Notice of Cabinet

Date: Wednesday, 29 October 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 R Burton
Cllr A Hadley
Cllr A Martin

Cllr S Moore Cllr K Wilson

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

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

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?MId=6067

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

AIDAN DUNN

CHIEF EXECUTIVE

21 October 2025





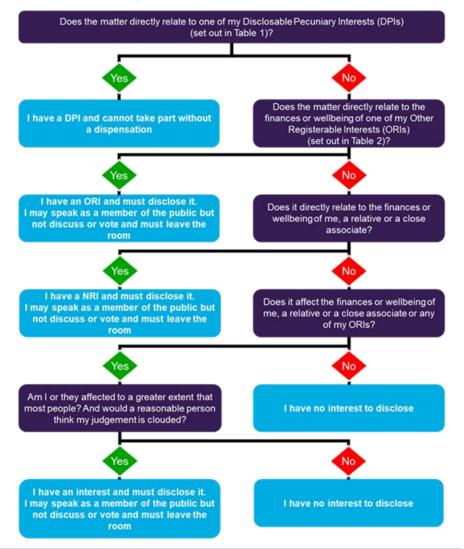


Maintaining and promoting high standards of conduct

Declaring interests at meetings

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

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



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

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

Bias Test

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

Predetermination Test

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

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

For more information or advice please contact the Monitoring Officer

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

9 - 26

To confirm and sign as a correct record the minutes of the Meeting held on 1 October 2025.

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=15 1&Info=1&bcr=1

The deadline for the submission of public questions is mid-day on Thursday 22 October 2025 [mid-day 3 clear working days before the meeting].

The deadline for the submission of a statement is mid-day on Tuesday 28 October 2025 [mid-day the working day before the meeting].

The deadline for the submission of a petition is Wednesday 15 October 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. Medium Term Financial Plan (MTFP) Update

27 - 74

This report:

- Aims to ensure the council presents a legally balanced 2026/27 budget.
- Presents an update on the MTFP position of the council.
- Presents an update on the letters of the Leader of the Council and Director of Finance in writing to Government to seek assurance around the council's ability to continue to cashflow the significant and growing Dedicated Schools Grants deficit within the statutory framework.

Provides details of the council's responses to two government consultation documents namely the Local Government Fair Funding Review and Modernising and Improving the administration of council tax.

7. Upton Park Farm - Surrender of lease

75 - 84

This report presents a proposal to agree to the surrender the whole of the lease of Upton Park Farm, Poole Road, Poole BH16 5LW dated 5 June 2014 and made between (1) The Council of the Borough & County of the Town of Poole and (2) William Robert Pennington and Others ("Lease") and simultaneous payment of compensation or premium to the tenant of the Lease (subject to specialist agricultural legal advice).

[PLEASE NOTE: Should the Cabinet wish to discuss the detail of the exempt Appendices at Appendix A it will be necessary to exclude the press and public and move into Confidential (Exempt) session].

8. BCP Council Libraries – Draft Library Strategy

85 - 126

This report updates Cabinet on the progress which has been made with the future library strategy following two previous reports in February and December 2024.

The report sets out the key drivers for the library strategy, detailing the suggested future focus of the library service, the priorities for investment, and the action plan required to ensure we can continue to deliver an efficient and comprehensive service for the future.

The work to underpin the strategy has given us a clearer understanding of where to target investment to bring improvements for our communities, increasing access, and modelling provision within clusters.

The vision is an ambitious one, focussed on delivering improvements and cementing the value of libraries within our communities.

Whilst there is undoubtedly a resource challenge, as there is in delivering all council services, the strategy remains an ambitious statement of intent. Working with partners, the community, and internal teams, we will develop our preparedness for funding opportunities and focus on greater collaboration to ensure libraries deliver in a time of financial stress and even greater societal challenge.

It is anticipated that following endorsement of the draft Library Strategy, any changes of provision to be proposed within the life of the strategy will undergo a second stage consultation process, as appropriate.

9. Dorset Local Enterprise Partnership (DLEP) Closure

127 - 146

Government 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) and the closure of the LEP.

This Cabinet report seeks approval for the acceptance of the £4,640,160.06 of funds from the Dorset Local Enterprise Partnership for the purpose of

achieving a benefit to the community in the BCP region, in line with the aims and objectives of the Dorset Local Enterprise Partnership.

The newly formed BCP Growth Board will play an advisory role in how funding is allocated and a further Cabinet report will be brought for consideration of its recommendations as part of the BCP Growth Plan required for delivery in March 2026.

[PLEASE NOTE: Should the Cabinet wish to discuss the detail of the exempt Appendices at Appendix A it will be necessary to exclude the press and public and move into Confidential (Exempt) session].

10. Poole Bay, Poole Harbour & Wareham FCERM Strategy Review

The existing Poole Bay, Poole Harbour and Wareham Flood and Coastal Erosion Risk Management (FCERM) Strategy was completed in 2014 and set out a sustainable approach to managing the risk of coastal flooding and erosion to over 10,000 properties up to 2115. Since then, the programme of projects it identified for the next 15-20 years has been progressed, with many either delivered or in the process of being delivered.

There have also been many changes in climate change, environmental guidance, and funding rules, as well as new risk mapping and more monitoring data, so it is timely to review and update the FCERM Strategy to account for these factors and look further into the future to assess if the envisioned 2115 coast suggested in the 2014 Strategy is still correct, or if adjustments are needed on the pathway to long term sustainable coastal flooding and erosion risk management.

This Cabinet report is seeking approval to progress procurement of specialist consultancy services to develop the strategy using FCERM Grant in Aid (GiA) funding which has been secured from the Environment Agency. This work will ultimately lead to an updated FCERM Strategy approved by the Environment Agency against which subsequent studies, schemes and beach management plans can be developed, without the need to assess the strategic options on a site-by-site basis for each scheme. This will provide the basis for future FCERM-GiA bids for schemes to mitigate the risk of flooding or erosion to the residents and businesses in the Poole Bay and harbour area. There will be zero net cost to BCP council in producing the Strategy.

11. BCP Homes Annual Complaints Performance and Service Improvement Report

This report provides information on the council's handling of complaints related to the provision of landlord services to council tenants and leaseholders.

The report complies with the requirements within the Housing Ombudsman's Complaint Handling Code that landlords must produce an Annual Complaints Performance and Service Improvement report for scrutiny and challenge.

It must be published on the section of the council's webpages relating to complaints. Cabinets response to the report must be published alongside this.

147 - 152

153 - 196

In line with the Complaint Handling Code, this report sets out:

- The annual self-assessment against the code
- A qualitive and quantitative analysis of complaint handling performance
- Any findings of non-compliance with the code by the Housing Ombudsman
- Service improvements made as a result of the learning from complaints
- Any annual report about performance from the Housing Ombudsman
- Any other relevant publications or reports produced by the Housing Ombudsman in relation to the work of the council in dealing with complaints.

12. BCP Homes Performance Update

197 - 222

This report provides performance information on how services are delivered to council tenants and to support councillors oversight in ensuring that the council:

- Provides good quality homes and services to all tenants
- Makes best use of its resources to deliver what it is required to do as a landlord
- Resolve issues promptly and effectively when things go wrong.

It provides an update against key performance indicators and performance against the Tenant Satisfaction Measures for quarter 1, 2025-26.

13. BCP Homes Governance review, Resident Engagement and Communications Strategy and Resident Engagement for High-Rise Buildings Strategy

223 - 288

This report presents the findings from the BCP Homes Governance Review and outlines an action plan aimed at enhancing the assurance, transparency, and accountability in the delivery of the council's housing management services, collectively as BCP Homes.

The review highlights the importance of strong governance and resident engagement in social housing management. Key recommendations include strengthening the integration and oversight of the Advisory Board, developing a comprehensive resident engagement strategy, and establishing a formalised assurance framework.

The Resident Engagement and Communication Strategy, along with the Resident Engagement for High-Rise Buildings Strategy, are central to this plan. These strategies aim to empower residents, improve communication, and ensure that residents' voices are heard and valued. The successful implementation of these strategies will be instrumental in achieving high standards of service and engagement, marking a significant milestone in BCP Homes' journey towards excellence.

The report also includes a detailed delivery plan for the implementation of

these strategies, ensuring that the council meets regulatory requirements and addresses residents' needs effectively. The strategies are designed to foster a culture of transparency, accountability, and active resident participation, ultimately enhancing the overall governance framework of BCP Homes.

14. Vehicles and Plant Replacement- Building Maintenance and Construction Works Teams

289 - 302

This report relates to the purchase of vehicles and plant to fulfil service delivery requirements. Vehicle purchase as opposed to lease or rental will ensure best value for money, and also allows for vehicles to be fitted out to meet essential health and safety, and operational requirements.

The building maintenance service currently has fifteen vehicles on long term hire in order to meet the longer term demand resulting from the insourcing of services for;

- Damp and Mould investigation and treatment
- Water quality testing
- Repairs and maintenance for the Poole area (previously Poole Housing Partnership)
- Increased budget for kitchen and bathroom refurbishments
- Requirement to meet EPC to C standard

The service has also expanded it's disabled adaptations fitters in order to meet demand and delivery targets within Grant funded disabled adaptations work

Additionally, the Construction Works Team currently have one hire vehicle for a bricklaying post that has now been filled.

The need for vans is based on the longer-term needs of BCP Homes, which are supported by budget provision within the HRA (20 vehicles) and the requirement for an extra vehicle for the Construction Works Team (CWT).

These purchased vans will replace the currently rented vehicles and also provide for additional posts necessary to fulfil service requirements. Each operative typically requires a van to satisfy the requirements of their role, including safe tool and materials transportation and storage, and out of hours response.

The Construction Works Team plant replacement strategy recommends the purchasing of a JCB 535/125 or equivalent Telehandler and 9 Tonne Excavator, partly funded by the sale of three existing, older items of plant that are nearing the end of their usable life. There is a requirement to prudentially up to £46,000 to meet the funding shortfall. This will be repaid over the next three years from income generated by the team through the work it delivers. This will ensure that the service avoids high rental costs, have the right specification plant for the works undertaken, can partly fund the new vehicles through resale of old plant and have reliable safe plant for future development.

The repayment of the prudential borrowing required for both areas will be fully funded by the service and included within its recharging rates to

services and customers. Both the Building Maintenance and Construction Works Team operate on a full cost recovery basis.

15. Adult Social Care Prevention Strategy

303 - 370

The Adult Social Care Prevention Strategy (2025-2030) sets out 5 key strategic priorities to reduce, delay or prevent the need for long term care and support for people living in Bournemouth, Christchurch and Poole.

The strategy has been shaped by the views and experiences of local people, carers, the voluntary and community sector and partners. It aims to develop a sustainable approach to prevention in adult social care. The strategy emphasises early intervention, the promotion of wellbeing, and collaboration with key partners, to not only prevent the development of long-term needs, but also to enhance the overall quality of life for people living in the BCP Council area.

16. 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.

17. Cabinet Forward Plan

371 - 390

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.

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL CABINET

Minutes of the Meeting held on 01 October 2025 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, Cllr S Moore and Cllr K Wilson

Also in Cllr S Armstrong, Cllr P Canavan (Chair of the Health and Adult attendance: Social Care Overview and Scrutiny Committee). Cllr D d'Orton-

Social Care Overview and Scrutiny Committee), Cllr D d'Orton-Gibson, Cllr A Keddie, Cllr C Rigby (Chair of the Environment and Place Overview and Scrutiny Committee), Cllr K Salmon (Chair of the

Overview and Scrtiny Board) and Cllr O Walters

Also in attendance virtually:

Cllr J Beesley, Cllr J Butt, Cllr S Carr-Brown (Chair of the Childrens

Services Overview and Scrutiny Committee) and Cllr B Dove

42. Declarations of Interests

Councillors Andy Martin and Kieron Wilson declared non-pecuniary interests in Minute No. 50 (Extension to the term of office of the Chair of the Russell-Cotes Management Committee) as Trustee Directors of the Russell-Cotes Museum of the management committee, and left the room for the discussion and voting thereon.

Councillor Richard Herrett declared a non-pecuniary interest in Minute No. 48 (Resident Card) as the director of three BIDs and remained present for the discussion and voting thereon. Councillor Andy Hadley also declared a non-pecuniary interest in this item due to his interest in the Poole BID and also remained present for the discussion and voting thereon.

Further to this the Monitoring Officer reminded members of the dispensation which had been granted to all BCP Councillors in respect of the Community Governance Review agenda item at meetings of the Overview and Scrutiny Board, Cabinet and Council during September and October 2025, to ensure all Councillors were freely able to fully participate in the debate and vote.

43. Confirmation of Minutes

The Minutes of the meeting held on 16 July 2025 were confirmed and signed as a correct record.

44. Public Issues

Cabinet was advised that there had been no petitions or questions submitted by members of the public on this occasion, but that two

statements had been received in relation to Agenda Item 7 (Community Governance Review – Final Recommendations).

Public Statement from Councillor Vivienne Charrett (Mayor of Christchurch Town Council) on Agenda Item 7 – Community Governance Review – Final Recommendations

For Christchurch 178 people responded, only 70 of which were residents. Overall, two thirds of residents approved of keeping the town council as it is, while 60% of those who did not live here, were against it.

I have been both a parish and town councillor for 23 years. My experience of parish councils has been entirely positive. My previous council had existed for over 100 years. It was regarded as a bulwark against the vagaries of the higher councils and always on their side, and, more importantly, created a beautiful and clean town.

I believe strongly in town and parish councils. As unitary and larger authorities get bigger, they move further away from what people on the ground want and need. Parish and town councils are the local face of democracy and deal with the small things that make the lives of residents so much better and more fulfilling.

Public Statement from Councillor Adam Sofianos (Chair of Highcliffe and Walkford Parish Council) Agenda Item 7 – Community Governance Review – Final Recommendations read by Democratic Services

For 6 years, residents around Christchurch have enjoyed the many benefits of town and parish councils. Likewise, the 10,000 similar councils around England.

However, the offer to extend these benefits to Bournemouth and Poole has triggered an extraordinary campaign of misinformation. This has suppressed rational discourse and clearly affected the consultation results.

Sadly, independent, experienced voices from local councils have not been allowed to participate in this process, to balance out this misinformation. And, in this vacuum, hysteria has prevailed.

As a parish council, we act loyally and exclusively for our immediate residents, providing services, support and dedication which are not deliverable at the unitary level. Sadly, I only have 150 words, which is insufficient to explain this.

I can only recommend that members listen carefully to their colleagues from existing town & parish councils. Make the right decision for your community. But base it on reality, not on misrepresentation.

45. Recommendations from the Overview and Scrutiny Committees

Cabinet was advised that there were no additional recommendations from the Overview and Scrutiny Committees on items not otherwise indicated on the Cabinet agenda on this occasion.

46. Council Budget Monitoring 2025/26 at Quarter One

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 one 2025/26 projected financial outturn information for the general fund, capital programme, housing revenue account (HRA) and Dedicated Schools Grant (DSG).

Cabinet was informed that the quarter one position reflected the increasing financial challenges facing local government around social care for both adults and children and in making provision for a growing number of children and young adults with special education needs and disabilities (SEND).

Cabinet was advised that the forecast revenue outturn is indicating a £3.7m overspend but officers are continuing to seek mitigations to deliver a balanced budget by the year end.

The Chair of the Health and Adult Social Care Overview and Scrutiny Committee, Councillor Patrick Canavan addressed the Cabinet stressing that demand cannot be controlled but that it is hoped that through the scrutiny process it can be managed effectively.

The Chair of the Children's Services Overview and Scrutiny Committee, Councillor Sharon Carr-Brown addressed the Cabinet advising that at their next meeting they will be having a comprehensive view of the budget, and that the Committee were hoping to assist the council in every way they could to look in-depth at how things can be dealt with differently.

Cabinet members discussed the report in detail emphasising that local authorities weren't designed to fund social care and SEND through the Council tax and expressing concern with regards to discretionary services within their portfolios being affected by finances.

The Leader expressed appreciation for the scrutiny process in this and encouraged all councillors to be part of this process.

RESOLVED that Cabinet: -

- (a) noted the budget monitoring position for quarter one 2025/26;
- (b) agreed the capital budget virements set out in appendix C1 paragraph 2, relating to schemes funded by the bus service improvement grant and the local transport plan funding; and
- (c) approved the implementation of a freeze on all non-essential expenditure and a vacancy freeze from 1 October 2025 and until such time as the Corporate Management Board have provided Cabinet Members with assurance the forecast outturn for 2025/26 is within the parameters of the approved 2025/26 budget. Officers should also consider the extent to which savings plans can be brought forward from 2026/27.

Voting: Unanimous

Portfolio Holder: Finance

Reason

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

To comply with the council's financial regulation concerning approval for budget virements.

47. Community Governance Review - Final Recommendations

The Chair of the Community Governance Task and Finish Group, Councillor Oliver Walters 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 Local Government and Public Involvement in Health Act 2007 (Part 4) devolved power from the Secretary of State to principal councils to carry out community governance reviews and put in place or make changes to local community governance arrangements.

Cabinet was informed that the Council had commenced a review following the Council decision in October 2024 at which the terms of reference and timetable were approved, and that the Task and Finish Group had considered the response to the consultation, taking into account all relevant factors, engaged with local ward councillors and existing parish councils before determining these recommendations.

Cabinet was asked to consider the final recommendations of the Task and Finish Group and to make a recommendation to Council.

The Leader expressed thanks to Councillor Walters and the other members of the Task and Finish Group for all their hard work emphasising that the work which had gone into this was huge. Thanks were also expressed to the Head of Democratic Services for all his help and support.

The Chair of the Overview and Scrutiny Board, Councillor Kate Salmon addressed the Cabinet advising that the Board at their one item agenda meeting the previous evening thoroughly debated this item and had heard from speakers from the Association for Town and Parish Councils and Charter Trustees and representations from a large number of councillors following which the Board had agreed the following recommendations: -

The Overview and Scrutiny Board agreed the following recommendations to Cabinet **in relation to recommendation a** of this item (area references as contained within the Task and Finish Group report provided for clarity):

1. That the recommendations of the Task and Finish Group relating to proposals for Burton and Winkton (A), Hurn (B), Highcliffe & Walkford (C) Christchurch Town (D) and Throop and Holdenhurst (E) be recommended to Council for approval without amendment.

(Majority Decision)

2. That the recommendations of the Task and Finish Group relating to Broadstone (F) be recommended to Council for approval without amendment.

(Majority Decision)

3. That the recommendations of the Task and Finish Group relating to Redhill and Northbourne (G), Boscombe and Pokesdown (H) and Southbourne (I) be recommended to Council for approval without amendment.

(Majority Decision)

4. That the recommendations of the Task and Finish Group relating to Poole Town (J) be recommended to Council for approval without amendment.

(Majority Decision)

5. That the recommendations of the Task and Finish Group relating to Bournemouth Town (K) be recommended to Council for approval without amendment.

(Majority Decision)

In relation to **recommendations b and c** of the report, that these be recommended to Council for approval without amendment.

In presenting the recommendations the Chair of the Overview and Scrutiny Board highlighted that the voting in respect of the Bournemouth recommendation in particular was very narrow.

Councillor David d'Orton-Gibson addressed the Cabinet highlighting the comments which had arisen following the distribution of leaflets and in social media. In addition, Councillor d'Orton-Gibson spoke of the alternative to hold a referendum to raise council tax and stressed that the Town and Parish Council wouldn't provide the expected local democracy, particularly with regards to the large town council proposed in Bournemouth.

