving home care	High
Voluntary and community sector	Medium
System Partners	Medium
Detailed stakeholder mapping outlining individuals will be included within the change management approach and plan, however, the above provides an indicative outline of stakeholder groups and potential involvement level.	

Risks

Title	Likelihood	Impact	Score
Not achieving new framework/model by the end of the current framework end date	2	3	6
Leadership capacity and coherence to support the programme.	2	2	4
Benefits realisation may be overstated within the initial business case.	2	3	6
Resourcing challenges leading to delays in achieving programme deliverables.	1	2	2
External factors such as CQC inspection or legislative changes impacting programme delivery.	2	2	4

Risk Key:			
Definitions:	L = Likelihood (1-4)	I = Impact (1-4)	S = Score (I x L)
Priority Ratings:	1-2 Low risk	3-6 Medium risk	8-16 High

The above risks are early high-level risks for the project and wider programme. Further detailed risks will be identified, tracked and managed via individual project risk management tools and governance.

Assumptions

Stakeholders will actively participate and contribute to the project's success.

Homecare providers will work collaboratively with the Council in development of a new framework.

Dependencies

Alignment with the Council's overall transformation strategy.

Successful delivery of the Care Technology Project

Coordination with other ongoing projects within the Adult Social Care Directorate.

Out of Scope

- Homecare services that do not align with the new commissioning framework.
- Reablement Support and development
- Direct Payments
- Development of residential services

Key Messaging

- This project will deliver a new model for commissioned home care, utilising innovative methods and support individuals to be as independent as possible.
- The project will ensure available capacity is a vital component of any project outcome.
- The project will work collaboratively with homecare providers

Next Steps

- Recruitment of 1 FT project manager and 0.5 commissioning officer (strategic commissioning manager now in post).
- Develop critical path, confirm key milestones dates and establish project group
- Develop a Home Care strategy: Inform future model and provision.
- Model co-production: Engage with providers and wider stakeholders including NHS.
- Agree key principles and value base of model of care: Strength-based, person-centred care.
- Explore trusted assessor model: For the effective review of people's needs and adjustment to PoC.
- Market Testing: Inform procurement decision e.g., preferred number of framework providers.
- Specification development and performance and QA frameworks and processes.
- Agree future commissioned capacity.
- Develop and implement detailed procurement process: Including award and appropriate governance processes and mobilisation plan.
- Regular monitoring of activity and costs for home care: Impact of procurement.
- Further review of emerging models of home care: Development of potential integrated health and social care teams addressing locality-based population health.

Outline Business Case

Programmes & Project Management

Project Name	Support at Home
SRO	Zena Dighton (Interim Director of Adult Social Care Commissioning)
PPM Officer	Pending recruitment
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)

Project Description

The Support at Home project focuses on developing future thinking about how home care is commissioned. This initiative is part of the broader Adult Social Care (ASC) Transformation programme, addressing significant challenges faced by ASC services.

The project aims to enable people to remain as independent as possible in their own homes. Key elements include:

- **Review of current provision**: Assessing the existing Support at Home services to identify areas for improvement.
- **Development of a new home care model**: Implementing a new model to enhance the quality and effectiveness of home care services.
- **Future commissioning plans**: Developing plans for future commissioning to ensure sustainable and high-quality home care.

Strategic Alignment

The Support at Home project aligns closely with BCP Council's strategic objectives and the broader vision for Adult Social Care (ASC) transformation. The project supports the Council's commitment to modernising and improving ASC services to ensure they are fit for the future, preventative, and affordable.

Key alignments include:

- **Social Care Future Vision**: The project aims to develop a new home care model, enabling individuals to remain as independent as possible in their own homes, which is a core aspect of the social care future vision.
- **Corporate Strategy 2024 - 2028**: The project supports the Council's corporate strategy and specifically the corporate priority 'out people and communities'
- **Corporate Transformation Objectives**: The project contributes to the Council's transformation objectives by improving customer understanding and service delivery, adopting modern and efficient ways of working, and achieving financial sustainability.
- **National Best Practice**: The project draws on national best practice examples to ensure a robust and effective transformation programme.

This alignment ensures that the project not only addresses immediate challenges, but also contributes to the long-term strategic goals of BCP Council.

Option 1 – Do Nothing	
Description	This option would result in the ongoing use of the current framework to 2026, with no intention of a renewal or extension.
Pros	• This option would not require any additional funding or resource as the existing service model would remain in place.
Cons	• This option would result in BCP not having a legally compliant homecare framework to draw upon, as the current framework expires in 2026. • Packages of care would need to be spot purchased outside of an agreed framework. • Doing nothing would result in missed opportunities for financial savings to be achieved by a more effective and innovative homecare model
Resources	• This option would not require any direct additional resource, and the current framework would remain in place.
Cost	• No additional cost is required in the event the current framework remains in place; however, there may be potential for a significant increase in costs as a result of spot purchasing packages of care.

Option 2 – Implement new home care model	
Description	Developing and implementing a new home care model to enhance service quality and effectiveness, this would involve exploring innovative and creative alternative models from a national perspective and understanding current gaps within the existing provision that could be improved. Alongside this, there would be further development of performance measures and strategy for home care.
Pros	• Improved effectiveness of home care services, better outcomes for service users, and cost savings through more efficient homecare delivery.
Cons	• Initial implementation costs (resource) and potential resistance to change.
Resources	• Dedicated project team, funding for homecare model development, and support for service improvement.
Cost	• 0.5 x Commissioning Officer • 0.5 x Strategic Commissioning • 1 x Project Manager Over a 3-year period the costs for the above resource would be approx. £187,660.

Option 3 – Implement a like for like homecare model based on the current framework	
Description	This option would involve procurement of a like for like homecare model that is currently in place.
Pros	• This option would not require significant additional investment • The current model is known and both BCP and care providers are familiar with how it operates.
Cons	• The current model is one that has been in place for a number of years and is heavily time and task focused, leading to missed opportunities to have a greater focus on independence and meeting residents' outcomes. • Missed opportunities for potential cost savings through a more effective and efficient homecare service.
Resources	• This option would likely be implemented using current resource available.
Cost	• No additional cost is required as delivery of this option would be manged within existing budgets.

Project Governance Structure	
Project Board	☒

Recommendation
The recommend option is: **Option 2 – Implement new home care model**. 1. **Improved Outcomes**: By developing a new home care model based on best practice, it is anticipated the service will deliver better outcomes for residents with a higher focus on maximising independence and a move away from time and task approaches. 2. **Cost-Effective**: While there are initial implementation costs, Option 1 is expected to result in cost savings through more efficient support options. This makes it a financially sustainable choice and able to manage future demand needs. 3. **Manageable Risks**: The risks associated with Option 1, such as potential resistance to change and resource constraints, are more manageable compared to that of 'doing nothing'. 4. **Alignment with Strategic Goals**: This option aligns well with the social care future vision and the Councils 24-28 corporate strategy

Indicative Milestones	
Milestones	Month / Year
Project Initiation: Formal project kick-off, establishment of project team, and initial stakeholder engagement.	January 2025
Current state analysis: Development of a comprehensive service improvement plan, including stakeholder consultations and initial drafts.	February 2025 - April 2025

Development of new home care model: Exploring and defining new home care model based on national best practice and opportunity. Ensuring the new model will be fit for the future demands.	April 2025 – July 2025
Implementation of New Home Care Model: Procurement process, Roll-out of the new home care model, including the introduction of new processes etc.	July 2025 – September 2026

Approval Process	
1.	**Council and Cabinet:** This project has in effect already been approved via Council and Cabinet in July 2024, with funding agreed to support the development and implementation of a new self-direct support offer.
2.	**Project Board Approval**: The Project Board, chaired by the Senior Responsible Officer (SRO), will review and approve key project documents, including the business case, project plan, and major deliverables. Project Board is due to be established in January 2025 where key documents will look to be signed off by the board in relation to the delivery phase.

Project Initiation Document (PID)

Programmes & Project Management

Project Name	Support at Home
SRO	Zena Dighton (Interim Director of Adult Social Care Commissioning)
PPM Officer	Pending Recruitment
Lead Officer	Gemma Brooks (Strategic Commissioning Manager, Homecare and Reablement)

Project Objectives

The Support at Home project focuses on developing future thinking about how home care is commissioned. This initiative is part of the broader Adult Social Care (ASC) Transformation programme, addressing significant challenges faced by ASC services. The project aims to enable people to remain as independent as possible in their own homes. Key objectives include:

1. **Develop a Home Care Strategy**: Create a comprehensive strategy to inform the future model and provision of home care services, ensuring they are person-centred and strength based.

2. **Development of a new homecare framework that is fit for the future – this includes:**

- Enhance the quality and efficiency of home care services by addressing workforce challenges, implementing best practices, and ensuring timely access to care.

- Implement and promote the use of assistive technology to support individuals in their homes, reducing the need for traditional care services.

- Develop and embed plans to engage and utilise the VCS for non-care needs, providing additional support to individuals in their homes.

- Establish robust performance monitoring and quality assurance frameworks to ensure the effectiveness of home care services and make necessary improvements.

These objectives align with the broader goals of the ASC Transformation Business Case, which aims to modernise and improve the efficiency of Adult Social Care services while achieving financial savings

Project Approach

This project forms part of the wider ASC Fulfilled Lives programme, which was formally signed off by BCP Cabinet and Council in July 2024.

As part of the full transformation delivery plan and business case (July 24), a detailed diagnostic assessment was completed between January 24 and April 24. This informed and help shape the final transformation proposal that was put forward to Cabinet and Council in July 2024.

Quality Approach

Workstream	Deliverable	Quality Activity	Responsible
Home Care Strategy	Development of a new strategy for home care.	• Formal relevant sign off of strategy by corporate boards.	Senior Responsible officer and Project Team
Analysis and Research	To explore and research alternative models of homecare delivery and ensure any new model is based on best practice models	• Assessment and review of research undertaken	Senior Responsible officer and Project Team
Procurement	A legally compliant approach to a new homecare framework.	• Compliance with formal procurement regulations	Senior Responsible officer and Project Team

Stakeholder Approach

Stakeholder	Impact	Influence	Engagement Approach
Project Board	High	High	Regular meetings and progress reports
Residents in receipt of commissioned homecare services	High	Medium	Surveys and focus groups
Social Care Practitioners	Medium	High	Workshops and engagement sessions
Health and Social Care Providers	High	High	Meetings and workshops
Community Organisations	Medium	Medium	Focus groups and meetings
General Public	Low	Low	Public consultations and online surveys

Communications Approach

Channel	Content	Frequency	Responsible
Email/Teams updates	Project progress, key milestones, and upcoming activities	Monthly	Project Manager
Project Board Meetings	Detailed project updates, decisions, and risk management	Monthly	Project Manager
BCP intranet	Project progress, key milestones, and upcoming activities	Monthly	Project Manager/Strategic Commissioner
Surveys and Focus Groups	Feedback from residents in receipt of homecare services	Quarterly	Project Manager

Provider Meetings	Updates on project, procurement and new framework.	Quarterly minimum (likely to increase during key stages)	Project Team

Funding Approach

Item	Cost	Budget	Cost Code
Project Resource: • 0.5 x Commissioning Officer • 0.5 x Strategic Commissioning • 1 x Project Manager	• Over a 3-year period the costs for the above resource would be approx. £187,660	• £187,660	AW7002

Highlight Report

☒ Monthly	☐ Fortnightly	☐ Weekly	☐ Other

Project Governance

Body	Members	Reporting
Project Board	• To be determined	• Project Manager produces highlight report in advance • Chair / SRO includes highlight report in Transformation Board update

Handover Approach

The handover approach for the project ensures a smooth transition of deliverables from the project phase to business-as-usual (BAU) operations.

7. **Planning and Preparation**:
   - Develop a detailed handover plan.
   - Identify key stakeholders involved in the handover process.
8. **Documentation and Training**:
   - Ensure all project documentation is complete and up-to-date.
   - Provide training sessions for BAU staff.
9. **Handover Meetings and Workshops**:
   - Conduct handover meetings and workshops with BAU staff.
   - Gather feedback and make necessary adjustments.
10. **Support and Monitoring**:
    - Establish a support mechanism for BAU staff during the transition period.
    - Monitor the performance of new processes and systems.
11. **Benefits Realisation**:
    - Define metrics and KPIs to measure the success of the handover.
    - Conduct regular reviews to assess the impact on BAU operations.
12. **Project Closure**:

- Complete a formal project closure report.
- Ensure all deliverables are formally handed over to BAU.

This approach will help manage expectations around project closure and ensure the business is prepared to take over the deliverables when the project exits.

Supporting Documentation
[Adult Social Care Transformation Business Case](#) [Adult Social Care Transformation Delivery Plan](#)

Approval	
Approver	Zena Dighton (Interim Director of Adult Social Care Commissioning)
Date	25/11/2024

Self-Direct Support Project – Design and Scope

Scoping Document

Programmes & Project Management

Project Name	Self-Directed Support
SRO	Siobain Hann (Head of Strategic Commissioning for Disabilities Quality and Commissioning)
PPM Officer	Pending Recruitment
Lead Officer	Kate Garner (Interim Commissioning Manager for Self-Directed Support)

Project Purpose

BCP Council's Adult Social Care (ASC) and ASC Commissioning is committed to strengths-based practice, and the principles that underpin our practice are set out in our Fulfilled Lives and Connected Communities framework.

The framework is closely linked to the BCP Council Corporate Strategy, our Adult Social Care Strategy, and "Our Big Plan", BCP Council's initiative to create a world class city region -- one of the best coastal places in the world in which to live, work, invest and play.

The council's priority is to support residents to live fulfilled lives within vibrant communities and to have an outstanding quality of life where everyone plays an active role. We have adopted the Social Care Future vision "*We all want to live in the place we call home, with the people and things we love, in communities where we look out for each other, doing the things that matter to us.*" Embedding our strengths-based approach is fundamental to this, echoing the philosophy of social care legislation and policy.

The Care Act 2014 has firmly established the principles of choice and control into the ways eligible care and support needs are met, delivered through personal budgets. Our strengths-based approach uses different thinking about how we fundamentally support people, their carers and their wider family.

Financial pressures faced by local government plays a part too, and we need to carefully manage our budgets—embracing technology and innovation—if we are to continue to provide high quality support for everyone who needs it.

As a result, the purpose of this project is to ensure our strengths-based practice results in positive changes and good outcomes for the people we are supporting. To achieve this, a number of workstreams have been identified to support our ambition and future vision for how we offer personalised care and support.

WS1 – Workstream (Development of Personal Budget Options)

Description	This workstream will increase and enhance the personal budget options for individuals. It will create more opportunities for self-directed support and provide new opportunities for people to have choice and control over how their care and support is provided and paid for. Personal budget options include Individual Service Funds (ISF) and Direct Payments (DP). ISFs will allow individuals to work with their support provider to create a bespoke care and support plan and decide how their budget is used to make the plan a reality. ISF providers use a treasury management system to hold and manage ISFs on behalf of individuals, which gives the necessary security and transparency. DPs are used to empower people to make choices about their care and support that best suits their circumstances and preferences. Reviewing and enhancing the current DP model will enable individuals to feel confident taking this personal budget option and increasing their choice and control. There is a co-dependency between the development of micro-providers and our ability to successfully offer and establish Direct Payments. Micro-providers are self-employed and are directly employed by their client, If the client has a personal budget this has to be through a Direct Payment.
Lead Officer	Kate Garner/Lindsay Warren (Interim Commissioning Manager for Self-Directed Support) & (ASC Finance Manager)
Deliverables	• Increased options for personal budgets. • Implementation of ISFs. • Development of a marketplace of creative and flexible ISF providers. • Review current hierarchy of reporting to support the delivery of Personal Budgets. • Enhanced and improved Direct Payment model. • Relaunch of our Direct Payments model • New practitioner guidance. • Practitioner training and development. • Public facing information and guidance about personal budget options. • Co-production of a corporate policy for personalisation and self-directed support.

WS2 – Workstream (Community Micro-Enterprises)

Description	Community micro-enterprises are self-employed individuals or very small, community-based organisations that provide personalised care and support services to their local residents. These providers focus on delivering high-quality, person-centred care that responds directly to the unique needs of the individuals they serve. Developing our marketplace of micro-enterprises will support our day opportunities transformation, providing solutions for people with Direct Payments looking for 1:1 support either with daytime activities or low-level domiciliary care.

	The benefits of community micro-provision include -
	- Enhanced quality of care: offering personalised and consistent support will result in higher levels of client satisfaction and well-being. - Economic impact: community micro-provision contributes to the local economy through increased enterprise and supporting other local businesses and services. - Social inclusion: micro-providers help reduce social isolation by building community connections and providing opportunities for friendships and spending time with other people. - Empowerment: working with micro-providers empowers people to make their own decisions about their care, promoting autonomy and independence.
Lead Officer	Kate Garner (Interim Commissioning Manager for Self-Directed Support)
Deliverables	- A local diagnostic report - Engagement with local people and established community-based providers - Support for the development of sole traders and community-based groups. - Creation of new micro provision support and activities. - Practitioner awareness raising and development. - Creation of policy and practitioner guidance

WS3 – Workstream (Trusted Reviewers)	
Description	The Trusted Reviewers Programme will support both the delivery of the other Self-Directed Support project workstreams and our Day Opportunities Strategy. The Trusted Reviewers will talk with people who currently have support plans and their families to work out what they need, like and want to lead a good and fulfilled life. The Trusted Reviewers will then work with social care practitioners to ensure they have a social care review so their support plan can be updated to reflect new activities. They will also help people with a personal budget to find out what is available in their communities that will make this happen. They will then make this into a plan that is shared with the social care teams so they can work with the people and their families to put the plan into action. People will be offered a personal budget in the form of either an ISF or a Direct Payment. They can then choose what activities they wish to buy and exercise control over how they take part.
Lead Officer	Kate Garner (Interim Commissioning Manager for Self-Directed Support)
Deliverables	- Creation of the Trusted Reviewers Team. - Conversations and continued engagement with the people who use Tricuro day opportunities and their families. - Comprehensive information about community-based daytime activities. - A programme of activity taster sessions.