Councillor Judes Butt addressed the Cabinet urging Cabinet to satisfy themselves that the Gunning Principles had been met and justify the information which had been provided to consultees including full costs, statutory limits and details of viable alternatives.

Councillor Alastair Keddie addressed the Cabinet highlighting that Queens Park and Charminster already had effective community through their very successful Neighbourhood Forum and charity. In relation to this Councillor Keddie expressed concern that a Bournemouth Town Council would not deliver its aims in the local area and urged Cabinet exempting Queens Park and Charminster and consider exempting other already established neighbourhood forum areas.

Councillor Patrick Canavan addressed the Cabinet thanking Councillor Oliver Walters for all his hard work Chairing the Community Governance Review Task and Finish Group, further to this Councillor Canavan advised that whilst Town and Parish Council can add value that it didn't mean that one was wanted or needed, and that he felt the proposed Bournemouth Town Council was too large and wouldn't empower communities.

Councillor Chris Rigby addressed the Cabinet expressing his frustration with why we were here and that the review was largely based on financial pressures. In addition, Councillor Rigby highlighted the importance of ensuring our towns were good towns with good facilities. Further to this Councillor Rigby emphasised that the proposed Bournemouth Town Council was too large, and of the requirement for small community led councils.

Councillor Sharon Carr-Brown addressed the Cabinet advising that there hadn't been any representations from her ward in support of this, and that there was already a very active neighbourhood forum. Further to this Councillor Carr-Brown also stressed that she felt that the proposed Bournemouth Town Council was too large.

Cabinet members spoke on the item with some members highlighting the benefits of Parish and Town Councils which were felt could help create better and more fulfilling lives in their community providing examples of areas they may fund such as play areas and allotments as was the case with some examples in Christchurch.

Cabinet members also expressed their disappointment with the sharing of misinformation across social media.

Further to this Cabinet members thanked the Chair of the Working Party for all their work and in addition expressed thanks to the Overview and Scrutiny Board for their thorough debate at the previous evenings meeting.

In closing Cabinet were advised of the extensive information which had been published on the councils website.

RECOMMENDED that: -

- (a) the Task and Finish Group community governance review final recommendations, as set out in paragraphs 49, 62, 74, 92, 104, 117, 128, 140, 152, 166 and 181 of this report be approved;
- (b) the Head of Democratic Services be authorised to make all necessary reorganisation of community governance orders to implement the changes agreed by Council; and
- (c) the Task and Finish Group continue to consider the transfer of civic and ceremonial assets, statutory services and precept requirements for year 1, for each new parish, on the basis of minimal transfer and precept, and a report be presented to full Council in due course.

Voting: (a) 117, 166, 181 and (c): For:9, Against:1

(a) 49, 62, 74, 92, 104, 128, 140, 152 and (b): Unanimous

Reason

The Task and Finish Group considered the responses to the consultation received during the third stage of the review process and considered all material factors in developing these final proposals. The views of these representations received, along with representations from councillors and advice on what counts as effective and convenient, have helped shape the final recommendations.

The meeting adjourned at 12.27 pm The meeting reconvened at 12.42pm

48. Resident Card

The Portfolio Holder for Destination, Leisure and Commercial 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 Resident Card is a commitment to residents across the conurbation to support household incomes at a time when cost of living is increasing, and that the Council intends to introduce a scheme which gives residents access to become "Resident Card" holders, offering a free hour of parking in council-owned car parks, discounts at our seaside kiosks and one swim per month at our BCP Leisure centres, to support the wellbeing of local people.

Cabinet was informed that additionally, work is underway with our leisure partners and local businesses across our high streets to build an offer which gives residents more for their money and supports the growth of our economy.

Cabinet was advised that the scheme is intended to be accessed digitally and with a physical card and making it truly accessible for all from Summer 2026.

Cabinet was informed that the report detailed the BCP Resident Card offer, what the benefits are to residents and the opportunity to phase in offers or services as the scheme matures, and that this approach also means the scheme remains flexible and adaptable in line with financial forecasts.

In relation to this Cabinet was advised that subject to Cabinet approval, the intention is that the offer outlined in this report will set out the requirements for a technology provider, and that this will form the basis of a detailed specification and contract terms to enable the Council to progress to call off a supplier by direct award.

In presenting the report the Portfolio Holder referenced the recent meeting of the Overview and Scrutiny Committee, thanked the Board for their discussion and advised that as a result of this an additional appendix had been included within the report to help address the request for financial details and that recommendation (b) had been amended to include consultation with himself and the Portfolio Holder for Finance which had also been requested by the Board during their meeting.

The Chair of the Overview and Scrutiny Board, Councillor Kate Salmon addressed the Cabinet advising that at their recent meeting the Board had discussed this report in detail but that the Board did not support the recommendations due to what was felt to be a lack of financial information.

Councillor Salmon advised that the Board had proposed the following recommendation: -

RESOLVED that the Overview and Scrutiny Board do not support the recommendation as outlined in the report as the Board did not feel that the Cabinet report included sufficient financial details and details of the scheme

offers to enable it to make an informed decision. The Board recommend to Cabinet that the report is deferred to allow details of the financial modelling that has been done to be added, including a cost/benefit analysis and a sensitivity analysis. Once this additional information is included in the report, it should then be brought back to the O&S Board before being taken to Cabinet for decision.

Councillor Patrick Canavan addressed the Cabinet highlighting that there had been a good discussion at the Overview and Scrutiny Board and questioned how this fitted within the budget. In addition, Councillor Canavan advised that he felt this was being rushed.

Councillor Chris Rigby addressed the Cabinet advising that he also felt this was being rushed and that it should involve as many businesses across the conurbation as possible. In addition, Councillor Rigby highlighted that there should in addition be a separate card for visitors.

Councillor Judy Butt addressed the Cabinet questioning whether this should be progressed given the financial situation and advising that she felt there had been scant information and an incomplete business case provided.

The Portfolio Holder advised that the report had been amended to reflect the discussion from the Overview and Scrutiny Board and addressed the comments raised by members.

Cabinet members spoke in support of the report highlighting that this wasn't the finished product and that there was potential to develop the card and that additional benefits could be added as the card was developed.

In addition, it was highlighted that whilst a request to delay had been suggested by the Overview and Scrutiny Board that there was a risk that funding from the Shared Prosperity Fund would be lost should there be a delay.

RESOLVED that: -

- (a) Cabinet agreed the introduction of a Resident Card scheme, the initial offer as described in paragraph 13 onwards and the associated financial assessment; and
- (b) Cabinet approved to delegate authority to the Chief Operating Officer in consultation with Director of Finance and Portfolio Holders Councillor Herrett and Councillor Cox to direct award and associated contracts for the technical solution, in readiness for a summer 2026 go live.

Voting: Unanimous

Portfolio Holder: Destination Leisure and Commercial Operations

Reason

Key activity in the Corporate Strategy to deliver for residents. Supports key aims in the Corporate Strategy including our inclusive, vibrant and sustainable economy supports our communities to thrive. Supports the Council's UKSPF Investment Plan and existing interventions.

Councillors Andy Hadley and Richard Herrett declared non-pecuniary interests in this item in relation to their involvement with the BIDs and remained present for the discussion and voting thereon.

49. Corporate Performance Report - Q1

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

Cabinet was advised that BCP Council adopted 'A shared vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024, and that the shared vision was the corporate strategy which set 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.

In relation to this Cabinet was informed that incorporated in the vision is a set of measures of progress for achieving the vision, priorities and ambitions, and that this is the performance monitoring report for Quarter One 25-26, presenting an update on the progress measures.

Cabinet was advised that 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.

RESOLVED that: -

- (a) Consider the Quarter One performance
- (b) Note that work continues to expand the data available on the interactive performance dashboard
- (c) Note the positive activities highlighted in the report

Voting: Unanimous

Portfolio Holder: Leader of the Council

Reason

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.

50. Extension to the term of office of the Chair of the Russell-Cotes Management Committee

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 'E' to these Minutes in the Minute Book.

Cabinet was advised that the Russell-Cotes Art Gallery & Museum (charity Number 306288) is going through a highly complex governance change which was started in 2018 and will require an Order of State through Parliament to complete, and that through the prolonged and complex process, Professor Stuart Bartholomew has been the Chair of the Management Committee, to which Cabinet delegate the responsibility for oversight of the charity.

In relation to this Cabinet was informed that Professor Bartholomew was appointed in 2017 and Cabinet agreed exceptionally to appoint him for a third 3 year term because the governance change had reached a critical juncture, that further term is due to end in September 2025 and a further limited extension is advised rather than lose Professor Bartholomew's experience as independence for the Russell-Cotes is anticipated to be achieved by 1 April 2026.

RESOLVED that: -

- (a) the Chair of the Management Committee's term of office be extended until the transfer of the Museum to the new sole trustee is completed or for a further 3 years (whichever is soonest) to provide vital continuity at the pivotal moment in the process of externalisation.
- (b) it is noted that as soon as Vesting Day is achieved the Management Committee will cease to exist and the appointment will be concluded; and
- (c) it is noted that this decision will not set any precedent for this or any other BCP Council Committee.

Voting: Unanimous

Portfolio Holder: Customer, Communications and Culture

Reason

The externalisation of the Russell-Cotes is on track to be achieved this financial year, subject to the parliamentary timetable. This long and complex project would be put at risk by changing a key individual at this moment.

Councillors Andy Martin and Kieron Wilson declared interests in this item as Trustee Directors of the Russell-Cotes Museum and left the room for the discussion and voting thereon.

51. AFC Bournemouth stadium expansion. Land Requirements and Disposal

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 'F' to these Minutes in the Minute Book.

Cabinet was advised that AFC Bournemouth have approached BCP Council in relation to their plans to expand the Vitality Stadium, and that whilst this requires planning permission, this report focuses on the opportunity for existing leases, management agreements/licences AFC Bournemouth has with the Council at Kings Park, to be regeared.

Cabinet was informed that this report recommended a preferred option to Cabinet, presents the alternatives, and requests authority to negotiate Heads of Terms for each section of land, which will be brought back to Cabinet and Council for decision.

RECOMMENED that Council: -

- (a) Notes the confidential minutes and the recommendations of the Cross-Party Asset Disposal Working Group meeting held on the 13 July 2025;
- (b) Approves the negotiation and agreement in principle of Heads of Terms for the leasehold disposal of the two parcels of land at Kings Park to AFC Bournemouth shown in Option C; and
- (c) Requires officers to return to Cabinet and Council with the proposed Heads of Terms for decision as soon as possible.

Voting: Unanimous

Portfolio Holder: Finance

Reason

Obtaining approval to negotiate and agree in principle Heads of Terms for the leasehold disposal of land at Kings Park to AFC Bournemouth will ensure the Council receives best consideration and market value, which can then be considered by Cabinet and Council in line with BCP Council's constitution.

52. Nitrogen Mitigation for Poole Harbour

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

Cabinet was advised that the report sought approval for an updated strategy for the management of nitrogen mitigation for Poole Harbour and withdrawal of the current Supplementary Planning Document (SPD), and that the report also sought authority for temporary use of up to £1m of Strategic CIL if the nitrogen CIL cash received is not timely with the need to spend.

RESOLVED that Cabinet agreed: -

- (a) to cease use of and withdraw the Nitrogen Mitigation for Poole Harbour Supplementary Planning Document (SPD) and to replacement of the SPD with Natural England's approved approach involving the nutrient neutrality calculator and developer credit purchases;
- (b) that the withdrawal of the SPD is to be implemented as soon as is practicable, with the replacement process in place, details published on the Council's website and developers and agents advised at least 21 days in advance; and

(c) to give authority to temporarily use up to £1m from strategic CIL if the nitrogen CIL cash received is not timely with the need to spend, providing that Strategic CIL has received sufficient income to service the new demands.

RESOLVED that Cabinet noted: -

(d) regular (at least 6 monthly) reports being prepared for the Leader of the Council and Chair of Cabinet to monitor the Council's position in relation to the delivery of nutrient mitigation and transition from using the SPD to use of developer led mitigation.

Voting: Unanimous

Portfolio Holder: Leader of the Council

Reason

Since Natural England updated their advice on nutrient neutrality in March 2022, the Nitrogen Reduction in Poole Harbour SPD is no longer considered to offer a robust mechanism for delivering nitrogen mitigation in the Poole Harbour catchment. The SPD therefore needs to be formally withdrawn and an alternative approach introduced.

Dorset Council is the lead authority for co-ordinating nitrogen mitigation work for the Poole Harbour Catchment. Mitigation delivery projects are evaluated in accordance with Dorset Council's assessment and prioritisation criteria for securing nutrient mitigation projects. The nutrient reduction and suitability of land for mitigation is agreed by Natural England's discretionary advice. The Local Nutrient Mitigation Fund (LNMF) Steering Group with officers from both BCP and Dorset Councils provides the Governance for the fund.

53. Events Framework

The Portfolio Holder for Destination, Leisure & Commercial Operations presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'H' to these Minutes in the Minute Book.

Cabinet was advised that the Events Framework provides clear, auditable process linked to both council and non-council delivered and managed events on outdoor council land to ensure transparency, aligning all processes and policies into one clear document alongside easy to use updated guidance for community event organisers.

Further to this Cabinet was informed that the paper also explores the current levels of safety related paperwork checked by officers and recommends a future approach to third party paperwork.

RESOLVED that Cabinet: -

- (a) noted the contents or the framework and agrees the process and policies for events;
- (b) agreed to option 2 with regards to the future approach for safety related paperwork for external event organisers;

- (c) noted the detail in the summary of legal implications; and
- (d) delegates to the Director of Commercial Operations in consultation with the Portfolio Holder for Destination, Leisure and Commercial Operations, the implementation of these decisions

Voting: Unanimous

Portfolio Holder: Destination, Leisure & Commercial Operations

Reason

The development of the Events Framework is in line with audit recommendations for a clear auditable approach to events. The council has a duty of care to ensure events on its land are safe and well managed reducing risk whilst also ensuring the process enables communities to deliver events.

54. <u>Designation of Lilliput Neighbourhood Forum and Area</u>

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

Cabinet was advised that neighbourhood forums are organisations empowered to lead on the preparation of a neighbourhood plan within a defined area, and that neighbourhood planning involves the local community in developing a shared vision to help shape the future development and growth of their local area. A neighbourhood plan must proceed through several statutory stages before it can be formally 'made' (adopted) by the Council.

In relation to this Cabinet was informed that BCP Council has received an application for designation of the Lilliput Neighbourhood Forum and Area, and that the area forms part of the Canford Cliffs ward, a small area southeast of the Parkstone Ward and the southern section of the Penn Hill Ward.

Further to this Cabinet was advised that the application was subject to a statutory public consultation inviting representations, and that the consultation ran between 14 July and 25 August 2025 during which 64 representations were received by BCP Council.

Cabinet was informed that a prospective forum can determine what area is most suitable to plan for, however, the Local Planning Authority must first formally designate the forum (as a 'qualifying body') and designate the neighbourhood area, having regard to a range of factors including comments received from consultation.

Cabinet was advised that it was recommended that the Lilliput Neighbourhood Forum and Area are both designated and no amendment to the area is proposed.

RESOLVED that Cabinet approved the application by the Lilliput Neighbourhood Forum and designated both the forum and area.

Voting: Unanimous

Portfolio Holder: Leader of the Council

Reason

To meet the statutory obligations including provisions set out in (i) the Localism Act 2011 (ii) the Town & Country Planning Act 1990 and the Planning and Compulsory Purchase Act 2004 (as amended by the Neighbourhood Planning Act 2017) and (iii) the Neighbourhood Planning Regulations 2012 (as amended).

55. Dorset Local Nature Recovery Strategy

The Portfolio Holder for Climate Mitigation, Energy and Environment 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 Environment Act 2021 introduced Local Nature Recovery Strategies (LNRS) as a new system of spatial strategies for nature in England, and that these strategies, created at a county level by responsible authorities, will map out actions needed to restore nature, working with local stakeholders.

In relation to this Cabinet was informed that the LNRS will play a crucial role in delivering Biodiversity Net Gain and meeting national environmental targets, and that Dorset's LNRS is co-produced, led by Dorset Council on our joint behalf, through working with large numbers of stakeholders. Further to this Cabinet was advised that it provides a comprehensive framework for restoring nature across the whole of Dorset and has a series of maps that will help target efforts to achieve the greatest gains for nature and the wider environment.

Cabinet was further advised that the purpose of the report was to seek prepublication approval of the Dorset LNRS by Cabinet, following completion of public consultation and formal engagement with Natural England, and that as per Defra guidance, this will allow for the lead authority Dorset Council to adopt and publish the final strategy in December 2025.

RESOLVED that: -

- (a) Cabinet gives pre-publication approval of the Dorset Local Nature Recovery Strategy for publication in December 2025 by Dorset Council, recognising its role as LNRS lead authority;
- (b) Commits to integrating the LNRS into relevant BCP council policies and decision-making, including planning, land management, climate adaptation, and public health.
- (c) Supports ongoing monitoring and review of the strategy every 3 to 10 years, ensuring it remains evidence-based, inclusive, and responsive to environmental change.
- (d) Acknowledges the contributions of stakeholders, led by Dorset Council and including Natural England, community groups, and residents, in shaping the strategy through consultation and coproduction.

Voting: Unanimous

Portfolio Holder: Climate Mitigation, Energy and Environment

Reason

The reason for these recommendations is to ensure BCP Council formally supports and integrates the Local Nature Recovery Strategy as a statutory framework for reversing biodiversity decline, enhancing climate resilience, and guiding sustainable land use across the county. It also meets the DEFRA requirements as set out by the Environment Act 2021.

56. Get Dorset & BCP Working Plan - GD&BCPWP

The Portfolio Holder for Destination, Leisure & Commercial Operations 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 'Get Britain Working' is a national initiative from the Department for Work and Pensions (DWP), and that the 'Get Britain Working White Paper' (Nov 2024), seeks to promote higher employment and reduced economic inactivity, whilst supporting individuals to enhance and improve their skills to transition into higher quality jobs.

In relation to this Cabinet was informed that all areas of England must develop local 'Get Britain Working' plans, and that Dorset Council, as Accountable Body, must deliver the plan across the Dorset Council (DC) and Bournemouth Christchurch and Poole Council (BCP) geographies in partnership with BCP Council, Department for Work and Pensions (DWP) and the Integrated Care Board (ICB).

Cabinet was advised that the Cabinet report sought approval of the draft GD&BCPWP (see Appendix 1) for publication.

The Chair of the Health and Adult Social Care Overview and Scrutiny Committee addressed the Cabinet advising that at their recent meeting the Committee had discussed the report in detail and had resolved to make the following recommendations in support: -

The Health and Adult Social Care Overview and Scrutiny Committee agreed the following recommendation to Cabinet on this item:

- 1) The recommendation as outlined in the report be approved by Cabinet.
- 2) The Health and Adult Social Care Overview and Scrutiny Committee recommends that Cabinet agree for the Get Dorset & BCP Working Plan to return to an Overview and Scrutiny Committee at an appropriate stage for further scrutiny, to enable Members to review its delivery, assess its impact in supporting individuals to return to work, and consider whether intended outcomes are being achieved.

(Agreed Unanimously)

The Portfolio Holder thanked Scrutiny for their discussion of this and further to this expressed thanks to all those involved in the plan. Further to this the

Portfolio Holder advised that he was more than happy for the report to go back Scrutiny at a future appropriate stage.