- Supported social care reviews that lead to changes in people's daytime activities.
- Intelligence that will inform our community micro-provision and the future commissioning of day opportunities.

Assessments, Agreements & Protocols

Item	Required
Equality Impact Assessment (EIA)	☒
Decision Impact Assessment (DIA)	☒
Data Protection Impact Assessment (DPIA)	☒
Personal Information Sharing Agreement (PISA)	☐
Internal Sharing Protocol (ISP)	☐
Other	☐

Stakeholders

Stakeholder	Level of Involvement
Individuals who have Direct Payments	High
Practitioners across Adult Social Care	High
Direct Payment Team	High
Providers of care and support	Medium
Community Catalysts	High
Self-Directed Futures	High
Policy and Service Improvement Teams	High
Detailed stakeholder mapping outlining individuals will be included within the change management approach and plan, however, the above provides an indicative outline of stakeholder groups and potential involvement level.	

Risks

Title	Likelihood	Impact	Score
Leadership capacity and coherence to support the project.	2	2	4
Benefits realisation may be overstated within the initial business case.	2	3	6
Resourcing challenges leading to delays in achieving project deliverables.	1	2	2
External factors such as CQC inspection or legislative changes impacting project delivery.	2	2	4

Risk Key:			
Definitions:	L = Likelihood (1-4)	I = Impact (1-4)	S = Score (I x L)
Priority Ratings:	1-2 Low risk	3-6 Medium risk	8-16 High

The above risks are early high-level risks for the project and wider programme. Further detailed risks will be identified, tracked and managed via individual project risk management tools and governance.

Assumptions

The project will receive the necessary support and resources from the Council.

Stakeholders will actively participate and contribute to the project's success.

The Council will continue to support an approach of self-direct support

There will be no significant legislative changes that may impact the approach to self-direct support.

Dependencies

Alignment with the Council's overall transformation strategy.

Coordination with other ongoing projects within the Adult Social Care Directorate and the Fulfilled Lives Programme.

Successful recruitment to key roles

Out of Scope

- Activities that do not directly contribute to the implementation of individual service funds, micro provision, and trusted reviewers.
- Support services that are not aligned with the principles of self-directed support.

Key Messaging

- This project is focused on enhancing self-directed support, maximising reablement opportunities, support for people, and improving homecare services.
- Improving our ways of working will be a subsequent project.
- BAU demands will impact resource availability and this will be closely monitored throughout the project.

Next Steps

- Continue the delivery of the project: Focus on embedding the outputs into social work and commissioning practice.
- Design and develop Individual Service Funds (ISFs): Develop the provider accreditation process.
- Ensure clarity around our Direct Payment offer and ensure practitioners and people understand Direct Payments as part of the wider self-directed support landscape. Deliver the Trusted Reviewers Programme: Work closely with Community Action Network, day opportunities commissioning, and the Learning Disabilities SW team.
- Commission external support: Deliver the community and micro provision development programme.
- Ensure coproduction: Embed coproduction into the design and delivery of the programme.
- Connect the project to social work practice: Use the opportunity of the Learning Disability, Mental Health, Autism, and Preparing for Adulthood teams starting their 3 Conversations approach.
- Continue with the ISF Task & Finish Group and restart the Day Opportunities Strategy Working Group – Day Opportunities Review.
- Coproduce a corporate policy: Set the approach to personalisation and self-directed support.
- Support the redesign of the personal budget model for unpaid carers.
- Develop a revised and comprehensive training package: For personal budgets implementation.

Outline Business Case

Programmes & Project Management

Project Name	Self-Directed Support
SRO	Siobain Hann (Head of Strategic Commissioning for Disabilities Quality and Commissioning)
PPM Officer	Pending recruitment
Lead Officer	Kate Garner (Interim Commissioning Manager for Self-Directed Support)

Project Description

The Self-Directed Support project aims to enhance how individuals direct their own social care. This initiative is part of the broader Adult Social Care (ASC) Transformation programme 'Fulfilled Lives', addressing significant challenges faced by ASC services.

The project focuses on enabling people to live fulfilled lives based on what is important to them. Key elements and workstreams include:

- **Developing Personal Budget Options**: Implementing flexible and personalised support through Individual Support Funds and Direct Payments.
- **Community micro-providers:** Creating a market of local and flexible support providers.
- **Corporate Policy**: Co-producing a policy for personalisation and self-directed support.

Strategic Alignment

The project aligns closely with BCP Council's strategic objectives and the broader vision for Adult Social Care (ASC) transformation.

The project supports the Council's commitment to modernising and improving ASC services to ensure they are fit for the future, preventative, and affordable.

Key alignments include:

- **Social Care Futures vision**: the project aims to enable individuals to live fulfilled lives based around what is important to them. This a core aspect of the Social Care Futures vision.
- **BCP Council's operating model**: the project supports the Council's operating model by promoting person-centred and strengths-based approaches, enhancing the flexibility and personalisation of support options.
- **Corporate Transformation objectives**: the project contributes to the Council's transformation objectives by improving customer understanding and service delivery, adopting modern and efficient ways of working, and achieving financial sustainability.
- **National Best Practice**: the project draws on national best practice examples to ensure a robust and effective transformation programme.
- **Corporate Strategy 2024 - 2028**: The project supports the Council's corporate strategy and specifically the corporate priority 'out people and communities'

This alignment ensures that the project not only addresses immediate challenges but also contributes to the long-term strategic goals of BCP Council.

Option 1 – Do Nothing	
Description	This option involves maintaining the current approach to self-directed support without any changes or improvements.
Pros	• No additional costs or resource allocation required, minimising expenditure.
Cons	• Continued inefficiencies, lack of personalisation, and missed opportunities for improved outcomes. Inability to achieve potential opportunity of savings by delivering a transformative approach to self-directed support.
Resources	• No additional resources required.
Cost	• No additional cost

Option 2 – Delivery of an enhanced Self-Directed Support offer	
Description	Implementing new flexible and personalised support options, including developing personal budget options of Individual Service Funds (ISFs) and Direct Payments, and growing the community micro-enterprise market. The creation of a Trusted Reviewers programme will support people to take up the opportunity of these self-directed support options. Implementation of the above would deliver a wide-ranging change in approach for how BCP deliver self-direct support. It would enable BCP to continue to meet its statutory requirements, however, in addition, go beyond this and deliver a truly transformation and progressive self-directed support offer. This would enable a larger number of residents access to self-direct support and provider a more cost-effective way of meeting residents' outcomes.
Pros	• Improved personalisation and flexibility, better outcomes for people, including options for personal budget recipients. Anticipates cost savings through more efficient support options.
Cons	• Initial implementation costs and resource costs, potential resistant to change from internal teams.
Resources	• 1 x Project Manager • 1 x Senior Commissioner • 1 Community and Microenterprise Development costs
Cost	• £301k over the 3-year programme timeline. Year 1 funding for the project has already been signed off visa Cabinet and Council in July 2024. Further funding to support the project may be requested for year 2

Project Governance Structure	
Project Board	☒

Recommendation
Option 2 – Delivery of an enhanced Self-Directed Support offer.

This option is being recommended for the following reasons:

4. **Improved outcomes**: by introducing and developing personal budgets and community micro-enterprises, this option aims to provide better options for self-directed support, flexibility, choice and control leading to improved outcomes for people.

5. **Cost-effective**: while there are initial implementation costs, Option 1 is expected to result in cost savings through more efficient support options. This makes it a financially sustainable choice.

6. **Alignment with strategic goals**: this option aligns well with the Social Care Futures vision and the Council's operating model, supporting a robust transformation programme based on national best practice.

Indicative Milestones	
Milestones	Month / Year
Project Initiation: Formal project kick-off, establishment of project team, and initial planning activities.	November 2024
Development of Individual Service Funds (ISFs): Design and development of the ISF framework, including stakeholder engagement and consultation.	January 2025
Review of the Direct Payments (DPs) model: Review of the model, engagement with people who use DPs and practitioners, gathering examples of best practice from elsewhere.	January 2025
Establishment of Community micro-enterprises: Identification and support for the creation of innovative and localised support solutions.	March 2025
Co-production of Corporate Policy: Development and approval of a corporate policy for personalisation and self-directed support.	May 2025
Training and Development: Implementation of training programs for staff to support the new self-directed support framework.	July 2025
Technology and Systems Integration: Upgrading and integrating technology systems to support the new framework.	September 2025

Approval Process	
1.	**Council and Cabinet:** This project has in effect already been approved via Council and Cabinet in July 2024, with funding agreed to support the development and implementation of a new self-direct support offer.
2.	**Project Board Approval**: The Project Board, chaired by the Senior Responsible Officer (SRO), will review and approve key project documents, including the business case, project plan, and major deliverables. Project Board is due to be established in January 2025 where key documents will look to be signed off by the board in relation to the delivery phase.

Project Initiation Document (PID)
Programmes & Project Management

Project Name	Self-Directed Support
SRO	Siobain Hann (Head of Strategic Commissioning for Disabilities Quality and Commissioning)
PPM Officer	Pending recruitment
Lead Officer	Kate Garner (Interim Commissioning Manager for Self-Directed Support)

Project Objectives

The Self-Directed Support project aims to ensure that more people are in control of their own support. This involves developing more community-based options for people to access through Direct Payments or Individual Service Funds (ISFs). The goal is to reduce the reliance on traditional services, which are often more expensive, and to provide more flexible and creative support options that meet individual needs.

Key objectives:

1. **Empower individuals**: enable individuals to have more control over their support by offering flexible and creative options through Direct Payments and Individual Service Funds.

2. **Enhance community-based options**: develop and expand community-based support options to reduce the need for traditional, higher-cost services.

3. **Improve systems and processes**: simplify and streamline the Direct Payment process to make it more efficient and user-friendly.

4. **Diversify our provider market**: increase the availability of Personal Assistants and other creative support providers to offer a more diverse range of services.

5. **Promote person-centred approaches**: foster a culture that supports person-centred and strengths-based approaches in practice across Adult Social Care.

6. **Co-production and feedback**: Involve people with lived experience in the design and delivery of the programme to ensure it meets their needs and preferences.

These objectives align with the broader goals of the ASC Transformation Business Case, which aims to modernise and improve the efficiency of Adult Social Care services while achieving financial savings.

Project Approach

This project forms part of the wider ASC Fulfilled Lives programme, which was formally signed off by BCP Cabinet and Council in July 2024.

As part of the full transformation delivery plan and business case (July 24), a detailed diagnostic assessment was completed between January 24 and April 24. This informed and help shape the final transformation proposal that was put forward to cabinet and agreed.

Whilst the transformation business case did not set out a number of options for approach specifically to the self-directed support project, it provided detailed evidence and assessments as to the approach being recommended. This approach can be seen within option 1 of the outline business case for the self-direct support project.

Quality Approach

Workstream	Deliverable	Quality Activity	Responsible
Personal Budget Options	Person-centred and strengths-based approaches Improved flexibility in budget usage	• Regular training sessions and workshops • Surveys and focus groups	Project Manager Feedback Coordinator
Community and Micro Provision	Simplified Direct Payment process.	• Process audits and user feedback	Project Manager
Trusted Reviewers	Diverse marketplace of creative and flexible providers	• Provider accreditation and performance reviews	Provider Market Lead

Stakeholder Approach

Stakeholder	Impact	Influence	Engagement Approach
Project Board	High	High	Highlight reports via monthly board meetings.
Personal Budget Holders	High	Medium	Surveys and focus groups
Social Care Practitioners	Medium	High	Workshops
Social Care Providers	Medium	Low	Meetings and workshops
Community and Micro-Enterprises	Medium	Medium	Focus groups and meetings
General Public	Low	Low	Public consultations and online surveys

Communications Approach

Channel	Content	Frequency	Responsible
Email/Teams Updates	Project progress, key milestones, and upcoming activities	Monthly	Project Manager
Project Board Meetings	Detailed project updates, decisions, and risk management	Monthly	Project Manager
Surveys and Focus Groups	Feedback from Direct Payment Holders and other stakeholders	Quarterly	Project Team and lead officer
Training Sessions	Training on person-centred and strengths-based approaches	Monthly/As required	Project Team and lead officer
Public Consultations	Information on project objectives and progress, and gathering public input	As needed	Communication Lead

Funding Approach

Item	Cost	Budget	Cost Code
Senior Commissioner	Y1 £94,500 Y2 £35,190	£204,690	AW7002
CME Development Costs	£75,000		

Highlight Report

☒ Monthly	☐ Fortnightly	☐ Weekly	☐ Other

Project Governance

Body	Members	Reporting
Project Board	• To be determined	• Project Manager produces highlight report in advance • Chair / SRO includes highlight report in Fulfilled Lives Programme Board

Handover Approach

The handover approach for the project will ensure a smooth transition of deliverables from the project phase to business-as-usual (BAU) operations. The following will be developed during the delivery phase of the project and drawn upon during the closure stage:

13. **Planning and Preparation**:
    - Develop a detailed handover plan.
    - Identify key stakeholders involved in the handover process.
14. **Documentation and Training**:
    - Ensure all project documentation is complete and up-to-date.
    - Provide training sessions for BAU staff.
15. **Handover Meetings and Workshops**:
    - Conduct handover meetings and workshops with BAU staff.
    - Gather feedback and make necessary adjustments.
16. **Support and Monitoring**:
    - Establish a support mechanism for BAU staff during the transition period.
    - Monitor the performance of new processes and systems.
17. **Benefits Realisation**:
    - Define metrics and KPIs to measure the success of the handover.
    - Conduct regular reviews to assess the impact on BAU operations.
18. **Project Closure**:
    - Complete a formal project closure report.
    - Ensure all deliverables are formally handed over to BAU.

This approach will help manage expectations around project closure and ensure the business is prepared to take over the deliverables when the project exits.

Supporting Documentation

Adult Social Care Transformation Business Case
Adult Social Care Transformation Delivery Plan

Approval

Approver	Siobain Hann (SRO)
Date	26/11/2025

How we work Project – Design and Scope

Scoping Document

Programmes & Project Management

Project Name	How We Work
SRO/Lead Officer	Tim Branson (ASC Fulfilled Lives Transformation Lead)
PPM Officer	Maria Bourton (Senior Project Manager)

Project Purpose

BCP Council's Adult Social Care (ASC) is committed to strengths-based practice and the principles that underpin our practice are set out in our Fulfilled Lives Business Case and Delivery Plan 2024.

Feedback from residents and engagement with staff has told us that our current ways of working are complex, bureaucratic, and process orientated. People can be moved around the system, and don't know where they are and what is happening next. Practitioners spend too much time filling out forms. As a result, Adult Social Care is overwhelmed by demand and waiting lists, and often we are unable to start our work with individuals until they reach a crisis, at which point the likelihood of providing long term expensive care and support has increased.

How We Work is a project established to deliver and embed changes with how we operate and how we respond through our front door when people seek support, the project will deliver benefits through two sub-projects/aspects:

- **3-Conversations** – embed the strengths-based practice model for all teams following a number of innovation sites within Adult Social Care to trial a new way of working which aims to intervene earlier, provide more continuity for people, build on people's strengths as well as simplifying ways of working and reducing bureaucracy.

- **First Response Improvement** – improve how we respond to queries, questions and requests from people, or their representatives, utilise digital tools in our way of working and also promote use of 24x7 access to online tools and information

WS1 – Vision and communications (3Cs and First Response)

Description	**Vision and communications** – Combined workstream for 3Cs Strengths Based and First Response where the overall ambition for the project and specific deliverables for implementation need to meet the ASC service vision. Embedding the strengths-based practice model for all teams following a number of innovation sites within Adult Social Care with objectives to intervene earlier, provide more continuity for people, build on people's strengths as well as simplifying ways of working and reducing bureaucracy Engage with key stakeholders to determine 'what good looks like' within a First Response function, to share and agree our understanding and measure achievements that will be reported. Development of an overarching communications approach and plan for the delivery phase.
Lead Officer	Tim Branson – ASC Fulfilled Lives Transformation Lead
Deliverables	• Determine ambition and timeline for 3Cs and First Response • Engage ASC Senior Management Team and supporting teams on what changes are required, how this could impact their teams and ensure buy-in to the concepts and delivery plan • Establish governance arrangements to check on progress, resolve escalations and mitigate risks, reporting progress and appropriate challenges into the HWW Project Board • Establish communications mechanisms and update Intranet, Newsletter and/or BLOG items periodically as per the communications plan

WS2 – Data, Insight and Benefit Realisation (3Cs and First Response)

Description	**Data, Insight and Benefit Realisation** – A combined workstream for 3Cs Strengths Based and First Response to establish data and tracking dashboards to capture performance and improvement compared with anticipated benefits and predictions. Develop a culture within teams of using information based on qualitative and quantitative data for operational performance, data quality and transformation.
Lead Officer	Tim Branson – ASC Fulfilled Lives Transformation Lead
Deliverables	• Establish data and BI dashboards for tracking agreed key measures within ASC service delivery teams – Localities, First Response, others as identified to measure operational performance, data quality and improvement progress • Develop BI dashboards for visibility and tracking – available to teams • Embed use of data and dashboard within culture of operational service delivery, improvement of data quality capture and input into prioritisation and improvement plans from the scrutiny of data

WS3 – Mosaic Improvement (3Cs and First Response)

Description	**Mosaic Improvement** – A combined workstream to deliver improvements to the forms, workflows and best practice use of Mosaic as a recording system for case work. Improvements to streamline data capture, improve consistency, reduce and capture only proportionate information are proposed for use by practitioners and for those within the First Response function.