RESOLVED that Cabinet: -

- (a) approved the draft 'Get Dorset & BCP Working Plan' (GD&BCPWP) for publication;
- (b) delegated authority to the Director, Investment and Development, in consultation with the Portfolio Holder for Destination, Leisure & Commercial Operations, to undertake any minor changes to the Working Plan that are identified by Cabinet; and
- (c) delegated authority to the Director, Investment and Development, in consultation with the Portfolio Holder for Destination, Leisure & Commercial Operations, to assign any remaining funding from the Government allocation to deliver projects identified in the Plan

Voting: Unanimous

Portfolio Holder(s): Destination, Leisure & Commercial Operations

Health & Wellbeing

Children, Young People, Education and Skills

Reason

The draft Get Dorset & BCP Working Plan (GD&BCPWP) will enable BCP Council to help address the challenges related to labour market participation and progression. As such, the GD&BCPWP will help deliver the Council's Corporate Strategy and wider economic and social objectives.

- Skills are continually developed, and people can access lifelong learning
- Employment is available for everyone and helps create value in our communities
- Those who need support receive it when and where they need it
- High quality of life for all, where people can be active, healthy and independent
- Our inclusive, vibrant and sustainable economy supports our communities to thrive

57. <u>Urgent Decisions taken by the Chief Executive in accordance with the Constitution</u>

The Chief Executive advised Cabinet that he had taken one urgent decision in accordance with the Constitution since the last meeting of the Cabinet, the details of which were published on the Council's website, had been reported at the recent Council meeting and are summarised below: -

 Acting Up Arrangements – Interim Monitoring Officer and Director of Law and Governance

An urgent decision has been taken to implement acting up arrangements for the Director of Law & Governance and Monitoring Officer role.

58. <u>Cabinet Forward Plan</u>

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

The meeting ended at 2.20 pm

CHAIRMAN

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CABINET



Report subject	Medium Term Financial Plan (MTFP) Update				
Meeting date	29 October 2025				
Status	Public Report				
Executive summary	 This report: Aims to ensure the council presents a legally balanced 2026/27 budget. Presents an update on the MTFP position of the council. Presents an update on the letters of the Leader of the Council and Director of Finance in writing to Government to seek assurance around the council's ability to continue to cashflow the significant and growing Dedicated Schools Grants deficit within the statutory framework. Provides details of the council's responses to two government consultation documents namely the Local Government Fair Funding Review and Modernising and Improving the administration of council tax. 				
Recommendations	It is RECOMMENDED that Cabinet:				
	 a) Acknowledges the ongoing progress being made to address the funding gap for 2026/27. 				
	b) Endorses the latest position regarding the developing 2026/27 Budget and MTFP position.				
	c) Notes the update on the conversation with government around the impact that the DSG deficit is having on the financial sustainability of the council.				
	d) Continue to express concern to government at the existential challenge to the Councils ability to set a legally balanced budget for 2026/27 posed by having the lack of cash to fund the special educational needs and disability service (SEND).				
Reason for recommendations	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 2026/27 Budget and 3-year medium-term financial plan. To provide an update on the letters submitted to MHCLG in July 2025 regarding the difficulties presented by the accumulating DSG deficit.
Portfolio Holder(s):	Cllr. Mike Cox, Portfolio Holder for Finance
Corporate Director	Aidan Dunn, Chief Executive
Report Authors	Adam Richens, Director of Finance adam.richens@bcpcouncil.gov.uk
Wards	Council-wide
Classification	For Decision

Background

- 1. Cabinet on the 13 May 2025 received an MTFP Update reports which set out the framework in support of the delivery of the 2026/27 budget including the proposed.
 - a) Budget planning process.
 - b) Budget timeline.
 - c) Financial strategy underpinned by scenario planning exercise that guides the level of activity that might be needed.
- 2. As a reminder the February 2025 council approved budget for 2025/26 and Medium-Term Financial Plan (MTFP) has the following key features.
 - a) A balanced MTFP over the 3-year period to 31 March 2028 based on conventional local government financial management processes and revenue sources.
 - b) A 4.99% council tax increase for 2025/26 with a financial planning assumption of the same increase in each of the following years consistent with the projections from the Office Budget Responsibility.
 - c) Assumed delivery of £9.6m in annual savings, efficiencies, and additional resources to balance the 2025/26 budget as itemised and supported with individual delivery plans. This was a significant reduction from the £38m assumed in support of the 2024/25 Budget.
 - d) A target of £19m in capital receipts from the disposal of assets to fund the council's ongoing transformation projects over the 2-year period 2024/25 and 2025/26.
 - e) An ongoing request to government to honour their pledge to provide full compensation in respect of their Employers National Insurance increases on staff directly employed by the Council. Since the budget was published analysis by the

- Local Government Association suggests that over 60% of council tax increases nationally will be consumed by the rise in employers' National Insurance through direct or indirect effects.
- f) Management of numerous financial risks. Principle amongst these is the existential threat to the financial viability and sustainability of the Council caused by the accumulated deficit on the Dedicated Schools Grant (DSG). The 2025/26 budget assumed additional temporary borrowing through the Council's Treasury Management powers to fund the excess Special Educational Needs and Disability (SEND) High Needs revenue expenditure above the grant made available by government via the DSG. This shortfall was budgeted to be £57.5m in 2025/26 with the consequential impact that the cumulative DSG deficit would be increased from £108m on 31 March 2025 to a predicted £165.5m on 31 March 2026. This Treasury Management mechanism is only being made available as a temporary solution on the pretext that the government have committed to returning the SEND system to financial sustainability during 2025.
- 3. In addition, on the 16 July 2025 Cabinet received a further MTFP Update report which not only presented an update on the progress being made towards setting a legally balanced budget for 2026/27 but also included details of
 - the correspondence of the Leader of the Council and Director of Finance who
 had written to Government to seek assurance around the council's ability to
 continue to cashflow the significant and growing Dedicated Schools Grants deficit
 within the statutory framework.
 - Details of two consultations documents issued on the 20 June 2025 namely the Local Government Fair Funding Review and Modernising and Improving the administration of council tax.

Government Consultation Documents:

Fair Funding Review 2.0

- 4. On 20 June 2025 the Deputy Prime Minister Rt Hon Angela Rayner released a consultation document on government plans for a new local government funding formula based on factors such a population and poverty aimed at allocating more resources to deprived areas and in doing so directing more resources towards the North of the country. The consultation pledges protections to limit sudden drops in grant income and to maintain support for rural and coastal areas with high costs.
- 5. This consultation document was discussed as part of the 16 July 2025 Cabinet report with details of the 46 questions to be answered by the 15 August deadline included as an appendix.
- 6. **Appendix A** to this report now provides details of the Councils final response to the Fair Funding Review 2.0 consultation document.
- 7. One of the governments principles objectives of the fair funding review is to simplify the funding landscape by reducing the number of specific grants as well as the number of bid for grants. In support of this objective the indication is that the following grants will be rolled into the annual unringfenced Revenue Support Grant (RSG).

Figure 1: Government Funding Reforms grants <u>likely</u> to be included in Revenue Support Grant

£4.416m 2025/26 Revenue Support Grant (RSG)

Grants to be rolled into (included) within future RSG settlements

£39.520m Social Care Grant

£11.644m Business Rates compensation for under indexing the annual multiplier

£7.655m ASC Market Sustainability & Improvement Grant £3.318m Employers National Insurance Contributions Grant

£0.974m Domestic Abuse Safe Accommodation Grant

£63.113m Total

£67.527m 2025/26 Rebased RSG

8. In addition, the indication is that the following grants will remain as specific grants.

Figure 2: Grants that are not likely to be rolled into RSG

£23.379m Public Health Grant

£16.579m Local Authority Better Care Fund £4.212m Homelessness Prevention Grant

£1.046m Children's Social Care Prevention Grant

£45.216m Total

Modernising and improving the administration of council tax.

- 9. Also, on the 20 June 2025 the government released a consultation document exploring options to improve support towards council tax and improve the council tax collection, and enforcement processes to deliver a fairer and more efficient system for taxpayers and councils. They believe there are clear opportunities to modernise the administration of the council tax system and take the view that deliberate tax avoidance should not be tolerated.
- 10. Further details of this consultation were set out in the 16 July 2025 Cabinet report alongside details of the 36 questions to be answered by the 12 September 2025 deadline included as an appendix.
- 11. **Appendix B** to this report now provides details of the Councils final response to the Modernising and improving the administration of council tax consultation document.

2025 National Autumn Budget announcement

12. The Chancellor of the Exchequer has announced that the Autumn budget will take place on the 26 November 2025 with the indication being that she will be looking to ensure there is sufficient money to fund public services whilst also stimulating growth and investment. This event will be almost a month later than last year when it took place on the 30 October 2024. Consequentially there is a concern that this will have an impact on the stated intent to have an earlier release of the annual provisional Local Government Finance Settlement than previous years. The Ministry of Housing, Communities and Local Government (MHCLG) have subsequently confirmed that the settlement is now

likely to be in line with normal timings and that they will seek to publish as much information as possible through a policy statement in late October early November.

Latest draft 2026/27 budget and MTFP position

- 13. The budget for 2026/27 and the MTFP should be seen in the context of a rolling, evolving process structured to enable the ongoing proactive management and prioritisation of the council's resources. As a sector local authorities have been grappling with sustained financial pressures since 2010. Recently councils have had to become more efficient in navigating the uncertainty and volatility caused by global macroeconomic factors, the legacy and long-term consequences of the Covid-19 pandemic, alongside those caused by the recent cost-of-living crisis, and changes in public policy.
- 14. In support of the process the May Cabinet MTFP Update report considered the level of uncertainty and therefore risk that will apply to the key assumptions underpinning the MTFP. In line with good practice these assumptions were then tested via a process of sensitivity analysis and several different models developed that highlight their impact. At the extremes they indicated there could be an improvement in the position or alternatively a deterioration which would lead to a funding gap of up to £44m for 2026/27. Ultimately as part of the financial strategy services were asked to produce savings plans based on cash limited budgets for 2026/27 which required them to develop £13.3m of proposals in support of the financial planning process.
- 15. As part of a dynamic, agile approach to financial management Portfolio Holders have been working with Corporate Directors, Service Directors, and Budget Holders to prepare these additional potential proposals for balancing the 2026/27 budget should they be required. These will be considered at the Cabinet and Corporate Management Board meeting before being brought forward should they be required.
- 16. Figure 1 below sets out the latest MTFP position to 2028. As a reminder to Cabinet, the table sets out changes in the revenue budgets on an annual basis, either positive numbers which represent additional costs to be met, or negative numbers which represent forecast cost reductions, savings or additional income. The variances are shown in the year in which they are expected to be first seen and are then assumed to recur on an ongoing basis in each of the following years. One-off changes will be seen as an entry in one year and will then be reversed out in a following year.

17. Figure 1: Latest updated MTFP position

	Updated				
	Budget	Oct 2025 MTFP Position			
	2025/26	26/27	27/28	28/29	Total
Service Pressures (net of any specific grant changes)	£m	£m	£m	£m	£m
Wellbeing Directorate	176.0	11.1	7.7	8.1	26.9
Children's Directorate	110.3	6.0	6.0	6.0	17.9
Operations Directorate	37.7	0.6	3.0	3.1	6.7
- Operations Directorate: Waste & Extended Producer Responsibility	22.0	1.9	0.8	6.0	8.6
Resources Directorate	49.8	(0.0)	0.1	1.6	1.6
Service Pressures (net of any specific grant changes)	395.8	19.5	17.5	24.8	61.8
Savings, Efficiencies, Fees & Charges					
Wellbeing Directorate		(2.8)	(0.9)	(0.8)	(4.5)
Children's Directorate		(0.5)	0.0	0.0	(0.5)
Operations Directorate		(4.5)	(2.0)	(1.3)	(7.8)
Resources Directorate		(0.9)	(0.4)	(0.1)	(1.5)
Transformation		(3.5)	(5.6)	(0.7)	(9.7)
Savings, Efficiencies, Fees and Charges		(12.2)	(8.9)	(2.9)	(24.0)
Corporate Items - Cost Pressures	16.7	10.4	4.2	6.1	20.7
Funding - Changes	(409.9)	(14.1)	(18.7)	(22.4)	(55.2)
Debt interest due to accumulated SEND deficit	8.1	1.8	1.9	1.2	4.9
Annual – Net Funding Gap	2.8	5.4	(4.0)	6.7	8.1
Application of one-off business rates resources to MTFP	(2.8)	2.8	0.0	0.0	2.8
Annual – Net Funding Gap	0.0	8.2	(4.0)	6.7	10.9
Cumulative MTFP – Net Funding Gap		8.2	4.1	10.9	

Please note: The MTFP as presented does not provide for two specific known unknowns namely any potential impact of the governments funding reforms and future waste strategy.

18. The position as set out above continues to be underpinned by numerous key assumptions which have been informed by many factors such as government announcements, economic forecasts or targets, and professional judgements. The key assumptions currently being used in building the 2026/27 Budget and MTFP are summarised in Figure 2 below and explained in further detail in **Appendix C**.

19. Figure 2: Latest key assumptions

	2026/27	2027/28	2028/29
Council Tax (Includes 2% Social Care Precept)	4.99%	4.99%	4.99%
Pay Award	2.5%	2.0%	2.0%
Mininum Increase in Fees & Charges	2%	2%	2%
National Living Wage (NLW) % Increase in the National Living Wage	4.1%	2%	2%
Bank of England - Base Rate Current BoF Base Rate: March 2025 4 5%	Dec-25 4.00%	Dec-26 3.50%	Dec-27 3.25%

Current Boll Base Rate: March 2025 4.5%

Please note:

a) The increase in fees and charges should be regarded as a minimum increase to those not set by statute. The principle of full cost recovery may mean increases above these levels for example based on the specific cost profile of the service.

Financial Strategy to support maintaining a balance budget for 2026/27.

20. Overall, the funding gap for 2026/27 has increased since the July 2025 Cabinet MTFP update report. The main changes are as set out below.

Annual Pay Award

- a) The February 2025 approved MTFP assumed annual pay awards from 2026/27 onwards of 2% in line with the governments inflationary target. In recognition that a 3.2% uplift has been agreed for 2025/26 and inflation currently remains stubbornly above 3%, the proposal is the move the financial planning assumption for 2026/27 to a 2.5% pay uplift.
- b) In addition, as a reminder Full Council approved enhancements to the pay and reward offer at its meeting in July 2025. This included recognition that the annual potential incremental drift liability, which is a cost borne and managed by services and therefore not included in the MTFP position shown in Figure 1. has been increased from £1.5m per annum to £4m per annum. This cost will be subject to issues including turnover and performance.

National Living Wage (NLW) uplift

c) The latest MTFP position assumes that the National Living Wage will be increased by 4.1% in 2026/27 (from £12.21 per hour in 2025/26 to £12.71 in 2026/27). This is a further 2.1% increase over the inflation based 2% assumption included in the MTFP approved in February 2025. This forecast increase is based on the Low Pay Commission's estimate published in August 2025. The current estimate is that the impact of the 4.1% uplift in the NLW will be an extra £6m cost for commissioned care for adult services which is £3m more than the February 2025 estimate.

Debt Interest on accumulating SEND Deficit

d) The current estimate is that in 2026/27 the councils general fund will be required to cover in the region of £9.9m interest on the accumulating debt on the Dedicated Schools Grant as pertaining to the expenditure on Special Educational Needs and Disability. As set out below the deficit for 2025/26 is now forecast to be just under £10m more than the £57.5m deficit assumed as part of the original budget for the year. This higher deficit alongside interest rates which are now forecast not to fall as per the Bank of Interest base rate mean a significantly larger amount needs to be provided for.

Quarter One 2025/26 Budget Monitoring

e) As set out in a report to Cabinet on the 1 October 2025 the council is currently forecasting that it will overspend its 2025/26 approved budget by £3.7m. The report also set out a number of actions and mitigations that will now be implemented in an attempt to bring expenditure back within the parameters of the approved budget framework for 2025/26. Consequently, no adjustments have been made to the current developing draft budget for 2026/27 other than a couple of relatively minor assumed 2025/26 savings that are no longer deliverable due to the withdrawal of the BCP Local Plan and CIL Charging schedule.

Savings, efficiencies and additional income

- f) A financial strategy in support of the 2026/27 budget process was agreed as part of the May 2025 Cabinet MTFP Update report. To ensure the council has considered and planned for all eventualities the intent was for services to produce savings plans based on cash limited budgets for 2026/27. Therefore, services were asked to develop savings proposals of circa £13.3m in support of the financial planning process. Working with their Portfolio Holders, Corporate Directors, Service Directors, and Budget Holders had initially until the 5 September 2025 to prepare these potential additional proposals for balancing the 2026/27 budget should they be required. To date Figure 1 includes £3.5m of these proposals with ongoing consideration of the necessary further proposals via the Bi-weekly Cabinet/Corporate Management Board meetings.
- 21. Work will now focus on further refining the MTFP as presented and as the current financial planning assumptions are tested further. Any changes will be reviewed alongside the potential for bringing forward additional proposals for balancing the 2026/27 budget.
- 22. In support of this further work, it is proposed to use resources already made available to ICT Programme and Project Management to increase business analysts on a fixed term basis. This will enable us to scope and shape crosscutting invest to save and

continuous improvement programmes. The closure report for the Transformation Investment Programme set out that the council had laid strong foundations but in areas such as data, technology and innovation there were further opportunities as the organisation matured. This approach aligns with our corporate ambitions and corporate digital strategy and will ensure we are well-positioned to deliver sustainable savings through a structured and evidence-led programme and support the Council's financial resilience.

Dedicated Schools Grant (DSG) Deficit - Update

- 23. The concern about the existential threat posed by the accumulating DSG deficit just continues to grow. As set out in the 1 October Quarter One budget monitoring report to Cabinet the in-year deficit is now likely to be £67.2m with the deficit now forecast to grow to an accumulated £180.5m on the 31 March 2026. This is just not sustainable; a national long-term solution is required.
- 24. As set out in the July MTFP Update report the Leader of the Council and the Director of Finance have separately written to Government to seek assurance around the council's ability to continue to cashflow this significant and growing Dedicated Schools Grants deficit within the statutory framework.
- 25. As an update senior officers of the council met with representatives of the Ministry of Housing, Communities and Local Government (MHCLG) on the 25 September 2025. The outcome was that MHCLG confirmed that government recognise the need for reform to the SEND system and are committed to the reform timetable however they recognise it will not be easy, and that they are not complacent about this. As part of the conversation, it was highlighted that government were considering what actively could be done in support of the council's position with an announcement most likely as part of the provisional local government finance settlement for 2026/27 due just before the Christmas recess. It is likely that any support will be in the context of a reflection as to whether the current statutory override is helping or hindering the position, a reflection that some local authorities do not have deficits, and a reflection as to whether there is a need to have incentives for local authorities to manage the system as effectively as possible. In addition, MHCLG confirmed that the legislation does not allow interest on the cost of borrowing to finance the DSG deficit to be charged anywhere other than the General Fund of councils and that it is highly unlikely that councils would be given any council tax flexibility to help support the High Needs Budget.

Financial Benchmarking

Unearmarked Reserves

- 26. Council generally holds two main forms of reserves. The focus of this benchmarking is on unearmarked reserves. Unearmarked reserves are set aside to help manage the risk to the council's financial standing in the event of extraordinary or otherwise unforeseen events and to mitigate the underlying operational risk associated with the operation of the council and the management of service expenditure, income, and the council's funding.
- 27. The latest analysis of the council's unearmarked reserves level as of 31 March 2025 in comparison with other Unitary Authorities is set out as **Appendix D1** and **D2**. They are shown on both an absolute (D1) and a net revenue expenditure (NRE) (D2) basis. The NRE basis is a common approach to factor in the different size of each of

- the unitary authorities. It should be noted at the moment five unitary authorities have not yet reported their position.
- 28. As a reminder the council took proactive steps to improve its financial health and sustainability across both 2023/24 and 2024/25 by increasing unearmarked reserves to £27.3m which represents 7.91% on a net revenue expenditure basis. The minimum recommended level suggested by the Chartered Institute of Public Finance and Accountancy (CIPFA) is 5%. This benchmarking demonstrates the steps taken have moved the council into the mid-range compared to other unitary councils.
- 29. As highlighted earlier in this report the total reserves (earmarked and unearmarked) are now insufficient to cover for the DSG deficit referenced earlier in this report.

Council Tax

- 30. BCP Council is highly geared toward Council Tax financing, and this is demonstrated with the analysis in **Appendix D3a** which compares the councils tax base (the number of properties a council can levy council tax on) compared to other unitary authorities and **Appendix D3b** which compares the amount generated in council tax revenue between local authorities.
- 31. Council tax increased in 2025/26 by 4.99%. This increase was broken down into a 2.99% increase in relation to general inflationary pressures and an additional 2% relating to the social care precept. It is government policy to fund cost pressure in local government principally through the ability to raise council tax, including the social care precept. Recognition should therefore be made of the need to ensure that every step is being taken to align the council's expenditure with the resources at its disposal.
- 32. The BCP Band D council tax for 2025/26 is £1,855.41. The equivalent of our nearest neighbour Dorset Council is over 13% higher at £2,101.05. This equates to approximately £37m per annum in additional resource BCP Council could be generating based on the BCP 2025/26 tax base (151,574.2) if it had Dorset Council's level of Council Tax. **Appendix D4** shows a comparison of 2025/26 council tax level to other unitary authorities. This demonstrates that the council tax for BCP Council continues to be below the unitary average. For 2025/26 it is 2.6% below the average which in resources terms is equivalent to £7.6m per annum.

Options Appraisal

33. Ultimately the budget process results in a consideration of alternative savings, efficiency, income generation and service rationalisation proposals. This may include consideration of alternative council tax strategies.

Summary of financial implications

34. Any financial implications of the report's recommendations are considered, alongside alternative options, elsewhere within this report.

Summary of legal implications

- 35. The council has a fiduciary duty to its taxpayers to be prudent in the administration of the funds on their behalf and an equal duty to consider the interests of the community which benefit from the services it provides.
- 36. It is the responsibility of councillors to ensure the council sets a balanced budget for the forthcoming year. In setting, such a budget councillors and officers of the council

have a legal requirement to ensure it is balanced in a manner which reflects the needs of both current and future taxpayers in discharging these responsibilities. In essence, this is a direct reference to ensure that Council sets a financially sustainable budget which is mindful of the long-term consequences of any short-term decisions.

37. As a billing authority, failure to set a legal budget by 11 March each year may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999. It should however be noted that the deadline is, in reality, 1 March each year to allow sufficient time for the council tax direct debit process to be adhered to.

Summary of human resources implications

38. There are no direct human resources implications associated with this report. However, the 2026/27 budget is likely to have a direct impact on the level of services delivered by the council, the mechanism by which those services are delivered and the associated staffing establishment.

Summary of sustainability impact

39. The 2025/26 approved budget protected the staffing resources associated with climate change and ecological emergency activity. In addition, as at the 31 March 2025 £0.962m was available in an earmarked reserve to support project activity.

Summary of public health implications

- 40. The Department of Health and Social Care public health grant allocations for 2025/26 is £23.379m for BCP Council which is an increase of 5.87% from the 2024/25 allocation. It has been agreed that £10.988m will be contributed towards shared contracted services with Dorset Council as part of the phased transition away from shared public health service.
- 41. In addition to the basic allocation, we have also received the following additional allocations.
 - £3.023m drug & alcohol treatment and recovery improvement grant (DATRIG)
 - £429.9k for the local stop smoking and support grant (LSSSASG)

Summary of equality implications

42. Officers are expected to deliver the services they are responsible for with due regard to the equality's implications. A full equalities impact assessment will be undertaken as part of the final February 2026 report to members as part of the annual budget process.

Summary of risk assessment

- 43. The risks inherent in the financial position of the council include the following issues set out in detail as part of the 11 February 2025 report to full council in relating to the 2025/26 budget and medium-term financial plan.
 - Accumulating DSG Deficit.
 - Cashflow Crisis
 - New Pay and Grading Structure.

- Council Tax Taxbase
- Financial Outturn 2024/25
- Legal Claims.
- Uncertainty.
- Pay Award
- Local Government Funding Reforms.
- Extended Producer Responsibility
- Loss or disruption to IT systems and Networks from a cyber-attack.
- Council Owned Companies and Joint Ventures.
- Intervention.
- Children's Services.
- Wellbeing Services.
- Housing: Temporary Accommodation including Bed and Breakfast
- Delivering savings, efficiencies, and additional income generation.
- Realisation of capital receipts to fund the council's transformation programme.
- Carters Quay.
- 44. These risks will continue to be monitored and were possible any appropriate mitigation strategies considered. At the time of writing this report particular developing financial risks which will continue to be closely monitored with any mitigations being explored include.
 - Ongoing concern about the existential challenge to the council financial sustainability caused by the accumulating DSG deficit.
 - uncertainty caused by global macroeconomic factors.
 - 2025/26 in-year financial performance with a £3.7m forecast overspend predicted for the year based on the Quarter One report to Cabinet on 1 October 2025.
 - current £8.2m funding gap for 2026/27 net of the current progress in developing the necessary savings strategies required to deliver a legally balanced budget.
 - governments agenda for the NHS and particularly Integrated Care Boards (ICBs) and their consequential impact on council operations and funding arrangements.

Background papers

- 45. December 2024: Assessing the serious cashflow issue caused by ever-increasing demand and cost outstripping High Needs Dedicated Schools Grant government funding.
 - $\underline{\text{https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?CId=285\&MId=5906\&Ver=4}$
- 46. February 2025: Budget 2025/26 and Medium-Term Financial Plan report.

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?Cld=284&Mld=6294&Ver=4

47. May 2025: Medium Term Financial Plan (MTFP) Update report.

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?Cld=285&Mld=6062&Ver=4

48. July 2025: Medium Term Financial Plan (MTFP) Update report

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?Cld=285&Mld=6064&Ver=4

49. October 2025: Quarter One Budget Monitoring Report 2025/26 https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?Cld=285&Mld=6066&Ver=4

Appendices

Appendix A: Fair Funding 2.0: Consultation response

Appendix B: Modernising and improving the administration of council tax:

Consultation response

Appendix C: Detailed MTFP Summary and key budget assumptions

Appendix D1: Unearmarked reserves unitary authorities: Absolute levels.

Appendix D2: Unearmarked reserves unitary authorities: net revenue expend

Appendix D3a: Council Tax Taxbase levels 2025/26

Appendix D3b: Council Tax Requirement 2025/26

Appendix D4: Council Tax levels 2025/26

Response ID ANON-QQAX-AANZ-5

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Matthew Filmer

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Unitary authority

c In what capacity are you responding to this consultation? - Organisation

In what capacity are you responding to this consultation? - Organisation: BCP Council

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What is your address?:

Chapter 2: Determining local authority funding allocations

1 What are your views on the updated SFA resulting in zero allocations, and the use of mitigations to avoid zero allocations?

What are your views on the updated SFA resulting in zero allocations, and the use of mitigations to avoid zero allocations?:

Given that the sector is significantly overspending, then a zero allocation suggests either the formulae are not reflective of needs, or the total core spending power is way below the true needs of local government. Nevertheless, BCP Council agrees that mitigations be used to avoid zero allocations.

2 Do you agree with how the government proposes to determine the Council of the Isles of Scilly's Settlement Funding Assessment?

Agree

 $Please\ provide\ any\ additional\ information,\ including\ any\ explanation\ or\ evidence\ for\ your\ response.:$

Chapter 3: Funding Simplification

3 Do you agree with the government's plans to simplify the grant landscape?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

We welcome the simplification of grant funding. We agree that the government should be looking to reduce the number of specific grants. However, the needs related to these grants must be reflected in a fair settlement to avoid authorities losing funding and receiving settlement that is less than the needs they face in these areas.

Chapter 4: Measuring differences in demand for services

4 Do you agree with the formulae for individual services the government proposes to include?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council agrees that the new RNF cover the main cost drivers. However, we have concerns about how the formulae have been calculated, which is reflected in our responses later in this consultation.

5 Do you agree with the areas of need the government proposes to no longer include in the assessment through the Foundation Formula?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council agrees with the removal of legacy capital finance from the formulae. Through a sound treasury management strategy, we have refinanced to reduce the impact of legacy borrowing and do not believe this should be reflected in a council's assessed needs. BCP Council agrees that fixed costs can be removed, providing that the RNF adequately reflect the fixed costs of providing services.

6 Do you agree with the government's approach to calculating the control total shares for the relative needs formulae?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council agrees that using expenditure is a reasonable approach to calculating control total shares.

Chapter 5: Measuring differences in the cost of delivering services

7 Do you agree with the Labour Cost Adjustment (LCA) and Rates Cost Adjustment (RCA) equations set out in this chapter?

Disagree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council does not agree with how the Labour Cost Adjustment (LCA) has been calculated. The LCA is based on median wages as a proxy for the labour costs faced by the county. As median wages in Dorset are (£33,800) approximately 92% of the national average, and the LCA is heavily weighted in the ACA (67% of both the ASC and the Children and Young People's RNFs), BCP Council's assessed need have been markedly reduced. The operational cost of social care is not aligned to local median wages, so our assessed need is lower than the true cost of the fees we pay to our providers to support adults and children with social care needs. We would urge the government to use a more sophisticated approach to the labour cost adjustment based on industry sector wages – in particular health and social care sector in the ASC and Children and Young Peoples RNFs.

8 What are your views on the proposed approach to the Area Cost Adjustment (ACA)?

What are your views on the proposed approach to the Area Cost Adjustment?:

As with the previous question, we do not agree with the approach to calculating the LCA using local median wages as a proxy for the labour costs faced by BCP Council. However, the principle of including labour costs, rates, remoteness, and the approach to weighting are reasonable.

9 Do you agree or disagree with the inclusion of the Remoteness Adjustment?

Agree

Do you have any evidence to support or contradict the theory that rural areas face additional costs due to separation from major markets? :

BCP Council agrees with the Remoteness Adjustment.

Chapter 6: Measuring differences in locally available resources

10 Do you agree with the government's proposal to set a notional Council Tax level at the national average level, to achieve the objective of full equalisation?

Disagree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council believes that a 100% equalisation is grossly unfair. BCP Council would strongly favour a partial equalisation – for example 85%. 100% equalisation means many authorities, including BCP Council, will see their overall settlements reduce significantly (assuming overall core spending power increases in line with the CSR), despite recognition of increased need. This is destabilising to the system, will risk the financial sustainability of affected authorities, and impact services provided to residents. To be removing funding for councils that are heavily overspending and rapidly running out of reserves is absurd, only intensifying the idea that these reforms represent a 'shifting of the deckchairs' rather than a fair and just solution to the system of

funding in local government. Alternatively, the council tax base should be adjusted to reflect council tax collection rates. The assumption that these are 100% does not reflect reality and means the resources deduction will be far greater than the amount of council tax that could realistically be collected at the notional rate. An assumed collection rate of 95% would balance reality with incentivising councils to maximise collection. BCP Council would urge that the government recognises that council tax is a local tax. Excessive equalisation undermines the connection between locally raised council tax, and locally funded services. Residents expect their council tax to be spent locally and recognition it is a local tax is required to maintain trust between residents and local authorities. If council tax equalisation is to be at 100%, based on a council's tax base, then councils should be given greater flexibility on setting council tax otherwise the argument that areas with a high base are more able to mitigate the loss of grant funding is completely undermined. We would strongly recommend that all local authorities who are below the national average are given powers to catch up beyond any referendum limits set.

11 Do you agree with the government's proposal to fully include the impact of mandatory discounts and exemptions in the measure of taxhase?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council agrees with the proposal to fully include these discounts. As local authorises have no influence or control over them, it is correct they are included within the measure of tax base.

12 Do you agree with the government's proposal to use statistical methods to proxy for the impact of Working Age Local Council Tax Support in the measure of taxbase?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

Given the vast differences in schemes across the country, BCP Council agrees that a proxy is the preferred method.

13 What are your views on the proposed statistical approach to proxy for the impact of Working Age Local Council Tax Support?

What are your views on the proposed statistical approach to proxy for the impact of Working Age Local Council Tax Support?:

BCP Council are working through the implication of this.

14 Do you agree with the government's proposal to assume that authorities make no use of their discretionary discount and premium schemes in the measure of taxbase?

No view

What are your views on the proposed statistical approach to proxy for the impact of Working Age Local Council Tax Support?:

BCP Council are working through the implication of this.

15 Do you agree with the government's proposal to apply a uniform Council Tax collection rate assumption to all authorities?

Neither agree nor disagree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council agree with a uniform collection rate but it is unrealistic to assume 100% collection and means that council's such as BCP Council will lose even more from the resources deduction than can realistically be collected. It would be simpler and fairer to apply the national average of 95%, in the same way that the national average has been proposed for Council Tax level.

16 Do you agree with the government's proposal to split or allocate the resource adjustment in multi-tier areas according to the average share in council tax receipts in multi-tier areas?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

This approach is reasonable

Chapter 7: Running the Business Rates Retention System

17 Noting a potential trade-off of an increased levy charged on business rate growth for some local authorities, do you agree that the level of Safety Net protection should increase for 2026-27?

Agree

 $Please\ provide\ any\ additional\ information,\ including\ any\ explanation\ or\ evidence\ for\ your\ response.:$

Chapter 8: The New Homes Bonus

18 Do you agree with the government's proposal to end the New Homes Bonus in the Local Government Finance Settlement from 2026-27 and return the funding currently allocated to the Bonus to the core Settlement, distributed via the updated Settlement Funding Assessment?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council agrees with the principal of allocating NHB within the settlement. However, as with other grants rolled into the settlement, this is predicated on the SFA being correct.

19 What measures could the government use to incentivise local authorities to specifically support affordable and sub-market housing?

What measures could the government use to incentivise local authorities to specifically support affordable and sub-market housing?:

Not implement 100% council tax equalisation.

Chapter 9: Transitional arrangements and keeping allocations up-to-date

20 Are there any further flexibilities that you think could support local decision-making during the transitional period?

Are there any further flexibilities that you think could support local decision-making during the transitional period?:

Given the government is committed to simplifying the grant landscape consideration could be given to the un-ringfencing of ring-fenced grants.

21 What are the safeguards that would need to go alongside any additional flexibilities?

What are the safeguards that would need to go alongside any additional flexibilities?:

N/A

22 Do you agree or disagree that we should move local authorities to their updated allocations over the three-year multi-year Settlement?

Agree

Please provide any additional information, including the impact this measure could have on local authorities' financial sustainability and service provision.

BCP Council agrees with moving authorities over a transition period.

23 Do you agree or disagree that we should use a funding floor to protect as many local authorities' income as possible, at flat cash in each year of the Settlement?

Agree

Please provide any additional information, including on: (i) the level of protection or income baseline, considerate of the trade-off with allocating funding according to the updated assessment of need and resources; and (ii) the possible impacts on local authorities' financial sustainability and service provision.:

24 Do you agree or disagree with including projections on residential population?

Agree

25 Do you agree or disagree with including projections on Council Tax level?

Disagree

26 Do you agree or disagree with including projections on Council Tax base?

Agree

27 If you agree, what is your preferred method of projecting residential population, Council Tax level and Council Tax base? Please provide any additional information, including any explanation or evidence for your response and any views on technical delivery.

Please provide any additional information, including any explanation or evidence for your response and any views on technical delivery. If you agree, what is your preferred method of projecting residential population, Council Tax level and Council Tax base?:

N/A

Chapter 10: Devolution, local government reorganisation and wider reform

28 Do you agree with the approach proposed to determining allocations for areas which reorganise into a single unitary authority along existing geographic boundaries?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

29 Do you agree that, where areas are reorganising into multiple new unitary authorities, they should agree a proposal for the division of existing funding locally based on any guidance set out by central government?

Neither agree nor disagree

Please provide any supporting information, including any further information areas would find helpful in guidance.:

BCP Council does not have a strong view on the proposal to allow existing LA areas that are splitting into more than one authority to determine their own allocations. However, any future funding formula should be fair and consistent, with new areas having their own formal needs assessment. Please provide any supporting information, including any further information areas would find helpful in guidance.

30 Do you agree that the government should work to reduce unnecessary or disproportionate burden created by statutory duties?

Agree

If you agree, what specific areas of statutory duties impose significant burden without significant value for residents? Please provide any examples of changes you would like to see to statutory duties, being as specific as possible.:

BCP Council would agree that the government should work to reduce unnecessary or disproportionate burden created by statutory duties.

- Reduced range of statutory functions undertaken by Qualified Social Workers
- Funding statutory Special Educational Needs Team and Educational Psychologists from Dedicated Schools Grant
- Introduce means tested charging for home to school transport
- Children's services commissioning: capping profit margins for providers of children's homes, national consistency in approach to placement fees, introduction of post-16 regulations and regionalised commissioning
- Charging for use of Household Waste Recycling Centres
- Charging for concessionary fares and issuing bus passes
- Enforcement for Pavement (footway) parking

Chapter 11: Sales, fees and charges reform

31 Do you agree with the proposed framework outlined at paragraph 11.2.3 for assessing whether a fee should be changed?

Neither agree nor disagree

Please provide any additional information, for example any additional criteria which would strengthen the above assessment framework, and any data which would be used to assess against additional criteria.:

BCP Council would urge the government to increase flexibility for raising fees and charges. BCP Council understand that there are certain constraints and the framework the government has set out seems reasonable. However, BCP Council would want the review to prioritise increasing flexibility and trusting local authorities to set the right fee levels that recognise effects on demand, businesses and financial sustainability, to ease the financial strain on local government. Local authorities are best placed to know how to balance the need to maintain fee values and the original policy intent of the fee whilst minimising cost of living impacts for service users, so emphasis should be on devolving decision to local authorities as much as possible.

32 The government invites views from respondents on how best to balance the need to maintain fee values and the original policy intent of the fee whilst minimising cost of living impacts for service users.

The government invites views from respondents on how best to balance the need to maintain fee values and the original policy intent of the fee whilst minimising cost of living impacts for service users.:

BCP Council would support any move to increase flexibility for raising fees and charges and would urge the government to progress with any review that prioritises increasing flexibility and trusting local authorities to set the right fee levels that recognise effects on demand, businesses and financial sustainability, to ease the financial strain on local government. Local authorities are best placed to know how to balance the need to maintain fee values and the original policy intent of the fee whilst minimising cost of living impacts for service users, so emphasis should be on devolving decision to local authorities as much as possible – for example, by allowing means testing of Home to School Transport and Concessionary Fares.

33 Do you agree that the measures above provide an effective balance between protecting charge payers from excessive increases, while providing authorities with greater control over local revenue raising?

Agree

Please provide a rationale or your response. We are also interested in any further mechanisms which could be applied to fees that are updated or devolved, that will help strike a balance between those objectives.:

BCP Council believes the measures are reasonable.. We are also interested in any further mechanisms which could be applied to fees that are updated or devolved, that will help strike a balance between those objectives.

34 Do you agree that we should take action to update fees before exploring options to devolve certain fees to local government in the longer term?

Neither agree nor disagree

Please provide any additional information, including any explanation or evidence for your response.:

BCP Council does not have a strong view but would again stress the need to move towards a more flexible system.