	Mosaic is used throughout Adult Social Care as a way of recording essential personal information, passing requests and referrals from one team to another, for notes and ad-hoc or regular reviews.
Lead Officer	Tim Branson – ASC Fulfilled Lives Transformation Lead
Deliverables	• Improvements to reduce and simplify Contact forms and workflows – to harmonise initial capture of information • Introduce a digital portal for the provider payment mechanism • Implement and deliver improved C1 forms and workflows – to capture proportionate information on requests for support • Implement and deliver improved C2 forms and workflows – to capture short-term or crisis arrangements • Review and develop simplified C3 to replace the care act assessment (CAA), care and support plan (CSP) and CSP reviews • Simplify the use of Mosaic forms and workflows for carers, OT, safeguarding and for other service areas as identified

WS4 – Approach to Practice Change (3Cs)	
Description	**Approach to Practice Change** – Our 3Cs Innovation Lead Officer has been coaching Innovation Sites to develop their practice from a deficit-based approach to strengths and relationship-based ways of working. Also, in-reach to Bournemouth University Social Work Degree and Masters students and working with newly-qualified social workers and current cohort of students on placement
Lead Officer	Chrissie Beatty – 3Cs Innovation Lead
Deliverables	• Introduce practice tools to support a conversational approach to assessment and planning utilising community offerings and care technology • Work closely with practitioner groups to develop skills in 3Cs • Review practice, recording and where audits highlight areas of improvement and develop consistency in approach

WS5 – Full Rollout – Making it happen (3Cs)	
Description	**Full Rollout - Making it Happen** – the main workstream co-ordinating all services in their adoption of the 3Cs as a way of working. This workstream discusses the expectations of managers, the challenges within the service and details the planning behind all teams operating in a 3Cs strengths-based way of working Innovation sites undertake a 13-week trial and preparation period where they embark on a co-design phase and consider how to adopt 3Cs for their specific service areas Making it Happen meetings are held during and after the 13-week trial period for those involved to learn from other implementations and consider challenges
Lead Officer	Tim Branson – ASC Fulfilled Lives Transformation Lead
Deliverables	• Develop plans for the roll-out and adoption of 3Cs strengths-based way of working for all ASC teams

	• Establish co-design groups and schedule discussion points throughout the Innovation Site 13-week cycle • Ensure the lessons learned are shared amongst existing 3Cs workers and those new the co-design phases • Gain feedback from people we have helped to gain access to the support they need, capture and realise benefits in the adoption of 3Cs ways of working

WS6 – Connectors (3Cs)

Description	**Connectors** – engaging with teams that are providers or have relationships with provider communities such as Housing, Communities and Brokerage. Connectors need to help build community assets and can access the Wellbeing Collaborative – a marketplace of locally available activities, services and support.
Lead Officer	Chrissie Beatty – 3Cs Innovation Lead
Deliverables	• Develop links and relationships with colleagues from Housing and other community organisations • Promote the use of the Wellbeing Collaborative and its directory of available, local services and activities • Raise the awareness of practitioners to also promote the use of Wellbeing Collaborative

WS7 – Ways of Working (First Response)

Description	**Ways of working** – workstream to focus on improvements within First Response as a function can impact Business Support, Contact Centre and other teams within Adult Social Care: - Streamlined ways of working that make us more efficient – harmonise how we operate to speed things up or make it simpler to operate - Improvements that make the best use of technology now available to us and remove manual processes where we can - Harmonised ways of working so we work with others in a single agreed way, rather than having multiple ways of referring onto teams - Maximise the use of our systems, including Mosaic, to ensure we are capturing accurate data quality for reporting purposes - improve how we respond to queries, questions and requests from people, or their representatives - Review and clarify how roles and responsibilities can be deployed differently to improve the function and reduce the referral waiting lists in long-term teams by resolving more of the enquiries (where relevant) at the first point of contact.
Lead Officer	Tim Branson – ASC Fulfilled Lives Transformation Lead
Deliverables	• Establish Service Standards for day-to-day operational expectations within the Service • Develop coaching and champion roles to support new ways of working • Explore opportunities for how initial contact queries are managed and processed (from Business Support) with recommendations for change presented at HWW Project Board • Clarify structure for managing incoming enquiries within First Response function including roles and responsibilities for all teams (all levels) to increase number of enquiries resolved at First Response with

	recommendations presented at HWW Project Board ahead of implementation
	• Streamline and harmonise ways of working within First Response and with how enquiries are referred onto teams
	• Set clear expectations of knowledge and skills needed for all levels of staff involved in First Response function
	• Develop training plan to ensure First Response knowledge and skills exceed minimum standards
	• Ensure all First Response staff know how to use Microsoft 365 apps appropriately to maximise efficiency

WS8 – Resources (First Response)	
Description	**Resources** – within First Response deploy short-term additional capacity (as approved) to build capacity into the team whilst changes are implemented. Short-term funding has been agreed through the Business Case to assist as development and transition to more sustainable ways to maintain good service delivery.
Lead Officer	Kirsten Flanagan – Interim Head of ASC Contact Centre
Deliverables	• Recruit to agreed roles (Contact Officers, Outreach Officers, Team Leader and project support resources including Project Mgr, Mosaic development and Business Analysis/Design capacity)
	• Establish how service will meet requirements of First Response – as a structure, as a way of working or a combination of these depending on service specialism
	• Develop roles and responsibilities that align to the First Response objectives
	• Develop data and insight (linked to WS above) to deliver efficient service and resolve more within First Response
	• Linked with data and insight – ensure service levels can be maintained once short-term resources are removed

WS9 – Digital Tools (First Response)	
Description	**Digital Tools** – improvements to utilise and benefit from digital tools now available and encourage use of 24x7 access to online information and tools.

We aim to improve and promote the use of digital tools for those confident in using them and, through contacts we receive, will use digital tools within First Response to support those who are not. |
Lead Officer	Tim Branson – ASC Fulfilled Lives Transformation Lead
Deliverables	• Develop an approach to improve the base content of the BCP website drawing on the queries raised through First Response – to include indexing and searching tools that will support the First Response team in their service delivery and aid the promotion of self-service via the website for people and professionals.
	• Extend the use of our telephony tools to introduce warm handover to teams, AI/Chat bot functionality to improve search results and enable digital contact with First Response and other manage other channel requests using digital tools
	• Introduce digital replacement for supplier returns with providers to maintain cash flow, improve accuracy of payments and reduce overpayments
	• Review options, procure and implement Support and Guidance at Home online support tools

	• Review options for full self-serve assessment to identify local support options and activities – for use by First Response and also, when promoted, to aid the digital self-serve options offered by the Council. • Review and implement a linkage from self-serve assessment to the Community Action Network directory of options available with improved look and feel using maps • Review options, procure and implement self-serve financial calculator and assessment capability working closely with financial assessment team

Assessments, Agreements & Protocols

Item	Required
Equality Impact Assessment (EIA)	☒
Decision Impact Assessment (DIA)	☒
Data Protection Impact Assessment (DPIA)	☒
Personal Information Sharing Agreement (PISA)	☐
Internal Sharing Protocol (ISP)	☐
Other	☐

Stakeholders

Stakeholder	Level of Involvement
Managers across Adult Social Care who will help to lead the change	High
Practitioners across Adult Social Care who will be impacted by the change	High
People who contact us (or their representatives) requesting information or support	High
Supporting Teams who offer or support community provision – Housing and Communities	Medium
Contact Centre Team, Business Support and others responding to requests	High
Supporting Teams including Mosaic Development, Procurement and IT	High
Other teams impacted by the change including Brokerage and Commissioning	Medium
Detailed stakeholder mapping outlining individuals will be included within the change management approach and plan, however, the above provides an indicative outline of stakeholder groups and potential involvement level.	

Risks

Title	Likelihood	Impact	Score
Lack of leadership capacity within the Council and Adult Social Care given the scale of change and challenges of managing the business in a difficult environment	2	2	4
Current capacity and capability limitations across Adult Social Care Directorate	2	3	6
External intervention (following CQC Assurance), or other external or local factors alters operating environment	2	4	8
Inability to deliver financial benefits	2	3	4

Risk Key:			
Definitions:	L = Likelihood (1-4)	I = Impact (1-4)	S = Score (I x L)
Priority Ratings:	1-2 Low risk	3-6 Medium risk	8-16 High

The above risks are early high-level risks for the project and wider programme. Further detailed risks will be identified, tracked and managed via individual project risk management tools and governance.

Assumptions

The project will receive the necessary support and resources from the Council

Stakeholders will actively participate and contribute to the project's success

The Council will continue to support the First Response as an approach

There will no significant legislative chances that may impact the First Response approach

Dependencies

Alignment with the Council's overall transformation approach and corporate strategy

Co-ordination with other ongoing projects within the Adult Social Care Directorate and the Fulfilled Lives Programme

Successful recruitment to key roles – within operational and supporting teams

Out of Scope

It is possible for reviews to identify improvements within service areas beyond First Response. Implementation. Improvements beyond First Response will need to be considered and only agreed once the impact to resources, timeline and outcome has been considered

Key Messaging
How We Work is a project established to deliver and embed changes with how we operate and how we respond through our front door when people seek support, the project will deliver benefits through two sub-projects: - 3-Conversations - First Response Improvement
Change is inevitable within Adult Social Care – The How We Work project has been established to deliver the change set out within the Fulfilled Lives business case and report progress through an agreed governance structure. 3-Conversations and the First Response Improvement Plan are introducing and embedding new ways of working - the communications plan objectives are: • To keep everyone informed • For Leadership to visibly lead and be supportive of the change • There may be some difficult decisions and challenges ahead • For all to understand the phases – we can't do it all in one go! • Opportunities to re-state the rationale and why change is important • Managing demand, services and staff resilient and fit for the future, benefits of offering early intervention • Expand upon what is being delivered in a timely manner • Explain when phases are being implemented - timeline • Offer opportunities to engage, get involved and to provide feedback • Articulate expected benefits and challenges

Next Steps

3-Conversations:
• Continue to support teams through their innovation co-design phases – work currently underway of MH and LD as part of Phase 3
• Planning for Phases 4 and 5 to achieve full rollout in 2025
• Complete design and development of C1, C2, additional forms and C3 to replace care act assessment, care and support plan and reviews forms and processes – alignment with proportionate information capture
• Continue to improve practice through data reviews, regular communications, BLOGs and podcasts
 	
First Response Improvement:
• Deliver initial improvements within agreed Phase 1 to include consolidated Contact Form and first wave of ways of working
• Proceed with Phase 2 plans and detailed designs for:
   - Improving use of digital and online tools to improve how we support people who seek information and support
   - Streamlining use of case management systems – consolidating and improving use of Mosaic
   - Up-skilling team members to be able to resolve more enquiry types to manage demand for longer
   - Harmonise ways of working to simplify how we operate and gain efficiencies

Outline Business Case

Programmes & Project Management

Project Name	How We Work
SRO	Betty Butlin (Director of ASC)
PPM Officer	Maria Bourton
Lead Officer	Tim Branson (ASC Fulfilled Lives Transformation Lead)

Project Description

How We Work is a project established to deliver and embed changes with how we operate and how we respond through our front door when people seek support, the project will deliver benefits through two sub-projects/aspects:

- **3-Conversations** – embed the strengths-based practice model for all teams following a number of innovation sites within Adult Social Care to trial a new way of working which aims to intervene earlier, provide more continuity for people, build on people's strengths as well as simplifying ways of working and reducing bureaucracy.
- **First Response Improvement** – improve how we respond to queries, questions and requests from people, or their representatives, utilise digital tools in our way of working and also promote use of 24x7 access to online tools and information

Strategic Alignment

The project aligns closely with BCP Council's strategic objectives and the broader vision for Adult Social Care (ASC) transformation.

The project supports the Council's commitment to modernising and improving ASC services to ensure they are fit for the future, preventative, and affordable.
Key alignments include:

- **Social Care Futures vision**: the project aims to enable individuals to live fulfilled lives based around what is important to them. This a core aspect of the Social Care Futures vision.
- **BCP Council's operating model**: the project supports the Council's operating model by promoting person-centred and strengths-based approaches, enhancing the flexibility and personalisation of support options.
- **Corporate Transformation objectives**: the project contributes to the Council's transformation objectives by improving customer understanding and service delivery, adopting modern and efficient ways of working, and achieving financial sustainability.
- **Corporate Strategy 2024 - 2028**: The project supports the Council's corporate strategy and specifically the corporate priority 'our people and communities'

This alignment ensures that the project not only addresses immediate challenges but also contributes to the long-term strategic goals of BCP Council.

Option 1 – Do Nothing

Description	This option involves maintaining the current approach to social work practice and managing demand of requests for support
Pros	• No change for staff or management to support and adopt
Cons	• Unsustainable budget pressures • Continued inefficiencies and missed opportunities for improved outcomes. • Demand expectations of people and continuation of delays to access services • Low morale and retention within workforce
Resources	• No additional operational or project resources required
Cost	• No additional operational or project costs incurred

Option 2 – Phase 1 over six months only

Description	The Fulfilled Lives business case sets out the necessary improvement journey to adapt to growing demand and deliver services within resources available – over an initial six-month period
Pros	• Initial launch of 3Cs and approach tested within BCP • Some initial improvements within First Response to ways of working and use of consolidated Contact form within Mosaic
Cons	• Different approaches remain with teams who have adopted 3Cs and teams that have not – different experience for people seeking our support • Limited improvements within First Response that will not be enough to manage demand and expectation from people seeking our support
Resources	• Transformation Lead officer to develop business case, lead 3Cs Innovation Officer, supporting officers for First Response - project support, business analyst and Mosaic development capacity to achieve initial improvements
Cost	£200k

Option 3 – All phases over three years

Description	The Fulfilled Lives business case sets out the necessary improvement journey to adapt to growing demand and deliver services within resources available – over a three-year period
Pros	• Full rollout of 3-Conversations as a strengths-based way of working • Approach to practice change adopted by across ASC and Connector teams closely aligned • Full engagement with stakeholders on detailed designs to achieve desired outcomes • Data and insights used throughout the service to track performance on operational routines and to inform continuous improvement activities • Improved use of Mosaic throughout ASC to capture conversations and process requests • Streamlined ways of working and efficient, harmonised processes in place

	• Short-term operational capacity recruited to support through the changes • A suite of digital tools for First Response to use when supporting people who contact us for information and support • A suite of online tools to make it easier to access local service provision and information for those who wish to access 24x7 information, used by First Response when proving support with those who contact us directly
Cons	• Change – disruptive for staff who may fear change or lack capacity to adopt new ways of working • Time and costs – of short-term resource, project support and online tools to be procured
Resources	• Transformation Lead officer as strategic, ASC lead, 3Cs Innovation Officer, supporting officers for First Response - project support, business analyst and Mosaic development capacity to achieve initial improvements, system developments and digital introductions.
Cost	£1,482,156 over a 3-year period

Project Governance Structure	
Project Board – How We Work Project Board meetings are scheduled throughout 2025/16. The Board is chaired by the Director of ASC and attended by Heads of Service within ASC, programme and project management and other supporting teams including IT.	☒
Steering Group – A Core Group has been established and meetings scheduled throughout 2025/26. This group is chaired by the Transformation Lead Officer and well attended by Heads of Services within SMT and others as key stakeholders in the delivery of the phases and outcomes	☒
Check-In meetings are scheduled fortnightly (some weekly) for 3Cs and for First Response. Both are chaired by the Transformation Lead Officer and attended by other key managers and project support as required	☒

Recommendation

Option 3 – Delivery of How We Work – 3Cs and First Response to include all phases over 3 years

This option is being recommended for the following reasons:

7. **Improved outcomes**: a programme of change will deliver and embed new ways of working, best practice and achieve a cultural shift to align to a 3Cs strengths-based approach and improve how we respond to people who seek our support.

8. **Cost-effective**: Supporting more people within First Response and seeking preventative options aims to help more people for longer to help themselves. Option 3 is a more in-depth project to build resilience and embed ways of working with investment to utilise technologies now available

9. **Alignment with strategic goals**: this option aligns well with the Social Care Futures vision and the Council's operating model, supporting a robust transformation programme based on national best practice.