Chapter 12: Design of relative needs formulae

35 Do you agree or disagree that these are the right Relative Needs Indicators? Are there any other Relative Needs Indicators we should consider? Note that we will not be able to add additional indicators for a 2026-27 update.

Agree

Are there any other Relative Needs Indicators we should consider? Note that we will not be able to add additional indicators for a 2026-27 update.:

Note that we will not be able to add additional indicators for a 2026-27 update

36 Do you agree or disagree with including population projections in the ASC formula, when published, that have been rebased using Census 2021 data?

Agree

Please provide any additional information, including any explanation or evidence for your response.:

We agree with the principle that adjustments should be based on up-to-date information about the population, and that the size and demographics of the population are relevant to the share of funding a local authority receives. We agree with using Census 2021 data for this purpose.

37 Do you agree or disagree with our proposal to include a Low-Income Adjustment (LIA) for the older adults component of the ASC RNF model?

Neither agree nor disagree

Please provide any additional information, including any explanation or evidence for your response.:

Theoretically, a low-income adjustment to recognise the ability of the population to contribute to their own care is reasonable, and it is recognised that this was first introduced in the 2011 to 2012 LGFS2. However, it is of concern that the government notes 'that the statistical evidence for this relationship is weak' with regards to the use of benefits data. On balance, it may be better to exclude such a measure given that the wealth of the population is already considered within the ACA for adult social care in relation to PIP, DLA and Attendance Allowance, as well as home ownership, all of which may correlate with the capacity for charging and collection. It is also noted that this would have minimal effect on the overall outcome of the allocations (paragraph 12.1.27 of section 2 https://www.gov.uk/government/consultations/the-fair-funding-review-20) hence it would be genuinely within the spirit of simplification to remove this adjustment. Therefore, we disagree with the inclusion of the LIA within the ASC RNF model.

38 Do you agree or disagree that the overall ASC RNF should combine the two component allocation shares using weights derived from the national ASC net current expenditure data on younger and older adults (in this case 2023 to 2024)?

Agree

If you disagree, what other weightings would you use? Please provide details for why you would use these weights and what data it would be based on?:

Agree that the overall ASC RNF should combine the two component allocation shares using the 2023-24 net current expenditure on younger and older adults, a split which should be regularly updated to avoid a drastic shift as this will trigger by updating from 2013-14 data. However, we feel strongly that the disproportionate cost of supporting the very old population (i.e. over 85s) has not been taken account of in the ASC RNF. For BCP Council, we have the largest number of over 85s in the country, Dorset has one of the oldest populations in the UK and the corresponding rate of dementia and other chronic health conditions inevitably has a drastic impact on the cost of care to meet the statutory Care Act duties, and yet our assessed need for ASC has dropped by 3.4%. A suggested addition to the formula would be the incorporation of average population age as a factor. Whilst this is somewhat incorporated in both the older adult and younger adult RNF calculations by the adjustments for over 80 years of age (an increase) and for the age group 16-24 (a decrease) it does not reflect that having a consistently older population impacts on the complexity of both population splits, particularly the amount of family support available for the older working age population and the complexity of care required for a generally older population.

39 Do you agree that ethnicity should be removed as a variable in the CYPS formula?

Agree

Please explain your reasoning.:

40 Do you agree overall that the new CYPS formula represents an accurate assessment of need for children and family services?

Agree

Please share any reflections or suggested changes.:

The key indicators of spend for BCP Council are deprivation

41 Do you believe that the components of daytime population inflow should be weighted to reflect their relative impact on demand for services?

Neither agree nor disagree

Please provide any additional information, including any explanation or evidence for your response.:

The components of daytime population inflow should be weighted to reflect their impact on service demand; however, further details on the proposed system of weighting are needed to make informed comments on this.

42 Do you agree with/have any comments on the design of the Foundation Formula?

Neither agree nor disagree

Please provide any additional information, including any explanation or evidence for your response.:

It is noted that deprivation is now included as a factor in the foundation formula, which is consistent with the government's targeting of deprivation. The removal of specific formulae related to flood defence and coastal protection is also detrimental to councils such as BCP Council and we would prefer these cost drivers to be captured in some way in the new Foundation RNF.

The recently closed Defra consultation on the future funding of flood defences clarified (via an online forum during the consultation run by Defra) that routine maintenance funding is not under review as part of that consultation, as it is considered the responsibility of MHCLG rather than Defra. However, in this MHCLG consultation the funding also seems to be ducking the issue.

Local Authority funding for Flood Defence and Coast Protection from MHCLG is not currently ringfenced and is often reallocated by Chief Finance Officers (Section 151 Officers) to other non-FCERM Local Authority priorities given service pressures. The significant reduction in Revenue Support Grant for Local Authorities in recent years has thus left them unable to maintain FCERM assets adequately.

In practice, this shortfall means that routine maintenance of flood defences and coast protection assets is not occurring, shortens asset lifespans and increases carbon emissions due to more frequent refurbishments. The overall effect is that national investment in constructing these assets in the first place is not maximised, leading to the need to replace assets sooner than would be expected. It is well established that every £1 spent on maintenance of FCERM assets generates £7 of savings on new flood and coastal erosion defences (see Section 9 of Coastal_Change_Report_final_4Jun24.pdf). We therefore believe that including the costs for Flood Defence and Coast Protection within the overall Foundation Formula, rather than calculating on a Relative Needs basis that takes account of not only the population at risk but also the type, extent and number of FCERM assets in an area, risks

The routine maintenance of key Local Authority FCERM infrastructure is vital to both protecting existing communities but also supporting the housebuilding and growth agenda of Government by enabling development in areas that would otherwise become at risk of flooding or erosion due to assets failing as a result of lack of maintenance.

In addition to the maintenance issues, it should also be noted that historical payments provided to Upper Tier authorities after their nomination as 'Lead Local Flood Authorities' under the Flood & Waters Management Act 2010, have also been un-ringfenced. This again means that the significant pressures on public finances have caused a reduction in resource in these authorities. These issues are long understood, as detailed in the government report 'Surface Water Management – An Action Plan 2018' (surface-water-management-action-plan-july-2018.pdf) where 'building Local Authority capacity' is a key deliverable. Funding must be ringfenced to enable that growth in LLFAs.

43 Do you agree with/have any comments on the design of the Fire and Rescue Formula?

massively underfunding this area of Local Authority service delivery.

No view

Please provide any additional information, including any explanation or evidence for your response.:

N/A

44 Do you agree with/have any comments on the design of the formula for Highways Maintenance?

Disagree

Please provide any additional information, including any explanation or evidence for your response.:

BCP is an urban authority with a port. This results in a greater than average proportion of HGVs through buses and freight which have a proportionally greater impact on the carriageway. It is suggested that Million Standard Axles (MSA) is considered instead of AADT to reflect this difference. The current and proposed approach is seen as less favourable to urban authorities which we flag here along with a recognised alternative used by DfT and highway engineers in other contexts.

45 Do you agree with/have any comments on the design of the formula for Home-to-School-Transport?

Neither agree nor disagree

Please provide any additional information, including any explanation or evidence for your response.:

While the addition of a specific Home to School Transport RNF is welcome, BCP Council does not agree with its calculation. The 20-mile capping risks underfunding authorities like BCP Council where long distance travel is often necessity rather than choice, with around 10% of journeys over 20 miles. These longer journeys are often our most expensive, supporting Alternative Provision and Education Otherwise than at School. BCP Council would prefer a tiered weighting system that reflects the cost of longer journeys, rather than excluding them from the calculation. The straight road formula discounts BCP Council's rural roads and appears quite reductive for a big county. It doesn't reflect the reality of our transport networks and Dorset has limited direct routes, especially to special schools. BCP Council would prefer to use actual road distances or a weighted proxy that accounts for rurality/travel time. Bcp Council does not know how the figure of SEND travel costing 6.6 times more than mainstream travel was arrived at, nor whether it accounts for regional variation. If BCP Council includes public transport (freedom passes) in its costs, the difference is greater than 6.6. This will understate the complexity of provision especially for children who need medical support on transport. There should be consideration of rurality, need for solos, personal assistants or nurses, specialist vehicles, and longer travel times.

Chapter 13: Equalities impacts

46 Do you have any views on the potential impacts of the proposals in this consultation on persons who share a protected characteristic?

Please provide any additional information, including any explanation or evidence for your response.:

Response ID ANON-96YF-W2K4-P

Submitted to Modernising and improving the administration of council tax Submitted on 2025-09-11 10:16:38

Ministerial foreword

Summary of the government's proposed approach

Chapter 1. Introduction

Chapter 2. Background

Personal details

1 What's your full name?

Type your first and last name: Adam Richens

2 What type of respondent or organisation are you replying on behalf of?

Please pick one response:

Local authority

If you answered 'other' please provide details.:

3 If you are responding on behalf of a local authority please tell us which one

Please use this space to respond: Bournemouth, Christchurch and Poole Council

Chapter 3. Modernising council tax billing

Changes to council tax billing

CONSULTATION QUESTIONS

In what capacity are you responding to the consultation?

Local authority

Consultation question for local authorities/interested groups/voluntary organisations/other bodies

1 What impacts, if any, do you think moving to 12-month billing will have on local authority's cash flow and ability to pay precepting authorities?

please explain below:

This will impact on cash flow and ability to pay, as councils will receive payments later in the financial year, or into the next financial year. As per the New Burden doctrine councils should be compensated for the financial consequences (cash-flow consequences) of this change. Consideration will need to be given to precepts, and this may impact on their ability to budget appropriately.

Consultation question for members of the public

2 The government intends to change the default bill instalments from 10 months to 12 months. Do you agree with this approach?

Please pick one response:

Nc

Please explain your reason:

The existing statutory requirement is to allow 10 instalments. This allows councils the ability to amend instalments, extend arrangements and still obtain payment within the same financial year. To have a statutory requirement of 12 months will impede payment within the same financial year and would mean any extension/amendments would in all likelihood have to be addressed in the following financial year. There is a direct cash-flow implication of this change which will ultimately cost the council more in debt servicing costs.

3 If the government were to move to 12-month instalments by default, do you agree taxpayers should be able to request to pay in 10-monthly instalments ?
Yes
Please explain further:
Councils will have a substantial number of taxpayers who already pay over 10 months and would like to retain this, giving them freedom of choice. Consideration needs to be given to avoid continual changes by a taxpayer between 10 and 12 instalments and the impact this will have on council's and their budgeting.
Making council tax more transparent
Call for evidence questions for members of the public
4 Do you feel you have a good understanding of how council tax revenue is used by your local authority?
Please pick one response: Yes
Please explain your reason:
It is used to fund the services provided to taxpayers and residents, as well as providing funding for police and fire authorities as well as any parishes. As a unitary authority it principally funds education and social care. A consistent income stream is essential to allow councils to budget appropriately and avoid funding issues or additional bank charges.
5a Do you agree further information should be provided on how council tax is spent?
Please pick one response: No
Please explain further:
Details of the council's expenditure is provided on documentation we supply to taxpayers and on our website. If more information was a statutory requirement this might be bureaucratic and incur additional financial expenditure. It would also be dependent on external auditors and raise undue time constraints.
5b If you answered yes to the previous question, how should this information be presented?
Please explain further:
N/A
6a Do you feel you have a good understanding of the support offered by your council and how to claim this?
Please pick one response:
6b How might this be improved?
Please explain further:
N/A
7 What further information, if any, do you think would be helpful to see on this support? How should this be presented?
Please explain further:
Details of discounts, reductions and the Council Tax Support scheme are provided with bills and published on our website. Enhanced promotion and accessibility might increase the uptake and reduce financial burdens on taxpayers.
Modernising council tax disregards
Severe mental impairment
CONSULTATION QUESTIONS
In what capacity are you responding to this consultation?

Local authority

Consultation question for local authorities/interested groups/voluntary organisation /other bodies

8 What are your views on whether the proposed definition is consistent with the existing eligibility for the disregard?

Please explain further:

Providing any title of the discount is representative of the actual discount, the council has no views on its title.

Consultation question for members of the public

9 Do you agree with the proposed new name and definition of the disregard, as set out above?

Please pick one response:

Yes

Please explain your reason:

Taxpayers can reduce their bill through reductions or discounts, and these are usually termed based on the discount. The term Severe Mental Impairment may be outdated, but as with other discounts, it is based on specific criteria. The terminology of a discount shouldn't be a barrier to the uptake.

Severe mental impairment

CALL FOR EVIDENCE QUESTIONS

In what capacity are you responding to this consultation?

Local authority

Call for evidence questions for local authorities/interested groups/voluntary organisations/other bodies

10 Are you aware of any households facing barriers when accessing the severely mentally impaired disregard? Please describe.

Please describe below:

The council is not aware of any specific barriers to claiming the SMI discount/exemption.

Call for evidence questions for members of the public

11 Have you, or your family members, experienced any barriers to claiming this support? Please describe.

Please describe below:

N/A

12 What, if anything, do you think could put someone off applying for this support?

Please describe below:

They may not consider they suffer from a Severe Mental Impairment, which is why clear qualifying criteria is published, to provide clarity.

13 What do you think the government could do to improve access and accessibility to this disregard?

Please describe below:

Maybe better clarity for medical professionals to assist their consideration of the medical condition, to ensure it is considered to be severe, rather than mildly impeding for example.

14a What are your views on a government provided (but not prescribed) form that councils and taxpayers could use to improve consistency of claiming the disregard in England?

Please describe below:

Councils should be afforded the ability to adapt their application forms and use their experience of previously completed forms, feedback from taxpayers and resolution of previous misinterpretations.

14b How should the government incentivise councils to use such a form?

Please explain your reason:

Apprentices

Carers/care workers

Call for evidence questions for members of the public

15 What are your views on the disregards set out for carers and apprentices?

Please describe below:

The earnings threshold of an apprentice (£195 per week) and a carer (£44 per week) should be revised or reconsidered periodically. The current value for an apprentice hasn't been revised since 2006 and may be impossible to attain. Councils may be committed to ensuring a living wage is paid. As £195 per week for a 35-hour week is £5.57 an hour, compared to a living wage of £12.60 per hour, councils attract the criticism for outdated or unrealistic values, regardless of whose responsibility it is.

16 Do you believe the current eligibility criteria for apprentices and/or carers is appropriate?

Please explain your reason:

Yes, with the exception of the earnings thresholds.

17a Are you or any one in your households/family in receipt of any of these disregards?

Please pick one response:

No

17b If you answered yes to the previous question, please specify which disregard and share your experience of this.

Please describe below:

N/A

Other forms of council tax support

Call for evidence questions for members of the public

18 Are there any other disregards which should be considered in respect of certain cohorts who do not fall within the current disregards?

Please describe below:

To provide a discount or disregard on additional cohorts may prove problematic. Not every role provided by an employer can be pigeonholed into a specific category and if the government include one and not another, they will attract criticism rather than praise for inclusion.

19a Do you or anyone in your household fit into one of the categories of people not covered by the current council tax disregards or exemptions?

Please pick one response:

No

19b If you answered yes to the previous question, please tell us what would be the impact of any new forms of support on your household.

Please describe below:

N/A

Chapter 4. Barriers to improved efficiency

Communicating council tax information

Call for evidence questions for members of the public

20 What do you think about how information is currently provided by councils?

Please describe below :

The requirement to publish information in a local newspaper is outdated and impractical as publishers move to a digital output. Being published in a local newspaper relies on a taxpayer incurring additional expenditure to purchase and is irrelevant or unobserved by landlords and second homeowners who are not in the local area. Digital output is an accessible means to obtain information and is easily found using basic searches.

21 What council tax information do you think could be shared by councils digitally? Please provide suggestions.

Please provide suggestions:

Digital billing, whilst retaining a paper option for those digitally excluded, would reflect a more modern access method. It might enable cost savings and compliment the governments digital aspirations.

22 In relation to any suggestions provided in question 21, how could councils ensure this was accessible to all residents?

Please describe below:

By enabling a range of methods of communication, it would remain accessible to all. An emphasis from the government on digital enablement may encourage taxpayers to move away from paper onto a digital format.

Challenging council tax bands

Call for evidence questions for members of the public

23a What are your views on the current process for challenging a council tax band?

Please describe below:

The council is not involved in the process for challenging a Council Tax band as this is the responsibility of the Valuation Office Agency (VOA). The council is concerned by the responsiveness and efficiency of the VOA. Anything that reduces the Valuation Office Agency's workload would improve their responsiveness to banding dwellings, which will enable councils to bill faster and possibly secure payment quicker.

23b What changes, if any, should the government consider to the council tax band challenge process?

Please describe below:

Limiting the number of challenges available, which will avoid repeated challenges by the same individual when they have not changed address. A reconsideration of the Council Tax bands so they are not based on 30 year old figures.

Chapter 5. Collection and enforcement of council tax

Enforcement of council tax

Consultation question for members of the public

24 The government is interested in changing regulations on when councils can request a full bill, or seek liability orders, to a more appropriate and proportionate timeframe. How long after a reminder notice, should full liability apply?

Not Answered

Please explain your reason:

Councils are required to follow a complicated recovery process, which is subject to continual analysis by some members of the community. Councils can revert to instalments, rather than the full balance, if appropriate, following engagement by the taxpayer. Any delay in the recovery process will result in cash-flow issues for a council and a failure to obtain payment within the financial year. Any amendment to the recovery process will result in additional challenges from some members of the community. Consistency is key, with the ability for councils to be flexible in their approach to revert to instalments

Call for evidence questions for members of the public

25 Are there any further steps councils should take before being able to charge for a full-year's bill? For example, offering alternative payment plans, providing further reminder notices or undertaking welfare checks?

Please share further thoughts below:

Our experience has shown that alternative payment plans, additional reminders and extended instalments are all offered to taxpayers. The issue remains where a taxpayer fails to engage with the council. Access to the HMRC records will improve collection and will improve engagement by taxpayers who wish to avoid this recovery process. Additional undertakings such as welfare visits or credit reference agency checks will result in financial and resource pressure on councils and delay the recovery process.

26 What other ways do you think councils can support individuals when they miss a council tax payment?

Please share views below.:

Encouragement is already provided to taxpayers to engage with the council. A discretionary soft reminder might be considered appropriate, to try and obtain engagement. This would come at additional cost to the council though.

CALL FOR EVIDENCE QUESTIONS

In what capacity are you responding to this consultation?

Local authority

Call for evidence questions for local authorities/interested groups/voluntary organisations/other bodies

27 Do you think there are any barriers to councils being able to support taxpayers as suggested in question 25 and 26? What are these barriers?

Please pick one response:

Yes

Please share further thoughts on your response below:

The inability to access HMRC records means councils are reliant on a taxpayer to engage with the council and divulge that information voluntarily. This information is not usually voluntarily given, resulting in less appealing recovery actions being taken, which may cause more distress. A change in legislation to alter the liable party to be the owner of a property would remove all the issues council's encounter with obtaining payment and remove the stress placed on financially disadvantaged residents. Owners of properties are available from the Land Registry and avoids absconders and subsequent funding pressures for a council.

Liability orders

Consultation questions for members of the public

28 Do you agree that the government should introduce a cap on the reasonable costs that a court can award for a council's costs for an application for a liability order?

No

29 What do you think this cap should be set at?

Not Answered

Please explain your reason:

A cap should not be introduced, as the costs incurred by each council are different.

30 Should the cap apply when seeking a liability order on second or empty homes?

Not Answered

Please explain your answer:

N/A

Powers to enforce council tax

Call for evidence questions for members of the public

31 Do you believe the current enforcement is proportionate in the context of council tax collection?

Yes

Please explain your answer:

Enforcement agent referrals are sometimes the only viable remedy when the liable party's circumstances are unknown. Any inappropriateness is usually due to the lack of engagement by the liable party or their financial/employment circumstances. Access to HMRC's data would enable attachment to earnings and improve collections, whilst at the same time improving engagement and reducing any inappropriate remedy.

32 What are your views on ways enforcement could better reflect the needs of those in financial or other hardship?

Please describe below :

Increased signposting to welfare groups or extended repayment plans, both of which will impact council finances and resources. Inadequate funding of Council Tax Support schemes increases the number of financially vulnerable people. This raises the potential for collection methods to be challenged. Altering Council Tax to be the responsibility of the owner would remove inappropriate recovery methods.

33 Do you have any suggestions on alternative or additional measures to ensure council tax is paid? Yes Please provide suggestions: Council Tax to be the responsibility of the owner, rather than any occupant. Alternatively, enabling councils to have access to HMRC records so an attachment to earnings may be attained. Broader collection powers Call for evidence questions for members of the public 34 What are your views on the current methods available to councils to collect council tax? Please describe below: They are appropriate, even committal, providing it is used as a remedy to address those that won't pay. 35 How else do you think council tax could be efficiently and fairly collected? Please provide suggestions: By providing access to HMRC records, it would avoid protracted correspondence, improve engagement from the taxpayer and result in payment being obtained in the financial year, thus assisting councils financially. It may also enable councils reduce their recovery action and thus reduce resources which may enable Council Tax to be kept to a minimum. Altering the liable party to be the owner would result in Council Tax being applied fairly and efficiently and enable an efficient recovery process. Question for members of the public 36 Do you have any views on anything else related to council tax administration which has not been covered in this consultation and call for evidence? If so, please provide them here Please provide suggestions: If Council Tax is to be modernised, consideration needs to be given to the number and value of the bands. Wales and Scotland have had their Council Tax bands revalued and redesigned, but there's no mention of this occurring in England. The removal of the single person discount would result in Council Tax being either being reduced for everyone else or more local services provided/funded. It would also remove the ability to commit error or fraud and reduce resources applied to monitor this discount. If, following a risk assessment, it was shown to impact pensioners adversely, a new discount could be applied to anyone over the age of 70 years. A link to HMRC or the Pension Service would facilitate the automated application of this discount. Apply a banding change following the completion of improvements or reductions, rather than upon the sale of a property. Chapter 6. Public Sector Equality Duty 37 Do you have any views on whether any of the proposed changes in the consultation will have any disproportionate impacts on any particular groups with protected characteristics compared to others? Please describe below: N/A Chapter 7. Next steps List of consultation questions

55

About this consultation

Personal data

Key Assumptions

Service Pressures, Corporate Cost Pressures & Additional Resources, Savings, and Efficiencies

	Revised		Updated				
	Budget	Fairer	Budget	Oct 2025 MTFP Position			
	2025/26	Funding	2025/26	26/27	27/28	28/29	Total
Service Pressures (net of any specific grant changes)	£m	Adjustment	£m	£m	£m	£m	£m
Wellbeing Directorate	138.1	37.9	176.0	11.1	7.7	8.1	26.9
Children's Directorate	100.0	10.3	110.3	6.0	6.0	6.0	17.9
Operations Directorate	37.7	0.0	37.7	0.6	3.0	3.1	6.7
- Operations Directorate: Waste & Extended Producer Responsibility	22.0	0.0	22.0	1.9	0.8	6.0	8.6
Resources Directorate	49.8	0.0	49.8	(0.0)	0.1	1.6	1.6
Service Pressures (net of any specific grant changes)	347.6	48.2	395.8	19.5	17.5	24.8	61.8
Savings, Efficiencies, Fees & Charges							
Wellbeing Directorate				(2.8)	(0.9)	(0.8)	(4.5)
Children's Directorate				(0.5)	0.0	0.0	(0.5)
Operations Directorate				(4.5)	(2.0)	(1.3)	(7.8)
Resources Directorate				(0.9)	(0.4)	(0.1)	(1.5)
Transformation				(3.5)	(5.6)	(0.7)	(9.7)
Savings, Efficiencies, Fees and Charges				(12.2)	(8.9)	(2.9)	(24.0)
Corporate Items - Cost Pressures							
Transformation Base Revenue Cost	0.0		0.0	0.0	0.0	0.0	0.0
Debt Capital Repayment - Minimum Revenue Provision	8.7		8.7	0.4	0.4	0.4	1.2
Debt Interest on Borrowings	1.3		1.3	0.8	0.3	0.9	2.0
Treasury Management Income	(0.7)		(0.7)	0.0	0.0	0.0	0.0
Pension - Back funding	3.7		3.7	0.0	0.0	0.0	0.0
Provision for the Pay Award	(0.3)		(0.3)	5.3	4.2	4.3	13.8
Pay and Grading Project	0.4		0.4	5.3	(1.0)	(0.2)	4.1
Pay and Grading Project - Implementation cost	2.2		2.2	(1.8)	(0.4)	0.0	(2.2)
Benefits	(1.3)		(1.3)	0.0	0.0	0.0	0.0
Investment Properties Income	(4.7)		(4.7)	0.0	0.0	0.0	0.0
Miscellaneous including levies	(3.0)		(3.0)	0.4	0.7	0.7	1.8
Contingency	2.5		2.5	(0.0)	(0.0)	0.0	(0.1)
Corporate Items - Cost Pressures	8.7	0.0	16.7	10.4	4.2	6.1	20.7
Funding - Changes	(361.7)	(48.2)	(409.9)	(14.1)	(18.7)	(22.4)	(55.2)
Debt interest due to accumulated SEND deficit	8.1	0.0	8.1	1.8	1.9	1.2	4.9
	2.8	0.0	2.8	5.4	(4.0)	6.7	8.1
Annual – Net Funding Gap		- 0.0				0.0	2.8
Application of one-off business rates resources to MTFP	(2.8)		(2.8)	2.8	0.0		
Annual – Net Funding Gap Cumulative MTFP – Net Funding Gap	0.0	0.0	0.0	8.2 8.2	(4.0) 4.1	6.7 10.9	10.9
Cumulative with - Net running Gap				0.2	4.1	10.9	l

Please note: The MTFP as presented does not provide for two specific known unknowns namely any potential impact of the governments funding reforms and future waste strategy.

The developing 2026/27 Budget and Medium-Term Financial Plan (MTFP) as presented is based on numerous key assumptions that although they have been informed by many factors such as government announcements, economic forecasts, and trend analysis, are also based on professional judgement. These can be listed as follows.

1. Wellbeing

Service Pressures £11.1m for 2026/27 (6.3% increase over the 2025/26 budget as adjusted for the government fair funding review) for demand and inflationary increases.

Adult Social Care and Commissioning

The MTFP makes provision for an additional gross £27m investment in adult social care services over the 3-year period to March 2029 (£11m in 2026/27). Grant support towards these pressures has been assumed at the level of £2m in 2026/27 and £2m of growth each year afterwards. The pressures, which exclude the impact of the pay award on the services staff, arise from a combination of:

- 1) Assumptions around inflationary pressures within the care market. These pressures relate mainly to increases for providers in staffing costs where a significant driver is the consequential impact of changes in the national living wage (NLW) with this estimated at £15.8m over the 3 years.
- 2) It is worth noting that ringfenced grants (market sustainability and Improvement fund and the social care support grant) currently built into the adult service are being rolled into the non-ringfenced revenue support grant (RSG) in the government's fair funding review process from 2026/27. The full extent of these changes remains unknown but currently assumed for specific government funding supporting Adult Social Care is growth of £6m over the MTFP horizon, spread evenly throughout the years: £2m in 2026/27 and subsequent years.
- 3) Demographic growth for all client groups is provided for at £11.5m over the 3-year period.

The NLW remains a key driver for the cost of care services affecting 70% of the cost of providing home care and 65% for residential fees. The Low Pay Commission suggested NLW hourly rate is to grow to £12.71 from April 2026, which translates into a 4.1% increase. The cost of care in the MTFP has been taken forward from this base.

The remaining 30%-35% of the cost of providing care is driven by other cost of living factors assumed to increase in 2026/27 by £1m and by a further £1.2m and £1.4m in 2027/28 and 2028/29, respectively.

The Health Secretary has announced plans to improve care workers pay along with the introduction of a new sector-wide negotiation body to lead on pay conditions between employers, trade unions and employees. These changes are to come into force in 2028 with £500m of new funding from government for the sector. The current MTFP does not yet factor in these changes.

Housing & Public Protection

The Housing & Public Protection service continues to face challenges across the 3-year MTFP, with £0.5m of growth included in 2026/27 and recurring pressures forecast through to 2028/29. These pressures reflect the ongoing impact of inflation on housing related support and community safety contracts, alongside the need to meet statutory obligations and maintain essential services.

The future funding position for key grants such as the homelessness prevention grant (HPG) and the rough sleeping prevention and recovery grant (RSPARG) remains uncertain. There are ongoing discussions at a national level regarding the potential consolidation of elements of these grants into the RSG. Until the outcome of these proposals is confirmed, the full financial impact on the housing service is unclear.

2. Children's Services

Service Pressures of £6.0m for 2026/27 (5.4% increase over the 2025/26 budget as adjusted for the government fair funding review) for demand and inflationary increases)

The MTFP makes provision for an additional gross £17.9m investment in children's services over the 3-year period to March 2029 (after additional specific grants). This pressure, which excludes the impact of future pay awards on the services staff, is a combination of:

1) Care:

- a. The service has seen a rise in the numbers and average cost of children in care since the budget was set for 2025/26 with resources released from other budgets and reserves in mitigation. There continues to be increasing complexity of children needing placements with a limited supply of good quality places nationally and providers have been able to increase their fees beyond our expectations.
- b. The requirement for providers of supported accommodation for looked after children and care leavers aged 16 and 17 to be Ofsted registered and inspected has also led to an increase in placement fees as higher costs are passed on.
- c. Local social care market purchasing has been reliant on framework contracts which previously worked well in managing placement costs, however in recent years this has significantly deteriorated. This change has impacted on the cost of placements, and a range of market options is being explored.
- d. The NLW is a key driver for the cost of care services and the increase by 4% is expected to impact the cost of care in the coming year.
- School Transport for pupils with special educational needs and disabilities (SEND):

SEND transport costs are directly linked with the increasing number of education, health, and care plans (EHCPs) and the pressure that continues in the high needs block of the dedicated schools grant (DSG). The growth allowed of £2m annually is before considering the impact of the transformation project planned to deliver savings.

3) Grants

The social care grant provided since 2020/21 is assumed to continue along with all other children's social care funding throughout the 3 years of the plan.

3. Operations

Service Pressures of £2.5m for 2026/27 representing an increase of 4.2% on the 2025/26 budget (largely driven by inflationary increases, changes to service provision, and the increased costs associated with the extended producer responsibility scheme that came into effect in April 2025.)

The MTFP provides for additional investment over the 3-year period to March 2029 of £15.3m across operations services. It should be noted that £8.6m of the total £15.3m pressure is related to the increased costs associated with the extended producer responsibility scheme.

The figures are still being carefully worked through as more information is received with a specialist consultant appointed to work on the accuracy of these assumptions.

The on-going pressures over the 3 years are a combination of:

- 1) Inflationary pressures for waste disposal and recycling services linked to contracts and market movements.
- 2) Fuel inflation has been allowed for along with reprofiled and additional prudential borrowing repayments in line with the Fleet Replacement Strategy to ensure that the rolling capital programme for fleet vehicles is maintained.
- 3) Inflationary pressures allowed for within sustainable transport for concessionary fares increases following the recent rebase to reflect the current trend of journeys undertaken.
- 4) Additional energy and inflationary pressures within utilities and street lighting.
- 5) Other inflationary increases added to contracts across Operations including cleaning, RNLI, seafront, intelligent traffic systems and abandoned & untaxed vehicles.

4. Resources

There are no net service pressures identified for 2026/27.

The Resources directorate continues to face a range of financial pressures across the 3-year MTFP, most notably £1.5m in 2028/29 due to increased Microsoft licenses costs.

Other pressures span multiple service areas and reflect the impact of inflation on contracts, member's allowances, and income challenges in areas such as marketing.

The directorate remains focused on managing these pressures through service efficiencies, ensuring continued support for corporate functions and statutory responsibilities.

5. Pay Award

Local government agreed pay awards for 2018/19, 2019/20, 2020/21 and 2021/22 were 2%, 2%, 2.75% and 1.75%, respectively. The National Employers organisation took a different approach in agreeing the pay awards for 2022/23, 2023/24 and 2024/25.

For 2022/23 a flat rate increase of £1.925 on every spinal column point was agreed. For 2023/24 agreement with the Trade Unions was reached on a flat rate increase of £1,925 on every grade up to SCP43 and 3.88% above this level. For 2024/25 the agreement was based on a flat rate increase of £1,290 on every grade up to SCP43 and a 2.5% increase above this level. This equates to approximately an average increase of 4% which was 0.5% below the budgeted amount for 2024/25.

Every 1% variation is estimated to require a £2m provision in the general fund once allowance is made for recharges (for example to capital) and external contributions (such as adjusted fees & charges etc.)

For 2025/26 the budget has been drawn based on a 2.8% provision for the pay award in 2025/26. This was in line with the 2.8% proposed 2025 pay award for public sector workers announced by the government in December 2024. The February 2025 MTFP then made provision for annual pay awards of 2% from 2026/27 onwards.

On the 23 July 2025 the National Employers Organisation agreed a 3.2% pay award for the financial year 2025/26. This, alongside the fact that inflation currently remains stubbornly above

both 3% and the government's 2% inflationary target, has meant that the pay award provision for 2026/27 has now been increased to 2.5%.

In addition, as part of the savings and efficiencies proposals underpinning the 2023/24 budget, provision was made for only 95% of each service's employee establishment to allow for the impact of turnover and other matters on the actual cost of the service. Previously the assumption varied between services, of between 95% and 98%. Monitoring of the 95% assumption is ongoing however the indications are some areas, particularly small teams with low turnover, find it difficult to achieve this target. In addition, services continue to be expected to manage the impact of any incremental drift in their services pay base.

6. New Pay and Grading Structure

A key requirement following the establishment of BCP Council was to create a single new pay and grading structure. In setting a 2025/26 Budget a single pay and grading structure supported by standard terms and conditions applied across all posts was not in place. Potential risks associated with this position increased the longer it took to achieve this outcome however officers were committed to achieving a single pay and grading and terms and conditions outcome.

The position was resolved when Council on 16 July 2025 agreed to the enhanced Pay and Reward offer post a further ballot of trade union members and agreement to move towards a collective agreement. The report set out the intent to increase the permanent pay bill of the authority by £4.545m (2.44% increase on the pay base) which was a further £1.752m above the amount included in the 2025/26 Budget and Medium-Term Financial Plan as agreed by Council in February 2025. These calculations related to the individual appointments and salaries of colleagues as they were known as of 21 April 2025 and related to filled paid permanent posts and excluded any provision for vacant posts, casual employees, apprentices, agency staff or as a result of any future re-mapping outcomes. The report also emphasised that the annual incremental drift exposure of the council, which the financial planning assumption continues to be that it will be managed by services, has increased from £1.5m to £4m per annum due to the additional head room within grades from the revised structure. The report included and Council approved a list of savings proposals to cover the further additional £1.752m cost.

7. Pension Fund

BCP Council is a member of the Dorset Local Government Pension Scheme administered by Dorset Council. The funds actuary Barnett Waddingham is required to revalue the fund every three years (tri-annual revaluation) to determine both the value of its assets and liabilities and the contributions rates for each employer in the fund.

The fund was last revalued as of April 2022, and the impact was agreed with the pension fund actuary in November 2022. The March 2022 position for BCP Council was a funding deficit of £53.2m with a resulting funding level of 95.9% as outlined below, compared to a funding deficit of £86.6m on 31 March 2019 relating to a funding level of 91.9%.

Figure 1: BCP Pension Fund – funding levels

Local Authority	31 March 2016 Funding Level	31 March 2019 Funding level	31 March 2022 Funding Level
Bournemouth Council	79%		
Christchurch Council	88%		
Dorset Council	80%		
Poole	86%		
BCP Council	82%	92%	96%

BCP Council contribution rates are as set out below. In respect of the 2022 revaluation, the increase on the ongoing rate was offset by the reduction in the back-funding element. Key variables that impacted on the valuation were the impact on liabilities of CPI inflation, salary increases and the assumed discount rate, and the level of investment returns on the assets of the fund.

Figure 2: BCP Pension Fund contributions agreed with the actuary:

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Ongoing Primary Rate	15.6%	16.2%	16.8%	17.4%	19%	19%	19%
Backfunding Secondary Rate	£9.43m	£5.89m	£6.10m	£6.32m	£3.97m	£4.13m	£4.29m

Looking at the 2025 valuation, the actuary has previously emphasised their objective of endeavouring to achieve a level of stability in contribution rates. That said the council has an obligation to ensure that any payments are robust and the underlying assumptions challenged as appropriate. The results of the 2025 valuation are anticipated to be announced in November 2025.

In comparing pay rates with those of other employers, it is important that everyone recognises that the council has a total contribution rate of more than 22%. Many private sector companies will be making only a 3% minimum pension fund contribution.

8. Inflationary Costs

Inflation is only provided for in service directorate budgets where it can be demonstrated that it will be needed due to either market or contract conditions. Inflation as of September each year is applied or factored into several 2026/27 contractual uplifts as measured by the (CPI) Consumer Price Index.

CPI Inflation as of August 2025 was 3.8% (July 3.8%).

The government's inflation target remains at 2% on an annual basis.

9. Treasury Management - Interest Cost

The MTFP assumes an additional £3m pressure on the treasury management function related to the increasing need to borrow. Of the additional pressure, £1.8m is in relation to the accumulated SEND deficit forecast to be over £180m by March 2026. In total the Council will be servicing debt in relation to the deficit of £9.9m per annum by 2026/27.

The Council also needs to borrow cash to manage it overall cash position with decreasing level of balances available to invest. The Council continues to employ an internal borrowing policy which has avoided taking out additional external long-term debt and the associated high interest rates payable however this is becoming harder to maintain as interest rates are not falling as quickly as expected. The likelihood is temporary borrowing which has maintained the cash position for a number of years will be switched to longer term borrowing to allow greater security of cash on a daily basis.

10. Previous government specific grants as related to Adult and Children's Social Care transferred to non-ringfenced RSG from 2026/27 - Assumed £2.3m additional funding for social care funding in 2026/27 (£6.9 over 3-year period of the MTFP)

Trends analysis shows that the government have made additional grant funding for social care available in every year since 2015/16.

The Social Care Grant was introduced in 2020/21 and ringfenced to support social care for adults and children and now includes the Independent Living Fund. The allocation to BCP Council in 2025/26 amounted to £39.6m and locally split between Adult Social Care: £29.3m and Children Social Care: £10.3m. the current MTFP assumes growth of this allocation within the RSG over the MTFP timeframe.

The Local Authority Better Care Grant, comprising former Improved Better Care Grant and Adult Social Discharge Grant, allocated to BCP Council Adult Social Care is assumed to remain frozen in 2026/27 at the level £16.6m.

The increase for the Better Care Fund of £0.4 million in 2026/27 is yet to be confirmed by NHS Dorset ICB. Work is being undertaken by both partners within Better Care Fund to establish envelope for this pool in 2026/27 and estimate NHS minimum contribution to local authority commissioned care.