Milestones	
Milestones	Month / Year
Project initiation: Formal project kick-off, establishment of project team and initial planning activities, proposed to be co-ordinated over the following milestones:	November 2024
Digital Tools – telephony call handling modified for 'warm handover' from Business Support to Contact Centre and Localities	January 2025
Digital Tools – web search improvements to core content Linked to FAQs identified of frequently asked questions raised with the Contact Centre, implement the improvements identified (dependent on corporate web team to conclude all re-writes)	February 2025
Digital Tools – CAN directory integrated with website The Community Action Network (CAN) Directory of activities and support in the local area contains a vast array of useful information and advice sites. Currently Contact Officers request to know of information via a Teams site – the integration from the CAN directory will improve access to this information (as well as retaining Teams site for more complex queries)	May 2025
Digital Tools – Channel management proof of concept Use of the telephony software to capture incoming enquiry types – calls, emails and webforms. A proof of concept for this corporate initiative within ASC to support how we process incoming enquiries regardless of channel	April 2025
Digital Tools – Improved Directory with map Improvements to the Directory of Services are anticipated to provide richer information on services and activities available in the local area	May 2025
Digital Tools – Web Chatbot with follow-up Contact Officer support Use of telephony software to offer a webchat capability for those accessing information on the Council's website 24x7 to improve results when searching. Potential for Contact Officers to step in to also support if required	April 2025
Digital Tools – web videos launched A series of videos may be commissioned for online access to information – subjects such as options of support, who and how to apply, direct payments, British sign language explanations of a range of issues.	July 2025
Digital Tools – Telephony and Dynamics integration launched for Contact Centre Advisors handling information and advice queries Capture of enquiry type, persons contact details, information and advice offered – with details linked to person's online portal – for follow-up if required alongside other Council services. Excludes where Mosaic case records are applicable	October 2025
Digital Tools – review benefits of online care act assessments and financial self-assessments More in-depth than Support at Home assessment (above) – Potential to revisit benefits, appetite for and challenges to overcome with online assessments.	October 2025
Mosaic Systems – Provider Payments Portal – design, configuration and launch	December 2025
Mosaic Systems – Contact Form (ASC) launch – harmonised new form and improved ways of working that replace four forms	December 2024
Mosaic Systems – C3 replacement form and workflow for the Care Act Assessment and Care and Support Plans	April 2025
Mosaic Systems – C3 Review replacement form and workflow for the Care and Support Plan Review	June 2025

Milestones

Milestones	Month / Year
Mosaic Systems – C1, C2 and Additional Forms – improvements to the forms and workflow as a result of other improvements to ways of working and 3Cs rollout	March 2025
Mosaic Systems, Team and Ways of Working – Review of First Response for Carers	April 2025
Mosaic Systems, Team and Ways of Working – Review of First Response for Safeguarding	May 2025
Mosaic Systems, Team and Ways of Working - Review of First Response for other teams	September 2025
Team – recruit short-term additional operational resource and project management resource	January 2025
Team – Business Support teams aligned to work closely with Long Term Conditions Localities	January 2025
Team – Contact Team Leaders adopt new management oversight of proposed next steps	January 2025
Team – Review of First Response for Independent Living Advisory Team	February 2025
3Cs ways of working – Complete 3Cs within Contact Centre	January 2025
3Cs ways of working – Complete Phase 3 Innovations within MH and LD	March 2025
3Cs ways of working – Complete Phase 4 Innovations within remaining Long Term Conditions teams and Occupational Therapy	May 2025
3Cs ways of working – Complete Phase 5 Innovations within remaining sites (hospital SW team, Safeguarding, Dols, AMHPs, EDS, Carers, Sight and Hearing)	September 2025

Approval Process

3.	**Council and Cabinet:** This project has in effect already been approved via Council and Cabinet in July 2024, with funding agreed to support the development and implementation of a new self-direct support offer.
4.	**Project Board Approval**: The Project Board, chaired by the ASC Director, will review and approve key project documents, including the business case, project plan, and major deliverables. Project Board is due to be established in January 2025 where key documents will look to be signed off by the board in relation to the delivery phase.

Supporting Documentation

Adult Social Care Transformation Business Case
Adult Social Care Transformation Delivery Plan

Project Initiation Document (PID)

Programmes & Project Management

Project Name	How We Work
SRO	Betty Butlin (Director of ASC)
PPM Officer	Maria Bourton (Senior Project Manager)
Lead Officer	Tim Branson (ASC Fulfilled Lives Transformation Lead)

Project Objectives

The How We Work project will deliver the opportunities identified within the Fulfilled Lives Business Case, focusing on:

- **3-Conversations** – embedding the strengths-based practice model for all teams following a number of 'test and learn' innovation sites within Adult Social Care with objectives to:
    - intervene earlier,
    - provide more continuity for people,
    - build on people's strengths
    - simplify ways of working
    - reduce bureaucracy
- **First Response Improvement** – improve how we respond to initial queries, questions and requests from people or their representatives and other professionals with objectives to resolve more through our first response, change our ways of working and utilise digital tools throughout our offer to promote 24/7 online self-service for those who can access it.

Key objectives:

7. **Vision and communications**: Determine our ambition, what good looks like and the timeline for the delivery of 3-Conversations and First Response workstreams.

8. **Data, Insight and Benefits Realisation**: Establish how data can provide insights creating a culture that tracks successes within operational delivery and where further improvements can be identified.

9. **Mosaic Improvements**: Streamline data capture, improve consistency in how the forms and workflows are used, reduce and capture only proportionate information throughout Adult Social Care.

10. **Approach to Practice Change:** Coaching and co-design of how Innovation Sites are replicated across the whole of Adult Social Care to further develop practice from a deficit-based approach to strengths and relationship-based ways of working.

11. **Full Rollout – Making it Happen:** Coordination across all service teams in their adoption of 3-Conversations as a way of strengths and relational-based working

12. **Connectors**: Engaging with connectors to help build relationships with community assets and continue to ensure benefits of access to the Wellbeing Collaborative are realised through an extension of the contract with Community Action Network.

Project Objectives

13. **Ways of Working:** streamline and harmonise any remaining legacy council ways of working to speed up how we manage enquiries and requests for support.

14. **Resources:** We will utilise additional short-term capacity whilst we reorganise our resources to align to the overall vision, strengthen our roles and responsibilities and use data to drive our improvement priorities.

15. **Digital Tools:** utilise more of our existing digital toolset to streamline how we respond to enquiries and requests for support within First Response and offering more 24x7 access to online information and locally available support and activities

These objectives align with the broader goals of the ASC Transformation Business Case, which aims to modernise and improve the efficiency of Adult Social Care services while achieving financial savings.

Project Approach

This project forms part of the wider ASC Fulfilled Lives programme, which was formally signed off by BCP Cabinet and Council in July 2024.

As part of the full transformation delivery plan and business case (July 24), a detailed diagnostic assessment was completed between January 24 and April 24. This informed and helped to shape the final transformation proposal that was put forward to cabinet and agreed.

Quality Approach

Workstream	Deliverable	Quality Activity	Responsible
Vision and Communications	Engagement	• Workshops and validation sessions with key stakeholders (ASC SMT and supporting teams) to determine Phase 2 First Response scope and timeline • Communications Approach and Plan to establish the mechanisms and a timeline for key messages to be shared	Lead Officer / Project Manager
Data, Insight and Benefits Realisation	Dashboards and culture shift	• Determine data to show operational performance, data quality and benefits of transformation • Where data is not yet available, develop plans to capture and report • Build and use BI dashboards of data as part of operational management and throughout project lifecycle	Lead Officer / Project Manager
Mosaic Improvements	Streamlined forms and workflows	• Improve use of forms and workflows • Implement replacement to Care Act Assessment and Care and Support Plan • Positive feedback from practitioner groups	Lead Officer / Project Manager

Quality Approach

Workstream	Deliverable	Quality Activity	Responsible
Approach to Practice Change	3Cs Practice	• Practice coaching and support for teams adopting 3-Conversations as a way of working	Lead Officer / Lead Innovation Officer
Full Rollout – Making it Happen	3Cs Adoption	• All Adult Social Care service teams adopt 3-Conversations	Lead Officer / Lead Innovation Officer
Connectors	Relationships with community assets	• Relationships with community assets working well and access to the Wellbeing Collaborative extended • Practitioners gain a better understanding of the communities in which they work and the assets available.	Lead Officer / Lead Innovation Officer
Ways of working	Efficient First Response	• Identify opportunities for improvement • Prioritise and develop detail approaches, communications and timelines	Lead Officer / Project Manager
Resources	Capacity to change	• Recruit additional short-term capacity • Clarify roles and responsibilities for First Response • Review other opportunities for inclusion	Lead Officer / Project Manager
Digital Tools	Increase use of technology	• Extend use of corporate tools to improve First Response • Deploy use of online tools to support self-service approach to accessing local support and activities	Lead Officer / Project Manager

Stakeholder Approach

Stakeholder	Impact	Influence	Engagement Approach
Project Board	High	High	Highlight reports via monthly board meetings.
Leadership within ASC	High	High	Engagement via Core Group now established with ASC SMT invited to attend and contribute
Management Teams within ASC	High	High	Inclusion within Making it Happen and co-design discussion groups for 3Cs
Management Teams within Contact Centre	High	High	Inclusion within Check-In meetings and specific discussions on agreed activities for First Response
People with requests for information and support	High	Medium	Feedback groups for 3Cs
Staff impacted	High	Medium	Champions nominated from within the operational teams provide input into proposals and help shape how proposals are embedded within operational practices

Communications Approach			
Channel	Content	Frequency	Responsible
Intranet	Landing pages to explain the programme and projects within Blogs and general updates	As major milestones are delivered	Project Manager
ASC Newsletter	Launch materials with specific content, How To documents, videos	As milestones are delivered	Project Manager
Webinar sessions and ASC staff engagement groups	Awareness of the project and intended outcomes Awareness of progress achieved and agreed next steps	Quarterly	Lead Officer
Team communications	Communication on intended phase or wave – with key aspects and timelines	As required / aligned to timeline	Lead officer individual service leads

Funding Approach			
Item	Cost	Budget	Cost Code
Project Resource: • Mosaic Developer • Mosaic Specialist • Business Analyst • Senior Commissioner (prevention) • Innovation Lead • Lead information Officer • Upfront First Response capacity	• Over a 3-year period approx. costs would be £865,246	• £865,246	AW7002
Digital and System: • Mosaic Provider Portal • Financial Assessment Online Tools • Self-assessment online tools	• Over a 3-year period approx. costs would be £566,910	• £566,910	AW7002
Training and Development: • Leadership Development	• £50,000 (one off cost)	• £50,000	AW7002

Highlight Report			
☒ Monthly	☐ Fortnightly	☐ Weekly	☐ Other

Project Governance		
Body	Members	Reporting
Project Board	• Director of ASC (Chair) • Transformation Lead • Head of Quality and Transformation • Head of Statutory Services • Head of LTC Localities • Head of MH and LD • IT Business Partner • Programme Manager • Project Manager	• Project Manager produces highlight report in advance • Chair / SRO includes highlight report in Fulfilled Lives Programme Board update
Check-In (Steering) Group – First Response	• Transformation Lead • Head of Contact Centre • Project Manager • Business Analyst	• Project Manager produces agenda and documents • Weekly agenda, highlight progress and matters/issues arising for discussion • Communications key messages and timeline

Handover Approach

The handover approach for the project will ensure a smooth transition of deliverables from the project phase to business-as-usual (BAU) operations. The following will be developed during the delivery phase of the project and drawn upon during the closure stage:

19. **Planning and Preparation**:
   - Develop a detailed handover plan.
   - Identify key stakeholders involved in the handover process.
20. **Documentation and Training**:
   - Ensure all project documentation is complete and up to date.
   - Provide training sessions for BAU staff.
21. **Handover Meetings and Workshops**:
   - Conduct handover meetings and workshops with BAU staff.
   - Gather feedback and make necessary adjustments.
22. **Support and Monitoring**:
   - Establish a support mechanism for BAU staff during the transition period.
   - Monitor the performance of new processes and systems.
23. **Benefits Realisation**:
   - Define metrics and KPIs to measure the success of the handover.
   - Conduct regular reviews to assess the impact on BAU operations.
24. **Project Closure**:
   - Complete a formal project closure report.
   - Ensure all deliverables are formally handed over to BAU.

Supporting Documentation
Adult Social Care Transformation Business Case Adult Social Care Transformation Delivery Plan

Approval	
Approver	Tim Branson
Date	27/11/2024

CABINET

Report subject	**Transformation Programme Completion**
Meeting date	15 January 2025
Status	Public Report
Executive summary	This report: Provides a summary of the Council's Transformation Programme and achievement against its original aims and objectives.
Recommendations	**It is RECOMMENDED that Cabinet:** a) **Acknowledges that the Council has significantly transformed its ways of working and successfully consolidated and modernised its infrastructure since the beginning of its transformation journey in 2019** b) **Notes the achievements of the Transformation Programme, and the outstanding objectives in relation to the implementation of pay and reward and a new housing management system** c) **Notes the ongoing operational delivery of the People Strategy and Estates & Accommodation Programme beyond completion of the Transformation Programme** d) **Approves completion of the Transformation Programme by the end of March 2025, with future governance of transformation, innovation and improvement initiatives to be undertaken by the Corporate Strategy Delivery Board**
Reason for recommendations	To enable the programme to be closed in line with its original business case and funding arrangements.

Portfolio Holder(s):	Councillor Jeff Hanna, Portfolio Holder for Resources
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Sarah Chamberlain – Director of IT & Programmes Jon Burrows – Programme Manager
Wards	Council-wide
Classification	For Decision

Background

1. The Council's transformation programme was established and mobilised between April 2019 and June 2021 with the aim of integrating and modernising former council arrangements under a single operating model, a single technology and data architecture, a single set of office accommodation arrangements, and a single employment offer. This followed local government reorganisation across Dorset, whereby BCP Council was formed from Borough of Poole (unitary authority), Bournemouth Borough Council (unitary authority), Christchurch District Council (district council) and that part of Dorset County Council which covered the Christchurch area. Through that process, we amalgamated three versions of every service into the single service to be provided by BCP Council, serving as the unitary authority across the BCP area.

2. In doing so, the programme would deliver sufficient financial savings to cover its own costs, reduce the Council's carbon footprint, and lay the foundations for ongoing improvement to the delivery of Council services.

3. The programme was structured around three themes:

   a) **Our New Organisational Design** – the design and implementation of a new organisational design and operating model, as set out and approved by Cabinet in November 2019 and June 2020.

   b) **Where and How we Work** – the design and implementation of an Estates and Accommodation Strategy as set out and approved by Cabinet in February 2020 and November 2020.

   c) **Supporting Our Colleagues** – the design and implementation of a People strategy, including the introduction of a new pay & grading structure and employment terms and conditions, as set out and approved by Cabinet in September 2019.

4. Progress updates have been provided to Cabinet throughout the programme's lifecycle, as well as to members of the Transformation Working Group. In addition, the Transformation Working Group have received detailed briefings on specific areas of the programme's work. This has been a long and complex process of change, encompassing the entire council, all of our services and all of our colleagues in changing how they work and how we deliver services.

5. This report provides a summary of achievements against the programme's original business cases, the aims and objectives of each of the transformation programme's core themes and makes recommendations for its completion.

Business Case – Savings

6. The estimated savings from the programme were categorised against individual workstreams with the total original business case estimate being in the range of £26.7m to £43.8m. The workstreams, and the savings they were assumed to deliver, can be articulated as follows:

Figure 4: Transformation savings workstreams

	Adult Social Care	Children's Services	Place Operations	Transformation and Resources	
COMMUNITY AND PARTNERSHIPS		Establish the cross-Council approach to engaging with communities, partners and business			
CUSTOMER		Council wide customer strategy and customer engagement and experience implementation, including new CRM system			£7.9 – £11.6m
FINANCE		Finance function transformation, including implementation of Finance ERP system			£3.9 – £5.8m
HR		HR function transformation, including implementation of HR ERP system			
PROCUREMENT AND COMMISSIONING		Procurement and Commissioning Centres of Excellence			£10.7m - £19.8m
DATA AND INSIGHT		Data and Insight Centre of Excellence			
TECHNOLOGY		Enterprise and data architecture design and oversight of technical implementation across other workstreams			
CHANGE MANAGEMENT		Enabling teams and individuals to successfully adopt change and drive success of programme and projects			
COMMUNICATIONS		Transformation programme communications, aligned to change management approach			
SERVICE REDESIGN		Supporting directorates to apply the organisational design to services			£4.2 – £6.6m

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7. To enable the delivery of those savings, the Council has made a one-off investment of £41.4m in its main transformation programme. A full breakdown of investments and savings if provided in appendix 1, paragraph 5, figure 2, with the key messages being:

- As at the 31 March 2024, the programme had delivered £25.7m of ongoing (gross) revenue savings.

- As at the 31 March 2025, the programme is forecast to deliver a further £24.5m of ongoing (gross) revenue savings.

- The total (gross) revenue savings forecast to be delivered by the programme at the point of completion is therefore £50.2m

- The total (net) revenue savings forecast to be delivered by the programme at the point of completion is £34.7m taking into account ongoing revenue licencing and financing costs of £15.5m

- **This total (net) revenue savings forecast of £34.7m is in line with the original business case estimate being in the range of £26.7m to £43.8m, set out in para. 6, above.**

8. Through previous engagement with councillors, a standard document has been developed setting out the costs and savings associated with the Council's overall transformation agenda. Traditionally this has been included within the Council's annual budget and financial outturn reports and an updated version is attached as Appendix 1 for further detail. It should be noted that this version now includes the costs and savings associated with the service-specific transformation programmes in Adult Social Care and Children's Social Care which are outside the scope of this report. A full schedule of the savings categorised against the transformation programme is attached as Appendix 2.