The Market Sustainability Fund initial allocation for 2025/26 was £7.7m. The Adult services MTFP does not include any changes to this allocation, as the grant is being rolled into the RSG with the impact uncertain.

Children Services specific grants

The consolidated Children and Families Grant allocation to BCP in 2025/26 amounted to £2.6m. No increase is yet announced for 2026/27 and future years.

The newly introduced Children Social Care Prevention Grant allocated £1m to BCP in 2025/26. Currently it is unknown if 2026/27 will see an increase of this grant, hence no growth assumed for 2026/27.

11. One-Off Resources

As part of the normal annual budget process the council is required to review the brought forward and forecast position on each of its collection funds (business rates and council tax) and make provision for the forecast year end surplus or deficit as part of the following years budget.

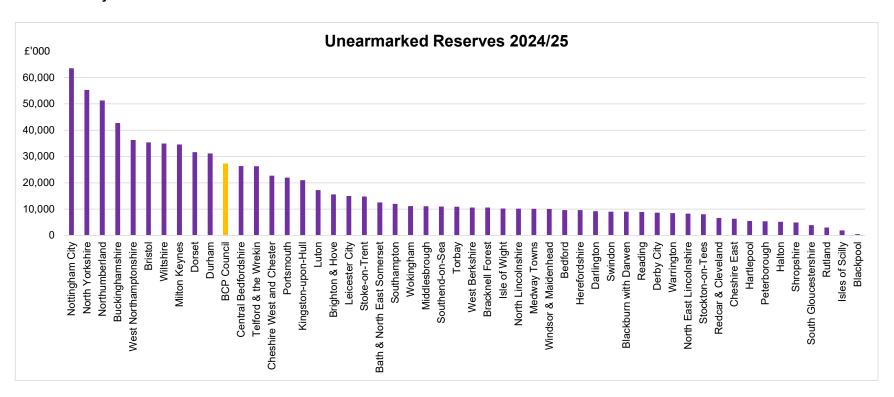
Based on a 2023 fundamental review undertaken in respect of the business rates collection fund a forecast surplus was treated as an exceptional one-off resource rather than as just as part of the standard budget setting arrangements for 2024/25.

A schedule of how these resources is being applied is set out in figure 3 below. In summary it continues to be applied to the delivery of outcomes in support of the financial sustainability of the council and enabling the phasing of savings over defined time periods.

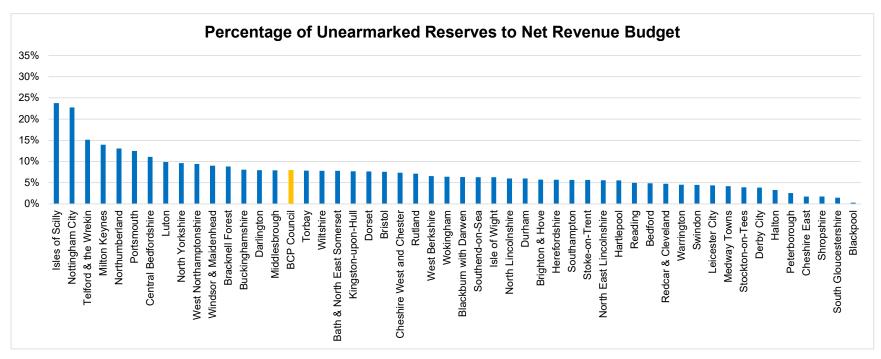
Figure 3: Application of one-off business resources

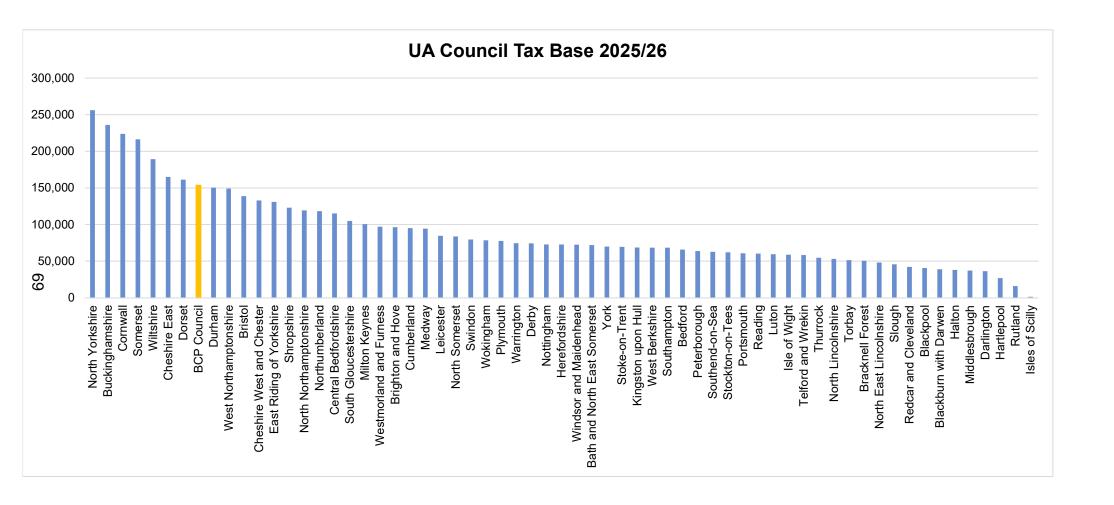
	Latest	Profiled Application of Resources			
	Application £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Resources Available - Business Rates Collection Fund (Surplus)	(25,281)	20003	20003	20003	20003
Application of Resources					
a) Resources set aside to support regeneration ambitions Includes resources to fund the staff transferred by BCP FuturePlaces Ltd over a 4-year period.	4,000	959	1,041	1,000	1,000
b) Russell Cotes Museum (separate 7 February 2024 Cabinet report) £2m One-off dowry payment + £250k one-off maintenance dowry payment. £626k Base budget removed from 1 April 2024 but do not become self sufficient until 1 October 2025. £50k Base budget for corporate maintenance removed from 1 April 2024 therefore £75k provision 1/10/25.	2,250 939 75	626 50	2,250 313 25		
c) Climate Change and Ecological Emergency Resources to top up the project budget, via an Earmarked Reserve, to £1m.	452	452			
d) Children's Services - Improvement Expenditure One-off investment in the Children's Services, Building Stronger Foundations Programme, December Cabinet.	522	522			
e) Bournemouth Air Festival £200k One-off funding for 2024/25 only. Further one-off contingency to underwrite the 2024/25 event (£54k of £100k used)	200 54	200 54			
f) Poole Events Application of unused Air Festival contingency - in light of ABID decision	46		46		
g) Christmas Events £200k One-off funding for 2024/25 only.	200	200			
h) Pay and Reward One-off implementation costs for 2024/25. One-off implementation costs for 2025/26 and 2026/27 Additional costs following 2025 ballot in 2025/26	269 1,082 1,115	269	1,061 1,115	21	
i) Transitional implementation of specified savings proposals Resources to enable specific savings proposals to be implemented over a transitional period.	1,805	1,705	100		
j) Poole Civic Centre Holding costs for 2025/26 only	228		228		
k) Contingency Resources set aside in support of the potential for optimism bias in the £38m of 2024/25 proposed savings.	5,654	5,654			
I) Miscellaneous ICT Investment Plan expenditure which cannot be capitalised Redhill Paddling Pool consumables support - one year extension to secure sponsorship	215 10		215 10		
m) Resources to support the balancing of the 2024/25 Budget & MTFP Based on Q2 2024/25 Budget Monitoring reduced flexibility to carry forward contingency resources into future years	6,165	3,375	2,790		
Balance Carried Forward	25,281	14,066	9,194	1,021	1,000

Appendix D1 - Unitary authorities absolute unearmarked reserves as at 31 March 2025

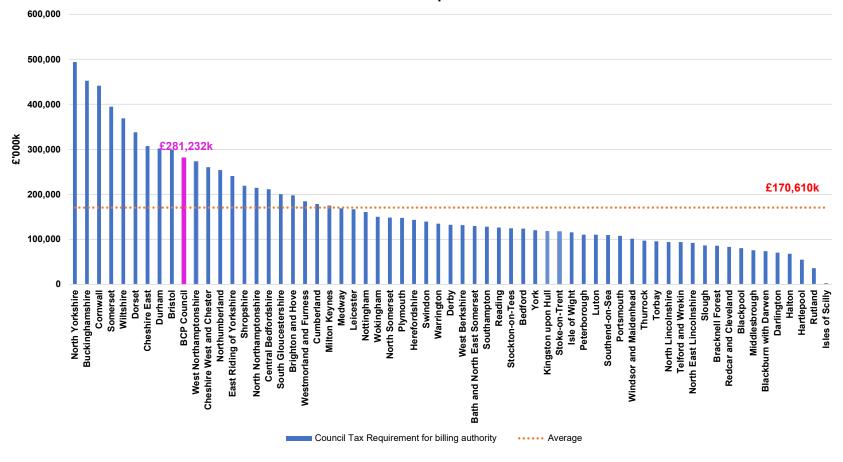


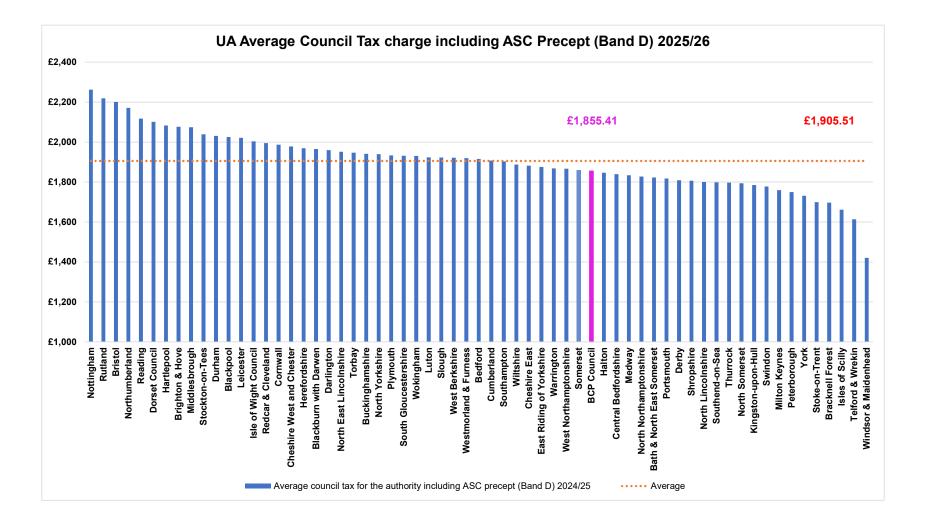
Appendix D2 - Unitary authorities percentage of unearmarked reserves to net revenue budget as at 31 March 2025





UA Council Tax Requirement 2025/26





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CABINET



Report subject	Upton Park Farm - Surrender of lease							
Meeting date	29 October 2025							
Status	Public Report							
Executive summary	This report presents a proposal to agree to the surrender the whole of the lease of Upton Park Farm, Poole Road, Poole BH16 5LW dated 5 June 2014 and made between (1) The Council of the Borough & County of the Town of Poole and (2) William Robert Pennington and Others ("Lease") and simultaneous payment of compensation or premium to the tenant of the Lease (subject to specialist agricultural legal advice).							
Recommendations	It is RECOMMENDED that Cabinet recommend that Council:							
	a. Note the recommendations of the Cross-Party Strategic Asset Disposal Working Group on 19 September 2025.							
	b. Approve to purchase the Farm Business Tenancy at Upton Park Farm, on such terms to be approved by the Director of Finance acting in his capacity as Corporate Property Officer, in consultation with the Portfolio Holder for Finance.							
Reason for recommendations	To obtain approval to surrender the Lease at Upton Park Farm.							
Portfolio Holder(s):	Councillor Mike Cox, Deputy Leader BCP Council and Portfolio Holder for Finance							
Corporate Director	Aidan Dunn, Chief Executive							
Report Authors	Adam Richens, Director of Finance							
	adam.richen@bcpcouncil.gov.uk							
	Miles Phillips, Head of Estates							
	miles.phillips@bcpcouncil.gov.uk							
	Gwilym Jones, Estates Manager							
	gwilym.jones@bcpcouncil.gov.uk							
Wards	Creekmoor Ward and Dorset County Council							
Classification	For Recommendation							

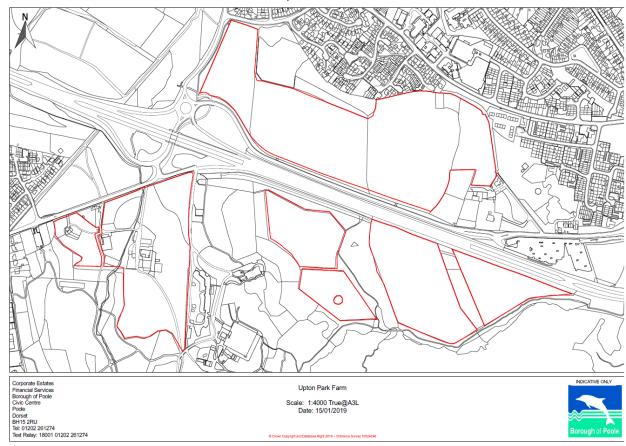
Background

- 1. In 2024, the tenant of the business tenancy at Upton Park Farm approached the Estates department at BCP Council and expressed an interest in surrendering the Lease.
- 2. A financial offer was made to BCP Council in August 2025 on a without prejudice and subject to contract basis by the tenant's agent to surrender the Lease and return vacant possession. See confidential Appendix A.
- 3. BCP Estates negotiated with the tenant and their appointed agent and have agreed a price and terms that can be considered as "best consideration".

Current Arrangement

- 4. Upton Park Fam is let on a Farm Business Tenancy date 5 June 2014 with circa 40 years unexpired.
- 5. Upton Park Farm comprises:
 - A detached farmhouse
 - A terrace of three cottages known as 1, 2 and 3 Pentre Cottages
 - A range of traditional and modern farm buildings
 - Agricultural land extending to a total of 36.30 hectares (89.7 acres).

The Lease demise is outlined in red on-site plan 1.



Site plan 1. Not to scale. Illustration only.

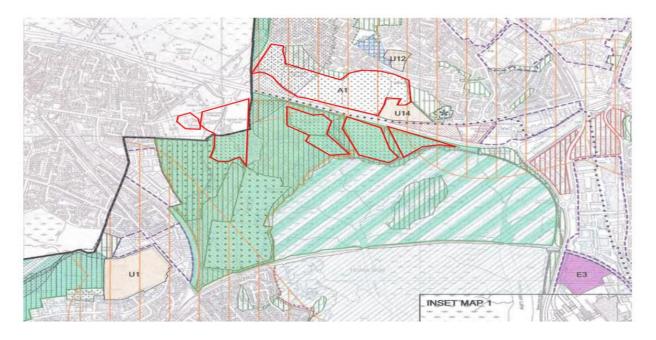
Options

- 6. Maintain the status quo. BCP could reject the offer and keep the tenancy in place.
- 7. BCP estates agree the surrender of the Lease. This is the recommended option.

BCP Considerations

- 8. Under BCP's constitution, authority to acquire an asset is linked to its Capital Value. Capital Value and linked to the Local Government Act 1972 s.123 requirement to obtain "best consideration".
- In this instance Capital Value is driven by the Market Value. To determine Market Value an independent opinion of value was sought in the form of an RICS compliant Red Book valuation report by a specialist agricultural valuer. See confidential Appendix A.
- 10. Under the terms of the Lease, BCP has the liability for the upkeep and maintenance of the farm buildings and dwellings. Since 2023, circa £35,000 has been spent to remedy damp issues within Pentre Cottages.
- 11. It has been identified that a further cira £415,000 of additional work will need to be carried out by BCP over the term of the Lease.
- 12. The passing rent of £20,470 per annum is low, and the rent review mechanism within the Lease restricts the ability to significantly increase the rent. The rent is split 80/20 between residential and agricultural accordingly. The larger residential element is RPI linked, whilst the smaller agricultural part is based upon the Market Rent for the land only i.e. it excludes the value for the farm buildings.
- 13. The local plan is reproduced with the farm area overlayed in red. One section of land (Pentre Cottages and farm buildings) lies outside BCP's boundary, within the administrative area of Dorset County Council. Most of the land situated between the demise edged in red is owned by BCP.
- 14. Most of the land is designated as "Proposed Heathland Mitigation" with exception of the land lying North of A35, policy A1.
- 15. The land within Dorset County Council falls within the 400m Heathland Buffer Zone.

Local plan overlay. Not to scale. Illustration Only



- 16. Policy A1 puts forward this land for educational purposes, namely school and associated playing fields. There is keen interest in this site for community use. As examples only elements of it could be used for Housing, or a new waste depot. It is noted that the land lying to the West of this parcel falls within the 400m Heathland Buffer Zone. This land is identified in the current local plan for development.
- 17. The rest of the land falls within greenbelt, heathland and open space designations. This limits the potential use, however a SANG is a possibility.
- 18. In 2014 circa 30 hectares of land to the south of the farmhouse was taken back (authority exercised a take back lease term) to create a SANG which opened in 2020.
- 19. BCP is reaching the limit of its current SANG capacity and has already expanded this through land at Throop (former Hicks Farmland).

20. SWOT Analysis

Strengths	 There are strategic advantages in taking back control of the farm Land lies in an area with residential development potential. The land to the north of the A35 would be of interest for a number of community uses Potential for SANG expansion
Weaknesses	 Capital outlay to surrender the Lease Land is constrained by planning designations (greenbelt, heathland, open space etc).

Opportunities	 Eliminate repair liability for 40 years Unlock a capital receipt from the sale of land/ redundant buildings Explore alternative use of the land Explore SANG
Threats	 Market changes Stakeholder engagement. Willingness to sell may change if left too long Stamp Duty Land Tax

Summary of financial Implications

- 21. The price to be agreed for the proposed acquisition will reflect independent valuation advice.
- 22. An RICS Red Book valuation report was commissioned to provide an opinion of Market Value. See confidential Appendix A.
- 23. It is proposed that the acquisition is funded from the application of Strategic Community Infrastructure Levy (CIL) resources approved by Cabinet on the 5 March 2025 for habitats site mitigation. This included resources for an expansion of the SANG at Upton Country Park. The proposal is to offset the acquisition costs by the capital receipts received from the disposal of those buildings deemed surplus to requirements.
- 24. The authority currently pays the tenant each year to use land for additional car parking during events at Upton Country House. These monies would be saved if the Lease were surrendered.
- 25. It is assumed that Stamp Duty Land Tax (SDLT) will be payable by BCP Council on the purchase price as this is a land transaction. Details are set out within confidential Appendix A.

Summary of legal implications

- 26. The Lease grants the tenant the exclusive possession of the premises in accordance with the terms of the Lease.
- 27. The law relating to Farm Business Tenancies and agricultural landlord and tenant matters is complex and specialist. Advice from specialist legal advisor will need to be sought.
- 28. The Tenant under this Farm Business Tenancy may be entitled to additional statutory compensation from BCP Council. BCP Council Legal Services cannot confirm whether additional compensation is due to the tenant. Additional compensation may be payable to the tenant after the Lease has been surrendered. Advice from a specialist legal advisor will need to be sought to clarify.

- 29. Compensation (whether monetary or equivalent value) has already been paid to the tenant of the Lease, and this should be considered to prevent duplicate payments to the tenant of the Lease.
- 30. The BCP Council will be liable to pay Stamp Duty Land Tax to HM Revenue and Customs as this is a property transaction. Advice from specialist tax advisor may need to be sought.

Summary of human resources implications

- 31. There are no direct human resources implications of this decision beyond officer time working on the case.
- 32. Where specific professional services are required (valuation, legal etc) these will be outsourced.