9. It should also be noted that there remain elements of transformation activity which will lead to further expenditure over the next 12 to 18 months in closing down the main programme – this is primarily provision for redundancy costs associated with ongoing headcount reduction, as well as the service-specific programmes in Adults and Children's Services over the period to March 2028.

Business Case – Carbon Reduction

10. The Transformation Programme has contributed to the Council's target to be a carbon neutral organisation by 2030. The Council's greenhouse gas emissions in 2023/24 were 45,082 tCO2e (Carbon Dioxide Equivalent) – a reduction of 4,281 tCO2e from 2019/20 (8.7%). Transformation activities that have contributed to this reduction include:

- Disposal of Council assets, no longer requiring heating or lighting

- Increased use of e-conferencing, reducing business travel

- Increased incidence of homeworking, reducing the need for staff to commute

- Upgrading building energy efficiency, including £2m Government funding

- More energy-efficient office equipment and reduced need to photocopy

Our New Organisational Design

11. In November 2019, Cabinet approved a new operating model as the basis for the Council's Transformation Programme. The operating model was a direct response to several issues resulting from the local government reorganisation (LGR) process, and a need to deal with the operational realities of disaggregating and reaggregating the preceding local authorities into BCP Council. These included:

- the inheritance of multiple and complex legacy ways of working (e.g. assets, IT systems, processes and practices) from the preceding authorities, many of which were either at, or approaching, end-of-life

- a significant amount of duplication of effort in completing common tasks and processes across each of (what were then) five Directorates

- no consistent approach to the management and use of data to drive decision-making and organisational improvement

12. Over the past three and half years, we have been working in partnership with KPMG as our Strategic Implementation Partner to introduce the new operating model across the Council and become a model for local authorities on how to deliver modern

efficient and effective public services. From a structural perspective, we have made a series of changes to align organisational structures with the operating model – this includes senior leadership restructures, the Smarter Structures project, and several smaller, incremental changes. We have created brand new teams (Centres of Expertise) for Business Support, Programmes & Project Management, Data & Analytics and Workforce Development, by bringing together similar roles from across the organisation. We have also consolidated other functions into our central Centres of Expertise, including customer services, marketing and communications, legal services and financial services. This has provided greater resilience within our corporate support teams, and focussed our professional services in these areas, as well as providing access to new technologies, skills and career progression for colleagues. In addition, a significant amount of work has been undertaken with existing Centres of Expertise to introduce new service structures and modernise ways of working, including People & Culture, Finance and Customer Services.

13. The operating model has been underpinned by investment in three core technology platforms – Data, Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM). These platforms were procured, designed, built, tested and implemented at various stages during the programme, as follows:

- **Data Platform** (Microsoft Azure Data Lake & Semarchy Master Data Management) – launched in December 2022

- **ERP** (Microsoft Dynamics Finance & Operations (including HR)) – launched in April 2023

- **CRM** (Microsoft Dynamics Citizen Experience) – launched in January 2024

14. **Data Platform:** The new Data Platform is now being used across the organisation to automate the collation, processing and presentation of information, connect disparate and previously siloed data sets together, and provide new insight to support decision-making. This is helping us to break down the barriers that have previously constrained our ability to make optimal use of our data, unlocking its potential and providing a platform to drive further innovation in the use of analytics. We are already seeing some encouraging results from the new approach to data and our ability to sue data to make predictions about future service demands and prevention approaches that we might take, for example in homelessness and social care.

15. **Enterprise Resource Planning (ERP) System:** The new ERP system has replaced legacy HR and finance systems, bringing together information about our establishment and finances into a single platform for the first time. The ability for managers to access real-time information about their teams and drill-down into their budgets has been a huge benefit, and colleagues are now able to conduct many more transactions digitally and/or via self-service. This has also helped to generate a shift in accountability from the finance team supplying budget information, to the preferred position where managers are able to monitor their budgets in real time and therefore Finance officers provide more professional support to the budget management process. The new ERP system has also enabled a new suite of dashboards to be developed, providing information on organisational structures, reporting lines, headcount, turnover, absence levels and protected characteristics.

16. **Customer Relationship Management (CRM) System:** The new CRM system has replaced multiple legacy systems and provides a single platform for managing customer contact and digital service-delivery. This has been a great step forward, but there is still a huge amount of work required to fully transition to this new platform

and make best use of the capabilities that it provides, including deeper integration with back-office systems to streamline processes and enhance service delivery. This is a complex area of work with many moving parts, and requires careful planning, design and implementation using an agile mindset. There are approximately130 existing customer journeys that need to be migrated to this new platform (estimated to complete in August 2025) and a further 480 customer journeys that have been identified for development through high-level design work with service areas across the Council.

17. In addition to the investment we have made in Data, ERP and CRM, we have needed to address the issue of disparate, complex and siloed technology architecture inherited from legacy councils. This has included the consolidation of our wide-area network, consolidation of physical data centres and backup solutions, the creation of a new virtual data centre to enable the onboarding of new IT systems within a more secure and resilient 'cloud' environment, and consolidation of our major back-office IT systems, including:

- Mosaic (Adults & Children's) – launched in January 2023

- SkillGate (People & Culture, Learning Management) – launched in April 2023

- iCaseWork (Legal) – launched in July 2023

- OurTalent (People & Culture, Recruitment) – launched in October 2023

- Alloy (Environment) – launched October 2024

- Capita (Revenues & Benefits) – launched November 2024

- NetFM (Beach Huts/Lodges) – launched December 2024

- MasterGov (Planning) – going live March 2025

18. By consolidating, modernising and integrating our technology architecture, we have been able to reduce our operating costs, simplify our support model and establish a set of IT services that are fit-for-purpose for a modern organisation. The consolidation of back-office IT systems, has enabled those service areas to reduce their own operating costs, work more efficiently, and laid the foundations for further improvements in service delivery and analytics.

19. It should be noted that there is still a key systems consolidation objective outstanding from the transformation programme – this is the procurement and implementation of a new housing management system which is estimated to go-live in April 2027.

Where and How We Work

20. In February 2020, Cabinet endorsed the recommendation to refurbish the current Bournemouth Town Hall complex as the preferred approach to delivering a single BCP Council Civic Centre. This followed the outcome of the organisational design process reported to Cabinet in November 2019, and the recognition that BCP Council would require a single main office location and civic centre to support its future service delivery. Refurbishment works were undertaken between January 2021 and July 2023. This has transformed the Council's office space and created a working environment that is fit-for-purpose for a modern organisation, including the creation of team zones, and numerous meeting areas to facilitate collaboration across service areas.

21. Together with the roll-out of over 5000 new devices (laptops, tablets) and the Microsoft 365 product suite (Teams, Word, Excel, PowerPoint etc.), colleagues are

now able to work flexibly at a time and location that suits them and the needs of their customers. They are actively supported by a Digital Champions Network of over 300 users, that supports the adoption of new technologies and helps colleagues make the most of the tools at their disposal. Along with the BCP Council Civic Centre refurbishment, operational hubs with touchdown spaces that any member of staff can use, have been created in Poole and Christchurch to provide further flexibility for the Council's workforce.

22. In November 2020, Cabinet received an update on the Estates & Accommodation Strategy including a 3-stage delivery plan that had been developed in response to the Covid-19 pandemic. Stage 3 of the delivery plan included the requirement to transfer legacy Christchurch and Poole customer services centres to local libraries, to completely vacate the surplus civic buildings in Christchurch and Poole. These transfers were completed by October 2021 and ensured that there was a seamless continuation of service to our customers. The transfer of the legacy Bournemouth customer services function to the central Bournemouth library was not required as continued provision from the new BCP Civic Centre has been possible.

23. The delivery of the Estates & Accommodation Strategy has enabled the Council to co-locate colleagues and begin to release corporate assets located across BCP communities that are considered surplus to requirements. Poole Civic Centre and Annex, and Christchurch Civic offices were initial priorities for vacation, but several other buildings, either owned or leased by the council, have since also been vacated. Some of the sites now vacated have been subject to feasibility work to consider them for SEND or Temporary Housing use, and where they have been deemed appropriate, they are now being taken forward rather than disposed of. Where such feasibility is not considered viable, buildings will typically be disposed of for capital receipt. Additionally, a wider piece of work looking at the corporate estate with a view to consolidating services in fewer buildings is taking place to ensure the council's estate is fit for purpose for our customers and represents good value for money to taxpayers. This may lead to some buildings acting as hubs for a number of services that need to remain in the community, but which do not need an exclusive building of their own.

24. Work is also continuing in association with the Civic Members Working Group to identify and agree the next phase of improvements necessary to support modern, comfortable and accessible civic spaces. This work is primarily focused on the Council Chamber and associated committee meeting rooms (those in the west wing of the Civic centre) and will include the wider introduction of hybrid meeting technology and improved online streaming capability, plus accessibility improvements to ensure access and participation in the democratic process is available to as many people as possible.

Supporting Our Colleagues

25. **Pay and Reward:** in September 2019, the Council approved the delivery of a new pay and reward strategy, with the aim of ensuring equal pay for equal work. In doing so, the Council would also modernise legacy terms and conditions to enhance its offer as an employer and provide a platform for further organisational development (e.g. recruitment and retention, succession planning, career pathways, induction, organisational design, performance management).

26. This process has involved lengthy negotiations (collective bargaining) with trade unions, and whilst we have been able to use many of the outputs from the pay and reward process to support other organisational development activities, the

introduction of a new pay structure and terms and conditions remains an outstanding objective of the programme as despite numerous attempts to reach a collective agreement, the trade union ballots have not been successful to date. Work will continue to explore options to implement these objectives that are critical for our organisation

27. **People Strategy:** The Council's original People Strategy was approved by Cabinet in September 2019 and covered the period from 2019 to 2023. A new People Strategy has subsequently been developed for the period 2023 to 2027 and is based around three themes:

- **Getting the basics right** – covering culture, values and behaviours; wellbeing; equality, diversity and inclusion; reward and recognition

- **Growth opportunities** – covering learning and development; career development; leadership and management; high performing teams

- **Future focused** – covering workforce shaping; talent acquisition and retention; employee engagement; people insights

28. This is a broad and diverse programme of work in its own right and will extend beyond the proposed completion of the transformation programme. Some elements of its delivery have also been slower due to other organisational priorities (such as voluntary redundancy), but some significant milestones have still been achieved:

- **Culture, values and behaviours:** behavioural framework introduced to demonstrate examples of effective and ineffective behaviours against the values, including the development of a leadership framework which has been informed by 360 feedback; the OurStars recognition platform has been amended to help those nominating others to best describe how staff have demonstrated the corporate values; value-based interview questions have been devised and learning packs developed to support individual and team discussions around the values and how they are shown in the workplace

- **Wellbeing:** TRiM (Trauma Risk Management) pilot has been rolled out in Adult Social Care; 150+ health checks have been completed for eligible colleagues; pre-retirement wellbeing offer has been developed; new mental health and stress for managers sessions have been developed; teams are being supported with resilience and stress sessions; mental health first aiders have been re-accredited

- **Equality, diversity and inclusion:** unconscious bias leadership session has been run by external professionals to develop awareness and action planning; EDI resource bank has been developed for leaders to cascade activities and learning content around unconscious bias; anonymous applications have been introduced as part of the recruitment process to reduce bias; neurodiversity awareness training has been successfully launched and delivered; Disability Confident pledge has been renewed; Armed Forces Covenant pledge has been renewed; approach to making reasonable adjustments has been refreshed; communication campaign has been launched to encourage employees to complete their own protected characteristic data

29. **Learning and development:** a new learning management system (LMS) has been procured and embedded; a new traffic light reporting system on mandatory training has been introduced which has increased completion rates by 26.4% (from 52.4% Aug 23 to 78.8% Aug 24); skills audit functionality on the LMS has been developed

30. **Career development:** a leadership career development framework has been developed and launched; apprenticeship guidance has been refreshed; a consistent set of career grade principles for those services who operate career grades has been developed; new career grades have been introduced where there are difficulties in retention and recruitment

31. **Leadership and management:** a new twelve-month executive leadership programme has been developed which includes 360 feedback based on the leadership framework; an external insight framework has been established to identify strengths and blind spots with executive one-to-one external coaching available based on these insights; externally facilitated sessions have been run to improve team and corporate strategic alignment; audit of financial management skills for Directors has been undertaken and learning interventions developed

- **High performing teams:** a new performance framework was introduced in April 2024 introducing ratings, and minimum performance criteria linked to incremental pay progression; managers now record personal objectives online, making this reportable across BCP Council; online one-to-one functionality has been introduced

- **Workforce shaping:** we have introduced spans of control to ensure that organisational structures are aligned with best practice design principles; entry career pathways have been developed linking through to corporate ambitions; new pay structure introduced for apprenticeships

- **Talent acquisition and retention:** Procured, designed new processes to embed a new automated recruitment system; developed automation in system to send out contracts; retention of early career talent by linking to career pathways and role profiles; developed a refer a friend scheme to reduce agency spend; reviewed off contract workers to manage spend more effectively; simplified the candidate experience by removing barriers to the application process

- **Employee engagement:** organisational 'Pulse' survey has been designed and actioned

- **People insights:** interactive real-time data dashboards have been developed for key establishment measures (e.g. headcount, turnover, absence) and to facilitate trend analysis; performance management reporting has been developed to provide assurance on completion of mandatory training, performance reviews and tracking of performance objectives

Programme Completion

32. In assessing the success of any change programme, it is important to recognise the relationship between the **outputs** of the programme (i.e. the tangible, measurable results achieved within the programme's timeframe) and the **outcomes** (i.e. the broader, longer-term impacts) brought about by those outputs.

33. The transformation programme is now in its fifth year and final year of funding and its outputs have established the foundations of a modern and accessible Council in line with its original ambition and the Corporate Strategy (A Shared Vision for Bournemouth, Christchurch & Poole 2024-2028). The original objectives of the Transformation Programme have mostly been met and the core services and culture have largely been achieved. However, there is still more to be done to continue to develop the Council in the way that we want, to be more responsive to our customers and faster to react.

34. We have built an organisation and established systems that can enable rapid adaptation and evolution, that is working with modern and innovative technologies to drive efficiency and productivity throughout its operations and has the tools and infrastructure it needs to improve the lives of our local communities.

35. We will continue to build on these foundations to drive further change, embed a culture of continuous improvement and introduce more efficient and effective ways of working. This includes ongoing work to improve our digital service-delivery, make effective use of data and insight, and exploit new and emerging technologies such as artificial intelligence (AI).

36. Ongoing governance has been established with the introduction of a Corporate Strategy Delivery Board which will oversee the delivery of the Council's vision and ambitions under the priorities outlined in the corporate strategy. This group consists of the Chief Executive, Corporate Directors and Resource Directors or their representatives, and is chaired by the Chief Executive and deputised by the Director of Marketing, Communications and Policy. The Board is supported by the Corporate Performance and Programme & Project Management teams and sits within the Council's established governance framework, reporting to Cabinet and working closely with Director's Strategy Group.

Summary of financial implications

37. The financial outcomes of the Transformation Programme have been clearly set out in the body of this report (paragraphs 6 to 9). The are no additional financial implications associated with the decision to complete the Programme in March 2025.

Summary of legal implications

38. There are no legal implications associated with this decision.

Summary of human resources implications

39. There are number of staff funded from the transformation budget across the Resources Directorate. Options for extending these arrangements to support ongoing improvement work are currently being reviewed.

Summary of sustainability impact

40. There are no sustainability implications associated with this decision.

Summary of public health implications

41. There are no public health implications associated with this decision.

Summary of equality implications

42. Equality impact assessments were undertaken for each of the programme's workstreams prior to changes being implemented. The decision to close the programme will not have any direct equality implications.

Summary of risk assessment

43. Robust risk management processes have been integral to the programme's approach, with risks and mitigation strategies reviewed regularly through the programme's governance arrangements. Risks to the successful delivery of the programme will be closed at the end of March subject to approval of this report.

There is a residual risk that the momentum for change and improvement that has been built up during our transformation journey is not maintained, and that the organisation does not maximise opportunities to build on the foundations that the programme has established.

Background papers

- Cabinet 11 September 2019: Implementation of Pay & Reward Strategy

- Cabinet 11 September 2019: People Strategy 2019-2023

- Cabinet 13 November 2019: Organisational Development – Design Outcomes

- Cabinet 12 February 2020: Organisational Development - Estates & Accommodation Strategy

- Cabinet 24 June 2020: Organisational Design - Implementation & Budget

- Cabinet 11 November 2020: Estates & Accommodation Project

- Cabinet 27 October 2021: Organisational Design - Implementation Progress

- Cabinet 25 October 2023 Transformation Programme Update

- Cabinet 10 April 2024: Transformation Programme Update

- Cabinet 17 July 2024: Pay and Reward - Update on Progress in Introducing New Terms and Conditions of Employment

- Cabinet 4 September 2024: Pay and Reward - Final Position

Appendices

Transformation Investment Programme

Including the Flexible Use of Capital Receipts

1. As might be expected the council inherited a range of legacy staffing arrangements, processes and systems and therefore had an opportunity to remove duplication, remove inefficiencies, and to leverage economies of scale whilst improving governance. Much of this formed the foundation of the argument for establishing the new council alongside the opportunity to fundamentally transform public services. Achievement of these benefits was delivered by the adoption of a radically different operating model and specifically via:

    - Investment in technology

    - Investment in data and insight

    - Investment in new ways of working

    - Engaging and empowering our communities

    - Leveraging our partnerships

    - Creating equity in pay & conditions

    - Investing and rationalising the civic estate

2. Investment in three core technologies, along with the rationalisation and effective integration of our core service technologies, was designed to enable the council to become the leading digital and insight driven local authority in the UK. Specifically, these were an investment in a Customer Relationship Management (CRM) system, investment in an Enterprise Resource Planning (ERP) systems (Finance and Human Resources), alongside establishing an appropriate data platform.

3. A high-level business case was presented to Cabinet in November 2019 which set out the original scope of the council's organisation design project, which was facilitated by KPMG, and identified that it could potentially deliver up to £43.9m of gross annual savings by year 4 based on an investment of £29.5m. The original profile of these savings was assumed to accumulate as £7.8m in year 1 growing to £16.5m in year 2, £36.9m in year 3 and £43.9m in year 4. It should be highlighted that these savings impact on the whole council including both General Fund and Housing Revenue Account (HRA) services.

Figure 1: Our Operating Model
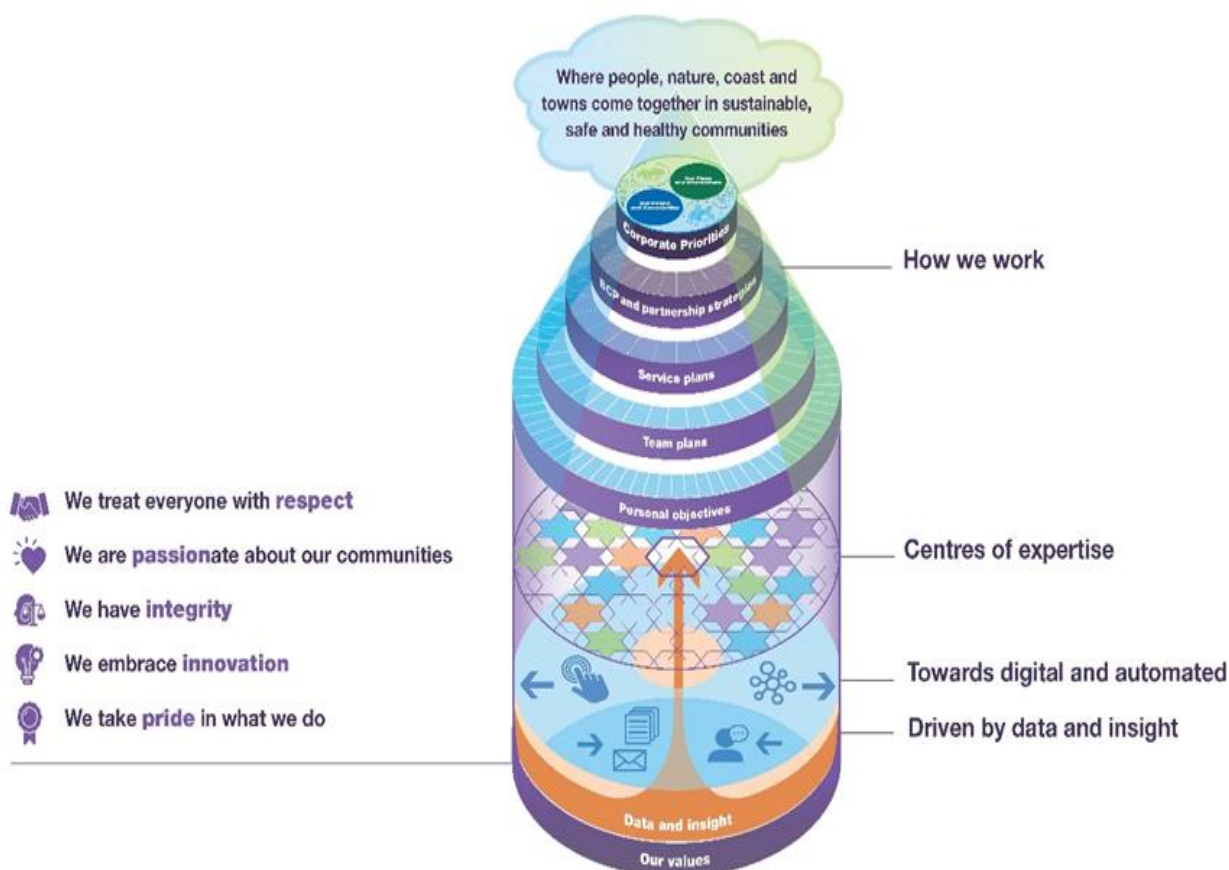
4. Council on 7 July 2020 agreed to the extension of the project to a £38m programme referencing the accelerated leap forward in different ways of working because of the Covid-19 public health emergency and the need to accelerate the pace at which we generate savings and efficiencies. This report also approved the procurement of a strategic partner, approved oversight of the programme by a Cabinet Working Group as part of the governance arrangements and set out that the £43.9m was adopted as the minimum expectation of savings and efficiencies. Key milestones in the development of the Transformation Investment programme can therefore be set out as follows.

   a) November 2019. First presented to Cabinet based on a report, costing £314,650, commission from KPMG.

   b) June 2020 Cabinet (July Council). Establishment of a £37.62m budget for the implementation of the programme.

c) February 2021 (part of the 2021/22 budget report). Increase in the budget to £44.52m to allow an additional £6.9m for redundancy costs.

d) February 2022 (part of the 2022/23 budget report). Further increase in the budget to £67.86m to reflect the following additional elements.

- £20.09m   Inclusion of internal base revenue budget staff costs, £6.7m for 3 years, where staff are not available to support day to day or statutory improvement duties, and will be apportioned and charged against the transformation investment programme.
- £1.75m   Investment in the data and insight capability
- £1.5m   Extra contingency

e) February 2023 (as part of the 2023/24 budget report). Reduced the transformation investment programme to £57.36m to reflect.

- (£10.5m)   Reduction in the annual recharge of internal base revenue costs to £3.2m for 3 years.

f) July 2023 (as part of this 2022/23 Financial Outturn report). Reduce the transformation investment programme to £56.87m to reflect.

- (£0.5m)   Reduction in the annual recharge of internal base revenue costs to £2.7m for 2022/23.

g) February 2024 (as part of the 2024/25 budget report). Reduced the transformation investment programme to £52.13m to reflect.

- (£4.7m)   Reduction in the annual recharge of internal base revenue costs to £0.8m for both 2023/24 and 2024/25.

h) July 2024 (as part of the 2023/24 financial outturn report). Reduced the transformation investment programme to **£50.48m** to reflect.

- (£1.65m) Remove the annual recharge of internal base revenue costs both 2023/24 and 2024/25.

5.   Figure 2 below provides a summary table of the return on investment for the transformation investment programme. This indicates that at the end of the 2024/25 financial year the council will have made net revenue savings of **£35m** (£50.2m - £15.46m) for a total one-off estimated investment of **£41m.** Thereafter there will be a minimum net annual revenue saving of **£21m** (£27.25m - £6.4m) with a further one-off investment of a maximum of £9m in 2025/26.

Figure 2: Summary of Return on Investment

Summary Table	2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	Total Actuals £m		2024/25 Estimate £m	Overall Total £m		2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	Overall Total £m
One-Off Investment (Capital and Revenue)	1.50	5.93	16.37	11.36	35.16		6.27	41.43		9.05	0.00	0.00	50.48
Ongoing Revenue Savings (actual and budgeted)	0.00	(3.95)	(7.10)	(14.66)	(25.71)		(24.50)	(50.20)		(27.25)	(27.78)	(27.78)	(133.01)
Ongoing Revenue Licensing & Financing Costs	0.34	2.52	2.36	4.10	9.31		6.15	15.46		6.40	6.12	6.12	34.11

6.   A more detailed consolidated position in respect of the transformation investment programme is set out in figure 3 below.

Figure 3: Consolidated Transformation Programme Table

Transformation Investment Programme — One-off / time-limited budget provision for the delivery of the programme

		2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	Total Actuals £m	2024/25 Estimate £m	Overall Total £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	Overall Total £m
Capital Spend	**Expenditure**											
	Capital expenditure	1.19	0.05	0.76	0.89	2.89	0.71	3.60				3.60
		1.19	0.05	0.76	0.89	**2.89**	0.71	**3.60**				**3.60**
	Funding											
	Prudential Borrowing (funded from General Fund MRP)	0.00	0.00	(0.56)	(0.89)	(1.45)	(0.71)	(2.16)				(2.16)
	Prudential Borrowing (funded from HRA land tfr)	(1.19)	(0.05)	(0.20)	0.00	(1.44)	0.00	(1.44)				(1.44)
		(1.19)	(0.05)	(0.76)	(0.89)	**(2.89)**	(0.71)	**(3.60)**				**(3.60)**
Revenue Spend	**Expenditure**											
	One-off costs - including data and insight and capability	0.31	5.32	12.90	7.21	25.74	3.46	29.20	1.28			30.48
	Redundancy costs	0.00	0.56	0.01	3.26	3.83	2.10	5.93	6.97			12.90
	Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80			0.80
	Staff costs apportioned to Transformation	0.00	0.00	2.70	0.00	2.70	0.00	2.70	0.00			2.70
		0.310	5.880	15.610	10.473	**32.27**	5.56	**37.83**	9.05			**46.88**
	Funding											
	Assumed fundable by Capital Receipts	(0.31)	(3.88)	(15.61)	(10.47)	(30.27)	(5.56)	(35.83)	(9.05)			(44.88)
	Contributions from outside of the General Fund	0.00	(2.00)	0.00	0.00	(2.00)	0.00	(2.00)	0.00			(2.00)
		(0.31)	(5.88)	(15.61)	(10.47)	**(32.27)**	(5.56)	**(37.83)**	(9.05)			**(46.88)**
Total	**Total expenditure**	1.50	5.93	16.37	11.36	35.16	6.27	41.43	9.05			50.48
	Total funding	(1.50)	(5.93)	(16.37)	(11.36)	(35.16)	(6.27)	(41.43)	(9.05)			(50.48)

Transformation Investment Programme — Ongoing base revenue budget of the council

		2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	Total Actuals £m	2024/25 Estimate £m	Overall Total £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	Overall Total £m
Revenue Budget	**Expenditure**											
	Licences and other revenue costs of the programme	0.34	2.24	2.08	2.75	7.41	4.50	11.91	4.50	4.50	4.50	25.41
		0.34	2.24	2.08	2.75	**7.41**	4.50	**11.91**	4.50	4.50	4.50	**25.41**
	Savings and efficiencies											
	Transformation Programme Savings	0.00	(3.95)			(3.95)		(3.95)				(3.95)
	Budgeted savings from 2022/23											
	2022/23 In year - Savings delivered			(7.10)	(7.10)	(14.20)	(7.10)	(21.30)	(7.10)	(7.10)	(7.10)	(42.60)
	Budgeted savings from 2023/24 excluding any previously unidentified savings											
	3rd Party savings - Included within budgeted savings proposals				(0.91)	(0.91)	(0.91)	(1.81)	(0.91)	(0.91)	(0.91)	(4.53)
	Staff savings - Included within budgeted 23/24 services savings proposals				(5.76)	(5.76)	(5.76)	(11.52)	(5.76)	(5.76)	(5.76)	(28.81)
	Additional 2023/24 in-year savings				(0.89)	(0.89)	(0.89)	(1.78)	(0.89)	(0.89)	(0.89)	(4.45)
	Budgeted savings from 2024/25 onwards											
	2024/25 Estimate: Identified transformation savings						(9.84)	(9.84)	(11.48)	(11.48)	(11.48)	(44.29)
	2025/26 Estimate: Identified transformation savings							0.00	(1.11)	(1.11)	(1.11)	(3.34)
	2026/27 Estimate: Identified transformation savings							0.00		(0.52)	(0.52)	(1.04)
		0.00	(3.95)	(7.10)	(14.66)	**(25.71)**	(24.50)	**(50.20)**	(27.25)	(27.78)	(27.78)	**(133.01)**

Funding Implications on the revenue budget

		2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	Total Actuals £m	2024/25 Estimate £m	Overall Total £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	Overall Total £m
Revenue Budget	**One-off Capital Investment**											
	Minimum Revenue Provision and interest implications	0.00	0.28	0.28	0.47	1.03	0.69	1.72	0.87	0.59	0.59	3.77
		0.00	0.28	0.28	0.47	**1.03**	0.69	**1.72**	0.87	0.59	0.59	**3.77**
	One-off Revenue Investment											
	Revenue foregone on asset disposed off	0.00	0.00	0.00	0.88	0.88	0.96	1.83	1.04	1.04	1.04	4.94
		0.00	0.00	0.00	0.88	**0.88**	0.96	**1.83**	1.04	1.04	1.04	**4.94**

Appendix 1

Transformation Expenditure

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

£0.76m   Laptops

£11.03m   Strategic Investment Partner – work package costs
£1.65m   Internal direct staff costs
£0.09m   Agency staff costs
£0.01m   Redundancy costs
£0.14m   ICT costs
£2.70m   Apportioned staff costs

£16.38m   **Total 2022/23 costs**

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

8.   The £11.361m of expenditure incurred in **2023/24** can be analysed as follows

£0.822m   Laptops
£0.066m   Other Capital Expenditure

£4.815m   Strategic Investment Partner – work package costs
£3.262m   Redundancy costs
£1.709m   Internal direct staff costs *
£0.606m   ICT costs
£0.081m   Agency staff costs

£11.361m   **Total 2023/24 costs**

*   £0.51m ICT Services
         £0.43m Project Management Office and Communications
         £0.36m People & Cultural Services
         £0.20m Procurement and Commissioning
         £0.14m Financial Services
         £0.06m Other Services

9.   In respect of the £6.27m of expenditure estimated in the current year **2024/25** financial year this can be analysed as principally.

£0.34m   Laptops
£0.37m   Other Capital Expenditure

£0.58m   Strategic Investment Partner – work package costs
£2.10m   Redundancy costs from reducing the headcount of the authority
£2.47m   Internal direct staff costs *
£0.41m   IT costs

£6.27m   **Total remaining costs 2024/25**

*   £0.70m ICT Services
£0.41m People & Cultural Services
         £0.74m Financial Services

£0.21m Other Services
£0.01m Procurement and Commissioning
£0.40m Project Management Office and Communications

10. The main residual cost for 2025/26 is the remaining element of the amount set aside to cover redundancy costs associated with a head count reduction that as of yet has not been applied. An ongoing review will determine the extent to which these resources will need to be drawn down.

Transformation Savings

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

Figure 4: Transformation savings workstreams.
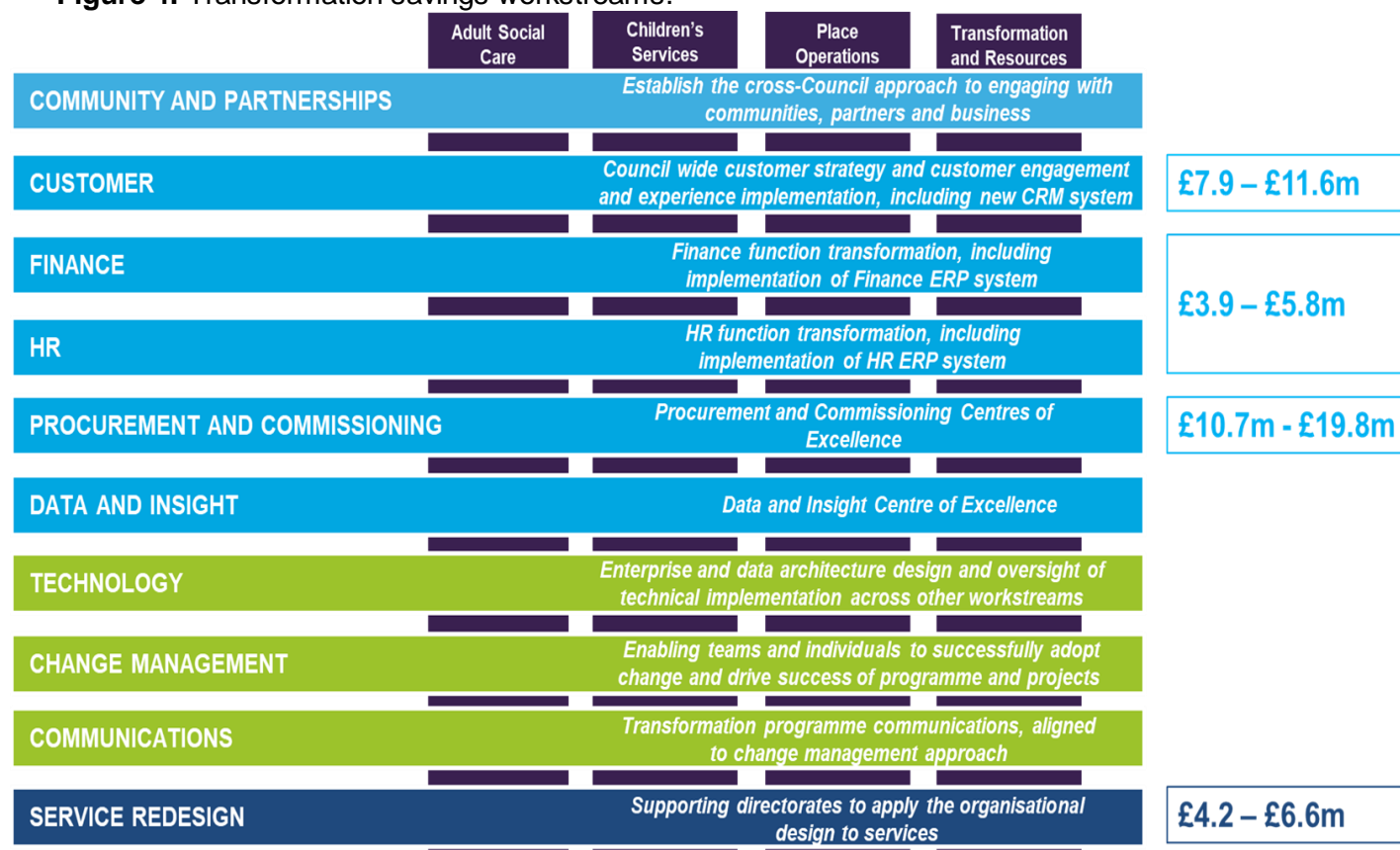
12. Savings from the transformation investment programme are therefore specifically associated with.

    (a) Reduction in employee headcount through the consolidation of common roles/work.

    (b) Reduction in employee headcount through the consolidation of organisational layers/structures.

(c) Reduction in third-party spend through more robust procurement and contract management. This will include smarter ways of working such as the digital mail and the reduction of spend throughout the council by the centralisation of spending on items such as stationery, photocopying and printing.

(d) Review of the corporate structure to enable the council to continue to reflect and realign its management structure to ensure we are continuously improving towards being the organisation that we aspire to be and to ensure we deliver our priorities for our residents. This includes the integration of the library services with customer facing services and community hubs.

(e) The Council's estate and accommodation project.

Transformation Savings

13. The (£7.1m) of ongoing savings delivered in **2022/23** can be analysed as follows.

(£3.327m)	Third Party expenditure reductions
(£1.726m)	Implement of new Smarter Staff Structures
(£1.141m)	Estate workstream - lease surrender, operating costs civic buildings
(£0.793m)	Business Support savings via vacancy management
(£0.111m)	Cost recovery – additional income
(£7.100m)	**Total Savings 2022/23 onwards**

14. The (£7.56m) of additional ongoing savings delivered in **2023/24** can be analysed as follows.

(£5.761m)	Staffing savings including £2.3m from increasing the vacancy drag.
(£1.171m)	Third party spend.
(£0.625m)	Utility (Electricity/Gas) savings from contract arrangements
(£7.557m)	**Total additional savings from 2023/24 onwards**

15. The (£10.15m) of further ongoings forecast savings for delivery in 2024/25 were set out in detail as part of the Quarter 2 Budget Monitoring report to Cabinet on the 10 December 2024. This can be compared to £13.533m assumed as part of the 2024/25 February 2024 budget report. In summary this can be analysed as follows.

(£2.168m)	Wellbeing Directorate (Budgeted £3.847m).
(£2.429m)	Children's Directorate (Budgeted £4.162m)
(£3.829m)	Operations Directorate (Budgeted £3.829m)
(£1.226m)	Resource Directorate (Budgeted £1.192m)
(£0.503m)	Authority-wide Transformation Savings (Budgeted £0,503m)
(£10.152m)	**Total further forecast savings from 2024/25 onwards**

16.   Details of the Transformation savings being assumed for 2025/26 onwards are subject to confirmation at this time as part of the 2025/26 budget process and the 2025/26 budget report will provide and update of this statement.

17.   Currently, the programme is focused on the final piece of work with the council's strategic investment partner, KPMG, in respect of the Customer Relationship Management technological platform. This investment will help move us to further forward with the implementation of the Target Operating Model and put us in a position to make further headway with service redesign and benefit realisation. The next step will be the ongoing support to services specific transformation investment programmes and to ensure the fulfilment of the programme's objectives.

18.   Transformation Programme Managers have worked closely with heads of service and directors throughout the vision and validate activity. Care has been taken to ensure the correct categorisation of the 2025/26 savings and to avoid duplication or double counting.

19.   Work at this point, having not yet completed all the system and process changes has not identified any further savings over and above everything already set out in the MTFP, indeed the transformation work already done to date helps to make those savings easier to achieve. The Voluntary Redundancy scheme headcount reductions have been made easier to translate into deliverable savings by the council making the most of the new systems for financial management, customer relationship management, data analysis and artificial intelligence.

Service Specific Transformation Programmes

20.   Building on the success of the main Transformation Investment Programme Cabinet and Council have also agreed a number of service investment programmes within both Adult Social Care and Children's Services. As set out in Figure 5 below this highlights for a one-off investment of £5m the Council is aiming to lever annual savings of circa £11m per annum by 2027/28.

Figure 5: Service Specific Transformation Programme

Service Specific Investment Programmes	2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	Total Actuals £m	2024/25 Estimate £m	Overall Total £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	Overall Total £m
Expenditure											
Children's Service Specific Investment Programme	0.00	0.00	0.00	0.66	0.66	0.35	1.01	0.70			1.71
Adult Social Care -Assistive Technology	0.00	0.00	0.00	0.20	0.20	0.16	0.36	0.04			0.40
Adult Social Care -Transfer of catering services to Tricuro	0.00	0.00	0.00	0.14	0.14	0.07	0.21	0.00			0.21
Adult Social Care - July 2023 Business Case	0.00	0.00	0.00	0.09	0.09	1.53	1.61	1.12			2.73
	0.000	0.000	0.000	1.085	1.09	2.11	3.19	1.86			5.05
Funding											
Assumed fundable by Capital Receipts	0.00	0.00	0.00	(1.09)	(1.09)	(2.11)	(3.19)	(1.86)			(5.05)
	0.00	0.00	0.00	(1.09)	(1.09)	(2.11)	(3.19)	(1.86)			(5.05)
Savings and efficiencies											
Children's Service Specific Investment Programme	0.00	0.00	0.00	0.00	0.00	(0.22)	(0.22)	(0.56)	(1.46)	(3.06)	(5.30)
Adult Social Care -Assistive Technology	0.00	0.00	0.00	0.00	0.00	(0.07)	(0.07)	(0.69)	(0.84)	(0.90)	(2.49)
Adult Social Care -Transfer of catering services to Tricuro	0.00	0.00	0.00	0.00	0.00	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.09)
Adult Social Care - July 2023 Business Case	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(1.21)	(2.17)	(3.23)	(6.61)
Adult Social Care - UEC Transformation Net Savings	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(0.10)	(1.10)	(3.60)	(4.80)
	0.00	0.00	0.00	0.00	0.00	(0.31)	(0.31)	(2.58)	(5.59)	(10.81)	(19.29)
Net Position of Service Specific Transformation	0.00	0.00	0.00	1.09	1.09	1.79	3.50	(0.72)	(5.59)	(10.81)	(14.24)

21. Once the main and the service specific Transformation Programmes are combined, they indicate that at the end of the 2024/25 financial year the council will have made net revenue savings of **£35m** (£50.5m - £15.5m) for a total one-off estimated investment of **£45m.** Thereafter there will be a minimum net annual revenue saving of **£23m** (£29.83m - £6.4m) with a further one-off investment of a maximum of £11m in 2025/26. This minimum annual revenue saving is forecast to grow to **£32m** per annum from 2027/28 onwards.

Figure 6: Combined Transformation Investment & Service Specific programmes

Summary Table	2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	Total Actuals £m	2024/25 Estimate £m	Overall Total £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	Overall Total £m
One-Off Investment (Capital and Revenue)	1.50	5.93	16.37	12.45	36.25	8.38	44.62	10.91	0.00	0.00	55.53
Ongoing Revenue Savings (actual and budgeted)	0.00	(3.95)	(7.10)	(14.66)	(25.71)	(24.81)	(50.52)	(29.83)	(33.36)	(38.58)	(152.30)
Ongoing Revenue Licensing & Financing Costs	0.34	2.52	2.36	4.10	9.31	6.15	15.46	6.40	6.12	6.12	34.11

Appendix 1

Flexible Use of Capital Receipts (FUCR)

22. As part of 2015 Spending Review (SR15), the government announced that to support local authorities to deliver more efficient and sustainable services it would allow local authorities to spend up to 100% of their fixed asset receipts on the revenue costs of service reform and transformation. Guidance on the use of this flexibility stipulated that it applied to the three financial years to end March 2019. However, this was extended for a further three years to 31 March 2022 as part of the 2018/19 local government finance settlement, for a further three years to 31 March 2025 in April 2022, and for a further 5 years to 31 March 2030 as part of the 2024/25 local government finance settlement.

23. The current guidance makes it clear that local authorities cannot borrow to finance the revenue costs of service reforms or improvements. In addition, local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years the flexibility is offered. Local authorities may not use any existing stock (pre-2016) of capital receipts to finance the revenue costs of reforming their services. Set up and implementation costs of any new processes or arrangements that will generate future ongoing savings and/or transform service delivery to reduce or improve the quality-of-service delivery in future years can be classified as qualifying expenditure. Costs associated with business-as-usual activity and the council's statutory duty to improve cannot be classified as qualifying expenditure. The ongoing revenue costs of any new processes or arrangements can also not be classified as qualifying expenditure. In addition, the guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specifies that.

    - The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.

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

24. Council has previous engaged with both CIPFA Consultancy and the External Auditor to provide assurance that any such costs which it wishes to fund from the FUCR accords with the statutory guidance.

25. For 2022/23 the Council has funded the £15.61m of revenue expenditure on its transformation programme via the FUCR set out as follows.

(£5.069m)	**31.3.22 Brought Forward Capital Receipts**
(£19.039m)	In-year capital receipts (excluding those from vehicle sales)
£0.136m	Costs of disposal
£15.610m	Transformation Investment Programme expenditure
(£8.362m)	**31.3.23 Capital Receipts carried forward.**

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

26. For 2023/24 the Council has funded £11.558m of revenue expenditure on its transformation programme via the FUCR set out as follows.

(£8.362m)	**31.3.23 Brought Forward Capital Receipts**
(£4.545m)	In-year capital receipts.
£0.029m	Costs of disposal
£10.473m	Transformation Investment Programme expenditure
£0.656m	Children's Services service specific transformation expenditure
£0.429m	Adult Social Care service specific transformation programme
(£1.320m)	**31.3.24 Capital Receipts carried forward.**

Capital receipts delivered included the councils share of the Bargates site, 35 Willis Way Fleet Industrial Park Poole and 3 of the remaining units previously owned by the council on the Airfield Industrial Park in Christchurch.

27. In relation to 2024/25 the Council is planning to spend £7.666m of revenue expenditure on its transformation programme funded via the FUCR as follows.

(£1.320m)	**31.3.24 Forecast Brought Forward Capital Receipts**
(£9.451m)	Forecast in-year capital receipts.
£0.057m	Costs of disposal
£5.560m	Transformation Investment Programme expenditure
£0.350m	Children's Services service specific transformation expenditure
£1.756m	Adult Social Care service specific transformation programme
(£3.048m)	**31.3.25 potential capital receipts to be carried forward**

Capital receipts currently forecast in 2024/25 include those from Southbourne Crossroads, the Christchurch By-pass car park, and the land at Wessex Fields.

28. In relation to 2025/26 the Council is planning to spend £10.906m of revenue expenditure on its transformation programme funded via the FUCR as follows.

(£3.048m)	**31.3.25 Forecast Brought Forward Capital Receipts**
(£7.550m)	Forecast in-year capital receipts.
£0.048m	Costs of disposal
£9.050m	Transformation Investment Programme expenditure
£0.700m	Children's Services service specific transformation expenditure
£1.156m	Adult Social Care service specific transformation programme
£0.356m	**31.3.26 potential shortfall in capital receipts**

Capital receipts currently forecast in 2025/26 include those from the south part of Beach Road Car Park, Christchurch Civic Centre, site of the previous Westbourne Plus day centre, and the former deport site in Cambridge Road. Proposals to

generate a healthy pipeline of capital receipts to support the council's future financial health and sustainability continues and any asset no longer identified as suitable for either its current, or a potentially alternative, service delivery.

Appendix 2: Schedule of Transformation Savings

	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
Third Party Spend - Stationery	(100)	(100)	(100)	(100)	(100)	(100)	(100)
ASC - Third Party Spend - Adult Social Care front door	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)
Estates Workstream - Surrender Newfield's Lease	(121)	(121)	(121)	(121)	(121)	(121)	(121)
Economic Development - Third Party Spend	(53)	(53)	(53)	(53)	(53)	(53)	(53)
Financial Services - Cost Recovery - charge to Charter Trustees	(11)	(11)	(11)	(11)	(11)	(11)	(11)
Financial Services - Employee Budget saving - Revenue and Benefits (Bmth element)	(127)	(127)	(127)	(127)	(127)	(127)	(127)
Financial Services - Employee / Operation savings - Revenue & Benefits (SVPP & Bmth)	(187)	(187)	(187)	(187)	(187)	(187)	(187)
Financial Services - Established resources deal with higher workload	(40)	(40)	(40)	(40)	(40)	(40)	(40)
Third Party Spend - PPE Spend	(300)						
Third Party Spend - Mobile Data	(82)	(140)	(140)	(140)	(140)	(140)	(140)
Executive - Smarter Structure Saving	(131)	(131)	(131)	(131)	(131)	(131)	(131)
Third Party Spend - Civica Regulatory Services	(9)	(18)	(18)	(18)	(18)	(18)	(18)
ASC - Third Party Spend - Adult Social Care front door		(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Financial Services - Third Party Spend - Oyster Bay System		(41)	(41)	(41)	(41)	(41)	(41)
Financial Services - Third Party Spend - Cash Receipting Systems Consolidation		(1)	(1)	(1)	(1)	(1)	(1)
Estates Workstream - Surrender Newfield's Lease		(40)	(40)	(40)	(40)	(40)	(40)
Estates Workstream - Poole/Christchurch Civic Centre		(980)	(980)	(980)	(980)	(980)	(980)
Communications & Marketing - Third Party Spend - Advertising		(30)	(30)	(30)	(30)	(30)	(30)
Destination & Culture - Third Party Spend - Small Sundry		(3)	(3)	(3)	(3)	(3)	(3)
Libraries - Third Party Spend - Books		(90)	(90)	(90)	(90)	(90)	(90)
Stationery	(130)	(46)	(46)	(46)	(46)	(46)	(46)
Printing and photocopying	(90)	(30)	(30)	(30)	(30)	(30)	(30)
Telephone Costs	(80)	(25)	(25)	(25)	(25)	(25)	(25)
Seafront Income		(100)	(100)	(100)	(100)	(100)	(100)
Adult Social Care Commissioning & Improvement	(138)	(138)	(138)	(138)	(138)	(138)	(138)
Environment	(220)	(220)	(220)	(220)	(220)	(220)	(220)
Facilities	(71)	(71)	(71)	(71)	(71)	(71)	(71)
Housing	(87)	(87)	(87)	(87)	(87)	(87)	(87)
Communications & Marketing	(51)	(51)	(51)	(51)	(51)	(51)	(51)
Transport	(180)	(180)	(180)	(180)	(180)	(180)	(180)
Environment	(34)	(34)	(34)	(34)	(34)	(34)	(34)
Leisure	(60)	(60)	(60)	(60)	(60)	(60)	(60)
Destination & Culture - Senior Staff Review	(72)	(72)	(72)	(72)	(72)	(72)	(72)
Legal and Governance	(54)	(54)	(54)	(54)	(54)	(54)	(54)
IT, Data and Analytics	(12)	(12)	(12)	(12)	(12)	(12)	(12)
Leadership Team	(79)	(79)	(79)	(79)	(79)	(79)	(79)
Customer	(55)	(55)	(55)	(55)	(55)	(55)	(55)
Libraries	(128)	(128)	(128)	(128)	(128)	(128)	(128)
Business Support Vacancy Management Savings		(793)	(793)	(793)	(793)	(793)	(793)
ASC Alternative Meals provision			(250)	(250)	(250)	(250)	(250)
Children's Services - Quality Performance Information & Gov.			(250)	(250)	(250)	(250)	(250)
Children's Services - Education Revised Delivery Models			(200)	(200)	(200)	(200)	(200)
Children's Services - Corporate Parenting			(143)	(143)	(143)	(143)	(143)
Children's Services - Safeguarding & Early Help			(106)	(106)	(106)	(106)	(106)
Communities - Individual savings proposals less than £100k			(138)	(138)	(138)	(138)	(138)
Communities - Explore shared Trading Standards Service			(28)	(28)	(28)	(28)	(28)
Communities - Reshape Out of Hours Noise & Nuisance Svs			(49)	(49)	(49)	(49)	(49)
D&C - Reshape Cultural Compact Activity with Partners			(100)	(100)	(100)	(100)	(100)
D&C - Reshape Leisure Team			(20)	(20)	(20)	(20)	(20)
D&C - Efficiencies Bmth Tourist Information Service			(10)	(10)	(10)	(10)	(10)
Environment - Reshape Parks Operations			(170)	(170)	(170)	(170)	(170)
Environment - Strategic Greenspace - Delete vacant posts			(121)	(121)	(121)	(121)	(121)
Environment - Household Waste Recycling Centre			(100)	(100)	(100)	(100)	(100)
Housing - Delete Vacant Posts			(48)	(48)	(48)	(48)	(48)
T&E - School Crossing Patrols capital investment			(15)	(15)	(15)	(15)	(15)
Planning - Reshape non-statutory elements service			(100)	(100)	(100)	(100)	(100)
Marketing - Delete vacancies, reduce marketing, PR & Web support			(238)	(238)	(238)	(238)	(238)
Finance - Target Operating Model Savings - part 1			(108)	(108)	(108)	(108)	(108)
Finance - Staff Savings in Audit & Management Assurance			(97)	(97)	(97)	(97)	(97)
Finance - Revenue & Benefits Service - insource from SVPP			(65)	(65)	(65)	(65)	(65)
Corporate - Reduction in Regeneration Resources			(56)	(56)	(56)	(56)	(56)

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Corporate - Restructure of the Corporate Management Board			(244)	(244)	(244)	(244)	(244)
Communities - Community Development			(400)	(400)	(400)	(400)	(400)
Planning - Additional Reshaping of the non-statutory plan service			(100)	(100)	(100)	(100)	(100)
Economic Development - Smart Places Budget			(134)	(134)	(134)	(134)	(134)
Corporate Areas - Regeneration Resources			(129)	(129)	(129)	(129)	(129)
Commissioning Centre of Excellence - Vacancy Drag			(68)	(68)	(68)	(68)	(68)
Children's Services - Vacancy Drag			(307)	(307)	(307)	(307)	(307)
Resources - Vacancy Drag			(1,124)	(1,124)	(1,124)	(1,124)	(1,124)
Operations - Vacancy Drag			(843)	(843)	(843)	(843)	(843)
ASC Work in Partnership with Tricuro to reduce contract value			(400)	(400)	(400)	(400)	(400)
ASC Reduce Social Workers mileage budget to current use			(59)	(59)	(59)	(59)	(59)
Children's Services - P Card Spend			(70)	(70)	(70)	(70)	(70)
Children's Services - Subscription Research in Practice			(12)	(12)	(12)	(12)	(12)
Operations DC - Reduction of Seafront Operational Budget			(50)	(50)	(50)	(50)	(50)
Operations DC - Remove Blue Flag & Seaside Awards			(10)	(10)	(10)	(10)	(10)
Operations DC - Staff Mileage, premises costs etc.			(156)	(156)	(156)	(156)	(156)
Operations DC - Poole Quay and Bmth Summer Fireworks			(2)	(2)	(2)	(2)	(2)
Economic Development - Reduce non staffing budget			(147)	(147)	(147)	(147)	(147)
iLearn (Replaced by Skills Gate)			(33)	(33)	(33)	(33)	(33)
Legal Norwell system (Replaced by Civica)			(10)	(10)	(10)	(10)	(10)
Environment Asset Management System			(41)	(41)	(41)	(41)	(41)
Telephones, mobiles, printing and photocopying			(181)	(181)	(181)	(181)	(181)
Utility (Electricity/Gas) savings from contract arrangements			(625)	(625)	(625)	(625)	(625)
Reconfiguration of Care Home Beds Purchasing Structure			(1,000)	(2,000)	(2,000)	(2,000)	
Additional income - client contributions (budget rebase)			(300)	(300)	(300)	(300)	
Recoup costs not within Section 22 of the Care Act (rebase)			(200)	(200)	(200)	(200)	
Social Care running costs (budget rebase)			(20)	(20)	(20)	(20)	
No Recourse to Public Funds (budget rebase)			(20)	(20)	(20)	(20)	
Commissioning running costs (rebase)			(60)	(60)	(60)	(60)	
Third Party Spend - Stationery			(70)	(70)	(70)	(70)	
Public Protection – Reconfiguration of tier 5 and 6 management/senior posts			(187)	(296)	(296)	(296)	
Reduce by one Head of Service, including reduction in non essential expenditure			(139)	(139)	(139)	(139)	
Community Safety and Engagement - Community grants rebase budget			(93)	(93)	(93)	(93)	
Reduce budget for Housing Related Support in relation to a small scheme that has moved from supported housing to general needs			(55)	(55)	(55)	(55)	
Early Help Delivery Model			(1,060)	(1,060)	(1,060)	(1,060)	
Transformation - Commissioning			(994)	(994)	(994)	(994)	
Transformation - Health leverage health spend			0	(500)	(500)	(500)	
Transformation - Other smaller third party spend efficiencies			(130)	(130)	(130)	(130)	
Unused conditions survey budget			(23)	(23)	(23)	(23)	
Upton Country Park - Move to full cost recovery - Transitional funding provided to cover 2025/26 impact			(171)	(171)	(171)	(171)	
Highcliffe Castle - Move to full cost recovery over a 4 year period - transitional funding provided to cover 2025/26 impact			(162)	(162)	(162)	(162)	
Destination and Culture - Leisure Centres			(100)	(100)	(100)	(100)	
Queens Park Golf course - Full Cost Recovery			(47)	(47)	(47)	(47)	
Bring car parking staff into operational buildings			(10)	(10)	(10)	(10)	
Efficiencies against short term vehicles hire contract spend			(100)	(100)	(100)	(100)	
Reduction in head of service post			(95)	(95)	(95)	(95)	
Efficiencies from move to perennial plants and flowers			(50)	(50)	(50)	(50)	
Amalgamate Environment & Planning Arboricultural Teams			(30)	(30)	(30)	(30)	
Kingfisher barn move to Full Cost Recovery			(14)	(14)	(14)	(14)	
Economic Development - Move service to full cost recovery - Transitional funding provided to cover 2025/26 impact			(655)	(655)	(655)	(655)	
Destination Team move to full cost recovery			(142)	(142)	(142)	(142)	
Smart Places - Move service to full cost recovery - Transitional funding provided to cover 2025/26 impact			(104)	(104)	(104)	(104)	
Change all subway lighting to LED			(64)	(64)	(64)	(64)	
Capital investment in alternative to School Crossing Patrols at specific locations			(12)	(12)	(12)	(12)	
FCERM - Service Efficiency			(3)	(3)	(3)	(3)	
Externalisation of Russell Cotes Museum with transitional funding provided for the period to 1 October 2025.			(626)	(626)	(626)	(626)	
Externalisation of Russell Cotes Museum - Reduction in corporate maintenance funding with transitional funding provided for the period to 1 October 2025			(50)	(50)	(50)	(50)	
Operational Savings in Libraries in 2024/25			(500)	(500)	(500)	(500)	
Reduce business support staff			(250)	(250)	(250)	(250)	
Remove PA functions below Service Directors			(240)	(240)	(240)	(240)	

Appendix 2

	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
Reduce Customer service staff provision				(100)	(100)	(100)	(100)
Further reduce Business Support				(100)	(100)	(100)	(100)
Delete Sales and Marketing post				(55)	(55)	(55)	(55)
Capitalise Telecare Equipment				(149)	(149)	(149)	(149)
Democratic Services Budget - Rebase in line with 2022/23 Outturn				(63)	(63)	(63)	(63)
Consolidating Advertising Opportunities across services				(80)	(80)	(80)	(80)
Centralise marketing purchasing 2023/24				(50)	(50)	(50)	(50)
Centralise marketing purchasing 2024/25				(20)	(20)	(20)	(20)
Payroll System – Budget rebase				(49)	(49)	(49)	(49)
Disclosure & Barring Service - Budget Rebase in line 2022/23 Actuals				(12)	(12)	(12)	(12)
Procured framework for future executive recruitment				(8)	(8)	(8)	(8)
Accountancy - 10% Net Budget Savings - Fast track delivery of Target Operating Model savings via a voluntary redundancy process - Vision & Valid savings				(139)	(175)	(175)	(175)
Accountancy - replacement of the old Oracle Fusion				(59)	(59)	(59)	(59)
Accountancy - Cash collection contract (1 supplier instead of 3)				(60)	(60)	(60)	(60)
Estates - Third Party Spend saving - Accounts valuation				(50)	(50)	(50)	(50)
Health & Safety Team reduced budget to reflect operational efficiences				(46)	(46)	(46)	(46)
Audit & Management Assurance - Third Party Spend savings - Rebase budget				(35)	(35)	(35)	(35)
Service Director Budget Rebase				(21)	(21)	(21)	(21)
Estates - Rebase recharges in line with levels achieved				(5)	(5)	(5)	(5)
Revenue and Benefits System - Target Operating Model - Vision and Valid savings				(44)	(44)	(44)	(44)
Contract Management - Vodafone				(234)	(234)	(234)	(234)
Microsoft Enterprise Licencing Agreement				(100)	(100)	(100)	(100)
Contract Management - Centralise IT contracts and challenge vendors				(50)	(50)	(50)	(50)
Move from PAYG Azure Instances to Reserved Instances				(27)	(27)	(27)	(27)
Reduce the number of virtual machines supporting Process Automation				(4)	(4)	(4)	(4)
Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff milage and volunteer expenses				(503)	(503)	(503)	(503)
Public Protection – Reconfiguration of tier 5 and 6 management/senior posts					(186)	(186)	(186)
Transformation - Commissioning					(249)	(249)	(249)
Beech House lease not renewed in June 2025					(125)	(125)	(125)
Beech House apportionment to the Housing Revenue Account					107	107	107
Reduce Customer service staff provision					(100)	(100)	(100)
Revenue and Benefits System - Target Operating Model - Vision and Valid savings					(400)	(400)	(400)
Revenue and Benefits - System rationalisation					(159)	(159)	(159)
Transformation - Commissioning						(497)	(497)
Capital investment in alternative to School Crossing Patrols at specific locations						(21)	(21)
Beech House lease not renewed in June 2025						(25)	(25)
Beech House apportionment to the Housing Revenue Account						21	21
Total Itemised Savings	**(3,951)**	**(7,098)**	**(14,655)**	**(24,494)**	**(27,251)**	**(27,773)**	**(27,773)**
	2021/22 £000's	**2022/23 £000's**	**2023/24 £000's**	**2024/25 £000's**	**2025/26 £000's**	**2026/27 £000's**	**2027/28 £000's**

Service Specific Transformation Savings							
Transformation - New delivery models				(222)	(560)	(1,455)	(3,061)
Investment in care technology				(69)	(685)	(842)	(896)
Vision & Validation savings linked to business case under preparation				0	(1,211)	(2,170)	(3,230)
Catering Services - Transfer to Tricuro (budget rebase)				(22)	(22)	(22)	(22)
UEC Transformation - January 2026 Onwards				0	(100)	(1,100)	(3,600)
Total Itemised Savings	**0**	**0**	**0**	**(313)**	**(2,578)**	**(5,589)**	**(10,809)**
	2021/22 £000's	**2022/23 £000's**	**2023/24 £000's**	**2024/25 £000's**	**2025/26 £000's**	**2026/27 £000's**	**2027/28 £000's**

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CABINET FORWARD PLAN – 1 FEBRUARY 2025 TO 31 MAY 2025

(PUBLICATION DATE – 7 January 2025)

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)?
Council Tax Base 2025/26	This report calculates and presents the proposed council tax base for council tax setting purposes in line with current legislation and guidance.	No	Cabinet 15 Jan 2025	All Wards			Matthew Filmer	Open
Quarter 2 - Corporate Performance Report	Second quarterly report with an update on the measures of progress for the Shared Vision for Bournemouth, Christchurch and Poole.	No	Cabinet 15 Jan 2025	All Wards			Sophie Bradfield, Isla Reynolds	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Integration of Dorset Local Enterprise Partnership functions	To seek approval for the integration of functions from the Dorset Local Enterprise Partnership into the Council	No	Cabinet 15 Jan 2025	All Wards			Chris Shephard	Open
Progress Update - ASC Fulfilled Lives Programme	For Cabinet to be sighted on the progress made during the 'design and scope' stage of the Fulfilled Lives programme and awareness of the delivery stage from January 2024.	No	Cabinet 15 Jan 2025	All Wards			Tim Branson, Betty Butlin, Zena Dighton, Jillian Kay	Open
Transformation Programme - Completion Report	To summarise what the programme has achieved, what hasn't been achieved, and proposed next steps To confirm the programme's closure by end March 2025 and the proposed direction of travel	No	Cabinet 15 Jan 2025	All Wards			Jon Burrows	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Budget 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
Council Budget Monitoring 2024/25 Quarter Three	Budget monitoring	No	Cabinet 5 Feb 2025 Council 11 Feb 2025	All Wards	n/a	n/a	Adam Richens	Open
Housing Revenue Account (HRA) Budget Setting 2025/26	To set out the proposal for charges to council tenants and leaseholders and expenditure on council homes and services.	No	Cabinet 5 Feb 2025	All Wards	Council tenants and leaseholders BCP Homes Advisory Board Cabinet Member for Housing and Regulatory Services	Consultation will be through existing meetings with residents and Advisory Board.	Kelly Deane	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)?
Review of the approach to Environmental Crime and Environmental Crime Policy	To consider the review of the approach to Environmental Crime and Environmental Crime Policy	No	Cabinet 5 Feb 2025	All Wards			Sophie Sajic	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)?
Corporate Fleet Replacement Programme - Phase 2	The report seeks ongoing endorsement of Bournemouth Christchurch & Poole Council's Fleet replacement Strategy that will continue to support the council wide Fleet Management De Carbonising and Replacement Programme for the next 3 years, 2025 - 2028 that proposes to continue with the investment in vehicle replacements to ensure a pathway approach that will help to ensure that BCP Council has fit for purpose, safe, reliable, cost effective and carbon reduced vehicles, plant and associated equipment assets, in the right place at the right time and at the right cost to support the strategic, corporate and service objectives of the Council.	No	Cabinet 5 Feb 2025	All Wards			Kate Langdown	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)?
School Admission Arrangements 2026/27	For determination of the arrangements which is an annual requirement of the School Admissions Code.	No	Children's Services Overview and Scrutiny Committee 28 Jan 2025 Cabinet 5 Feb 2025	All Wards			Sharon Muldoon, Tanya Smith	Open
Mainstream Schools Formula 2025/26	To agree the mainstream schools formula funded by the dedicated schools grant	No	Cabinet 5 Feb 2025 Council 25 Feb 2025	All Wards	Schools and Schools Forum in January 2025	January 2025	Nicola Webb	Open
Public health update	To provide an update to Cabinet on the disaggregation of the public health shared service and plans to establish an embedded public health function.	No	Cabinet 5 Feb 2025	All Wards			Jillian Kay	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)?
Local Transport Plan Capital Programme 2025/26	Present recommended investment of Department for Transport (DfT) annual Local Transport Plan (LTP) capital grant for transport improvements and maintenance, and to present recommended delegation(s) to facilitate delivery of any approved spend. Intent is to inform recommendation from Cabinet to Council for approval of the recommendations.	Yes	Cabinet 5 Mar 2025	All Wards			Wendy Lane, Richard Pincroft	Open
Strategic Community Infrastructure Levy (CIL)	To consider priorities and future spend of CIL.	Yes	Cabinet 5 Mar 2025	All Wards			Steve Dring	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)?
Community Governance Review - Draft Recommendations	To consider the draft recommendations of the Task and Finish Group and to make a recommendation to Council	Yes	Cabinet 5 Mar 2025 Council 25 Mar 2025	All Wards	Key stakeholders include existing parish and town councils, local community and residents' groups, local representatives and any other interested party.	Any interested party is invited to make submissions as part of Stage 1 of the Community Governance Review process. Participants may make submissions online through the Council's have your say portal, or in paper form through forms available at local libraries, hubs or upon request.	Janie Berry, Richard Jones	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)?
Resident Card	To provide options on the delivery of the Resident Card scheme technology and offer and agree a preferred option.	No	Cabinet 5 Mar 2025	All Wards			Ruth Spencer	Open
Templeman Homes England Drawdown	Permission to Drawdown offer of Homes England funding	No	Cabinet 5 Mar 2025 Council 25 Mar 2025				Remi Oshibanjo	Open
Commercial Road	tbc	No	Cabinet 5 Mar 2025 Council 25 Mar 2025				Remi Oshibanjo	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)?
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 5 Mar 2025	Bournemouth Central			Amena Matin	Open
Children's Services Capital Strategy 2025/26-2027/28	To set out the spending priorities for the Children's Services Capital Programme for the next 3 years and seek financial approval for the proposed schemes.	Yes	Cabinet 5 Mar 2025	All Wards			Sharon Muldoon	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)?
Community Governance Review - Final Recommendations	To consider the proposals of the Task and Finish Group and to recommend to Council the final recommendations for the review of community governance for Bournemouth, Christchurch and Poole	Yes	Cabinet 1 Oct 2025 Council 14 Oct 2025	All Wards	Existing parish and town councils, local representatives, local community and residents' groups, residents within the areas proposed for any new local councils	This is defined as stage 3 of the process and will include a 12 week consultation period for any interested party to respond using both online and paper forms.	Janie Berry, Richard Jones	Open
Local Transport Plan 4 (LTP4)	To present outputs from Local Transport Plan 4 (LTP4) consultation and to present proposed LTP4 Policy Document complete with Implementation Plan for approval/adoption.	Yes	Overview and Scrutiny Board 17 Nov 2025 Cabinet 26 Nov 2025 Council 9 Dec 2025	All Wards	Residents (BCP and neighbouring authorities), partners, organisations and businesses that operate/exist in BCP area and are impacted by transport.	Exact dates tbc, but 6 to 8 week public consultation required, note: LTP4 engagement was facilitated in Spring 2024.	Wendy Lane, Richard Pincroft	Open

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

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