Summary of sustainability impact

33. The Asset Management Plan recognises the estate should be sustainable and carbon neutral and will play a key role in the council achieving these targets.

Summary of public health implications

34. There are no direct public health implications associated with this decision.

Summary of equality implications

35. This decision will not have any direct equality implications.

Summary of risk assessment

- 36. Economic conditions dampen
- 37. The tenant withdraws their offer to surrender the Lease.

Background papers

Appendices

Appendix A Confidential Appendix. Plans and Red Book Valuation figures.

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

Document is Restricted



CABINET



Report subject	BCP Council Libraries – Draft Library Strategy								
Meeting date	29 October 2025								
Status	Public Report								
Executive summary	This report updates Cabinet on the progress which has been made with the future library strategy following two previous reports in February and December 2024.								
	The report sets out the key drivers for the library strategy, detailing the suggested future focus of the library service, the priorities for investment, and the action plan required to ensure we can continue to deliver an efficient and comprehensive service for the future.								
	The work to underpin the strategy has given us a clearer understanding of where to target investment to bring improvements for our communities, increasing access, and modelling provision within clusters.								
	The vision is an ambitious one, focussed on delivering improvements and cementing the value of libraries within our communities.								
	Whilst there is undoubtedly a resource challenge, as there is in delivering all council services, the strategy remains an ambitious statement of intent. Working with partners, the community, and internal teams, we will develop our preparedness for funding opportunities and focus on greater collaboration to ensure libraries deliver in a time of financial stress and even greater societal challenge.								
	It is anticipated that following endorsement of the draft Library Strategy, any changes of provision to be proposed within the life of the strategy will undergo a second stage consultation process, as appropriate.								
Recommendations	It is RECOMMENDED that Cabinet								
	 (a) Endorse the draft Library Strategy as an ambitious plan to ensure our libraries remain at the heart of our communities and open to all. (b) Supports the implementation of Open Access technology in 4 libraries to aid the ability for them to be in use when otherwise they would be closed. 								

	 (c) Support the clustering of libraries within 4 geographical areas. (d) Endorse the approach to work up plans for the remodelling of Hamworthy, Rossmore, Southbourne and Charminster libraries as community hubs to enable wider use and understand the options for Winton Library. (e) Endorse the development of options appraisals in relation to Creekmoor and Parkstone libraries, in time, as required. (f) Support the continued creation of Friends' Groups and volunteer roles in supporting the library offer. (g) Endorse the high-level action plan which will be developed to support strategy delivery. (h) Support consultation needs on a project-by-project basis over the life of the strategy. (i) Delegate authority to the Director of Customer and Property in conjunction with the Portfolio Holders for Culture and Communities, in relation to decisions arising from the strategy and action plan (j) Recognise the key role that arts, culture, creative health and public health can play in the future
	flourishing of our libraries and support ongoing work with Arts Council England to explore NPO status over the lifetime of the Strategy.
Reason for recommendations	The purpose of this report is to present the draft BCP Library Strategy.
Portfolio Holder(s):	Cllr Andy Martin, Portfolio Holder Culture, Communications and Customer
Corporate Director	Glynn Barton, Chief Operating Officer
Report Authors	Matti Raudsepp, Director for Customer & Property Lynda Anderson, Head of Customer & Libraries
Wards	Council-wide
Classification	For Decision

Background

- 1. On 7 February 2024, Cabinet approved a process to inform BCP's first Library Strategy which aims to create a sustainable future for the service.
- 2. Public consultation commenced on 7 May 2024, to gain views of the community. Five separate surveys were made available seeking the views of Adults; Children aged from birth to school year 4; and Young People aged between school year 5 and 13. In addition, we surveyed the users of the Home Library Service and created an Easy Read questionnaire for those with learning disabilities.
- 3. The Portfolio Holder for Customer, Communications and Culture also sought the views of the main Political Groups representing the BCP area.
- 4. The results of these consultations together with a comprehensive needs analysis for the BCP area were presented to Cabinet on 10 December 2024.
- 5. An agreement was made to return to Cabinet following further deeper analysis, to present the draft of the new library strategy for BCP Council.

Core Purpose of libraries

- 6. Those who responded to the consultation recognise the importance of libraries for the community regardless of whether they use them personally.
- 7. Our elected members of all political groups have talked passionately about the value of libraries and the need to retain library services recognising them as vibrant places where people can borrow resources, access information, take part in an activity or event, meet and interact with other people or simply feel safe and warm.

Priorities of our Libraries

- 8. The draft library strategy sets out 3 primary objectives which underpin the core service priorities of the library service. Having a clear purpose helps us to be clear about where our resources should be targeted.
- 9. These are as follows:
 - Promote literacy, reading and study
 - Promoting reading for pleasure
 - Supporting children to become excited about reading to develop imagination, vocabulary and learning
 - · Supporting literacy for all
 - Developing/identifying dedicated spaces for study
 - Providing access to technology and digital learning to support communities in their everyday lives.
 - Enable communities to access information and digital services
 - Enable communities to develop new skills to manage online
 - Enable the support of healthy and creative communities
 - Enable access and create opportunities for the community to participate in a variety of events and activities including arts and cultural experiences
 - Enable creative skills development and enabling talent to flourish
 - Enable and support opportunities for children and adults to connect with others, reducing health, social, economic inequality

- 10. Many of these objectives are already embedded within the service and will continue to be supported using the service budget.
- 11. Libraries are integral community spaces that are open to all and provide a host of valuable services to the BCP community.
- 12. However, the key to delivering these objectives will be to create stronger partnerships with internal departments, outside organisations and community groups to support development and bring capacity in specific areas.

BCP's Cultural Development Team

- 13. Libraries provide an incredibly useful network through which BCP Council can deliver or facilitate a wide range of arts, culture and heritage activities, reaching a broad spectrum of the population and engaging a wide and diverse audience.
- 14. The Council's Cultural Development Team work to ensure delivery of the Cultural Strategy across the conurbation and act as connectors between the existing cultural organisations and the audiences in BCP.
- 15. The Cultural Development Team can facilitate cultural activity across the Library Service, ensuring quality cultural experiences and opportunities reach residents and visitors who might not be able to access them through other means.

Public Health

- 16. Libraries play a significant role in promoting public health and wellbeing, offering resources and support that contribute to healthier communities and reducing inequalities.
 - Reduced Loneliness: Libraries provide community spaces where people can connect, participate in activities, and feel a sense of belonging, crucial for mental wellbeing.
 - **Improved Mental Health**: Libraries offer a safe and supportive environment that helps alleviate stress, anxiety, and other mental health challenges.
 - **Increased Health Literacy**: Accessing reliable health information empowers individuals to make informed health and wellbeing decisions.
 - **Support for Self-Management**: resources, support groups, information and signposting that help individuals manage their health conditions.
 - Community Hubs and Social Connection: Libraries host events, workshops, and activities that foster social connections and bring people together.
- 17. Promoting better health outcomes, libraries help reduce the burden on care systems and save money.
- 18. The strategy will encourage greater use of public health colleagues to use the library network to expand all these opportunities.
- 19. Together with colleagues in Skills and Learning, Communities and Public Health and the Events team, we aim to do more for the community through joined up working, contributing to our libraries operating as bustling places.

Key elements of the draft strategy

- 20. In addition to the above 3 service priorities, the underlying aim of the library strategy is to sustain and modernise the library offer to ensure we continue to deliver comprehensive and efficient library services for future generations.
- 21. By far the biggest challenge in this is managing the costs of our buildings. There is a known immediate investment need of £1.8m in repair and maintenance issues across the library estate. (Appendix 1).
- 22. This figure represents what is known to our surveying teams and is the bare minimum required to rectify current high priority building related issues. Failure to address these will lead to further deterioration and may lead to the necessary closure of sites, until repairs funding can be sourced.
- 23. Existing revenue budgets within the service or in Facilities Management are not sufficient to tackle the issue without additional investment.
- 24. Libraries were not prioritised for CIL funding allocation in the last review although historically, there has been some success in accessing Neighbourhood CIL funding via ward Councilors.
- 25. Going forwards, being in a state of readiness to bid for and secure external funding will be paramount in delivering the library strategy, unless internal options come forward in future years.

Model of delivery

- 26. In developing the draft strategy, we have considered with Cabinet members the options for managing costs and other pressures within the revenue budget to achieve continuous improvement.
- 27. We are keen to retain in-house delivery of our library services and have not pursued options to outsource library delivery or pursue community led libraries. We do, however, recognise that libraries deliver more with community involvement and we need to enable more opportunities for interested groups to participate.

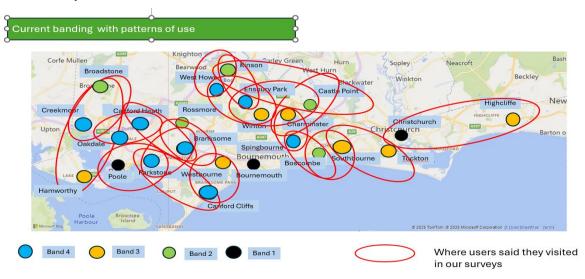
Usage of our libraries

- 28. Library usage data and responses to the consultation has given us good information and a better understanding of how the public use our library service.
- 29. Appendix 2, details the following information at branch level for the year 2024/5:
 - Number of visitors
 - Number of items issued/loaned
 - Catchment area in terms of number of wards users come from
 - Number of active users
 - Average number of active borrowers per month
 - % of users who only use the named library
 - % of users who have used an alternative library in addition to the named library
- 30. Using the different indicators, we have been able to group library branches in relation to their use.
- 31. The Town Centre libraries are most used, and Springbourne, West Howe and Ensbury Park, the least used. Opening hours will impact this.

- 32. Canford Cliffs, Creekmoor, Ensbury Park, Hamworthy, Springbourne and West Howe all attract users from one ward area only, as opposed to Broadstone, Charminster, Tuckton, and the 3 Town Centre libraries which attract users from 4 or 5 wards.
- 33. Poole libraries, except for Rossmore, Broadstone and Poole, are all concentrated in the lower half of the usage table attracting very localised use.
- 34. The information around the number of users who only use 1 library instead of visiting multiple libraries is also included in the Appendix, to help us understand user habits.

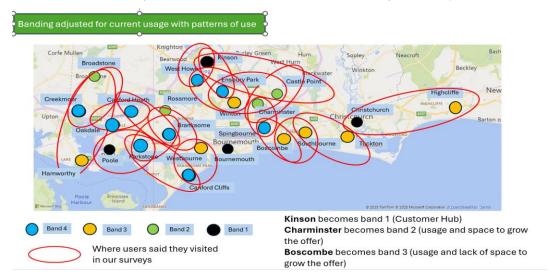
Current opening hours and accessibility of our libraries

- 35. Currently libraries are not distributed neatly across the conurbation. We have what we have inherited from the legacy authorities.
- 36. Libraries are grouped into bands which determine opening hours, staff numbers and what can be offered, which is also dependent on the space available.
- 37. The map below shows the location of our libraries, their current band and where those responding to our consultation told us they visit in addition to their main library.

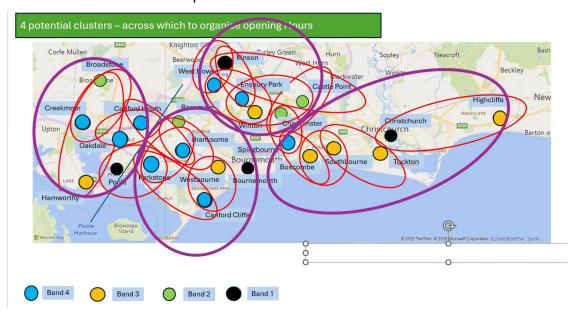


- 38. The banding was agreed some years ago, and over time there has been some change in use. If we examine current usage Charminster is attracting users in similar quantities to band 2 users, despite being a current band 3, and Boscombe is attracting users in numbers equivalent to band 3 libraries as opposed to its current band 2.
- 39. Highcliffe and Hamworthy are attracting users in numbers like band 4 libraries, despite being open as band 3 libraries. However, both Highcliffe and Hamworthy have a higher concentration of users who only access this library, according to the consultation results, and therefore they have more local geographical importance.
- 40. Kinson is operating as a Band 1 library as it is a Customer Hub for BCP Homes, although the current opening hours are not as high as the libraries in the 3 Towns.

41. If we adjust the map to uplift Charminster to a band 2 library, reduce Boscombe to a band 3 library, and show Kinson as a band 1 library, the map looks as follows:



- 42. Looking at the mapped usage habits of those who responded to our surveys, it is possible to define 4 clusters based on how our libraries are used across the conurbation.
- 43. Each cluster is made up of 6 libraries.



- 44. Each cluster has a band 1 library open for between 45.5 and 53 hours a week across six open days.
- 45. Each cluster has at least 1 band 2 library (open between 27 and 29.5 hours per week) apart from the Christchurch clusters which have more band 3 libraries open between 27 and 25.5 hours a week.
- 46. There are band 4 libraries open in each cluster, but a higher percentage of these are in the Poole area. Libraries in band 4 typically open for 21 or 22 hours each, opening at 10am and closing for lunch.

- 47. We have compared opening hours with both Dorset and Hampshire libraries. Both Council areas group opening hours in a similar way to BCP libraries, except for band 4 libraries. In both Hampshire and Dorset, opening in this group consists of either two full days or 4 half days per week, as opposed to BCP's current offer of 3 full days and 1 half days or 2 full days and 3 half days.
- 48. We have looked at various scenarios of how we might re-band libraries and amend opening hours within the clusters without significantly reducing staffed opening hours further. However, this makes very little difference to the bottom-line cost and therefore there is no plan to make changes to opening hours linked specifically to bands.
- 49. We will, however, take forward an action to consider whether we can improve the total number of opening hours across each cluster by reducing instances where more than 1 library in the group is closed at the same time.

Libraries as Community Hubs

- 50. We were asked to consider how libraries can be used as community hubs, to accommodate other purposes in the library space, to increase the benefit of the assets to the community and potentially offset costs elsewhere.
- 51. Libraries have already achieved efficiency for the council by bringing services into them, most notably when we created Customer Hubs in Poole and Christchurch. This enabled the civic centres in those locations to close whilst retaining customer facing support.
- 52. Kinson Library also operates as a hub providing customer access to BCP Homes residents. There is work currently underway to remodel the space above the library to enable staff outside of Housing to work from and meet with customers as they need.
- 53. Running parallel to the library strategy development, there is a wider project looking at the Council's estates and accommodation to pinpoint how the occupation of our buildings might be rationalised.
- 54. This work recognises that community hubs differ from customer hubs in their offering, and collectively we have identified 4 libraries which have potential space to improve the existing offer, as and when finances become available.
- 55. Charminster, Hamworthy, Southbourne and Rossmore libraries are all large enough to support wider community activity. Both Rossmore library and Hamworthy library have café space which could be brought back into commercial/third party use, providing an additional facility for the community.
- 56. Seeking funding and developing partnerships to reimagine spaces within these buildings will be a core part of the strategy particularly contributing to our creative and cultural development and public health ambitions.
- 57. Winton Library may potentially be able to expand its space into a largely unused area behind the library, but the feasibility of this is yet to be determined.

Open access technology

58. A key commitment within the 4 buildings in Charminster, Southbourne, Rossmore and Hamworthy is the introduction of open access technology to enable these buildings to be open when otherwise they would be closed.

- 59. The introduction of open access technology will form the first phase of works within the identified libraries after which, remodelling of space to support greater community use, will follow.
- 60. Open Access Technology is not a new concept and one which is widely used across the country. A summary of what this means is contained in Appendix 3.
- 61. Following an expression of interest to the Arts Council for funding to implement this technology, BCP libraries was invited to submit a bid. We have subsequently submitted this, but it is unknown at this time whether it will be successful. An update should be available towards the end of this financial year.
- 62. The concept would enable libraries to be open 6 days a week, probably between the hours of 8am and 8pm. The capital cost is expected to be in the region of £474,749, made up of £387,750 grant and £86,999 BCP funding.
- 63. The adoption of open-access technology will extend the opening hours offer for existing users but also increase accessibility for those who can't currently access libraries during the hours that we are open.
- 64. Open access will require an ongoing revenue commitment of an estimated £57,600.
- 65. A key priority within the strategy will be to pursue the introduction of open access technology and work towards agreeing options for each site in determining how to remodel the space to support more activity.

Other Options considered for changes to the model of delivery

- 66. **Reducing the number of sites** where library services can be run from has been considered as an option.
- 67. Closing any of our less-used libraries, subject to an appropriate impact assessment and mitigation, would generate in the region £65,000 per annum in revenue savings and over a period potentially turn off building-related costs. This gain is seen as minor compared to the value libraries bring to the community.
- 68. **Relocating** a library from the current building to a different building is an option which remains on the table for any building which has high value repairing needs or where there is a wider reason for considering relocation.
- 69. Whilst there is no identified funding for the buildings which have the highest value investment needs there is always the risk that these may need to close without much notice, should deterioration force this.
- 70. Creekmoor (£233k) and Parkstone (£87k) are two sites which may need options reviews developed at some point. Creekmoor Library is attached to Northmead House and the future use of this building is currently not known. Parkstone library is contained within a building which has space on upper levels which cannot be utilised because of its layout and access.
- 71. Options for both libraries will need to be considered over the life of the strategy.
- 72. **Merging library provisions** where two or more libraries are close together and serve the same communities may also provide a solution to cost management whilst acting as a catalyst to improve the offer to the area.
- 73. Given the difficulty around space in Parkstone library, the repair costs and proximity to Branksome library (which also has limited space and no public

- accessible toilets), these two could be considered for merger/relocation subject to a potentially suitable site being found.
- 74. Exploring options as part of the strategy will be included within the action plan.

Increasing staffed opening hours

- 75. Given the financial constraint the Council is working with, there is no scope for increasing staffed library hours within the budget available.
- 76. We have therefore looked at how we may bring some capacity to enable libraries to do more for communities in other ways.

Friends Groups

- 77. Our existing Friends' Groups work hard to promote the libraries they support, often raising money to provide small items to enhance the library setting or service. Small items of furniture are often funded alongside supporting initiatives for larger projects such as the Canford Cliffs extension or Ensbury Park garden room.
- 78. Growing the number of Friends Groups will be one of the strategy's core objectives and a new framework to support this is ready to be put in place.

Volunteers

- 79. In addition, we have reviewed the roles Volunteers can undertake to support library priorities to enhance and support the role of paid staff.
- 80. Role Profiles have been developed for this purpose and libraries will be encouraged to use these for delivery of activities and events.

Satisfaction with our libraries

- Although satisfaction levels amongst those who responded to our consultation surveys are generally high, there are a couple of areas where satisfaction dropped.
- 82. Respondents told us that an improved range of stock and an improved refreshment offer would encourage people to use our libraries more.
- 83. Additional study desks also came up reasonably consistently across branches as an improvement area.
- 84. The lack of toilet facilities in some libraries was a cause of dissatisfaction in some libraries, notably Canford Cliffs, Ensbury Park and Highcliffe.
- 85. Lack of baby change facilities were a source of dissatisfaction at Highcliffe and West Howe.
- 86. Children would appreciate cozy seating options including chairs, sofa, bean bags and cushions within dedicated spaces. They echoed some of the comments in the adult survey around the provision of study desks with computers and printers.
- 87. Staff also made suggestions which focused primarily on improving furniture, noticeboards or blinds, with many libraries requesting carpet cleaning or replacement as well as decoration.
- 88. We will take these ideas through to our action plan to consider over the course of the strategy.
- 89. A project has already started to review what stock we have in our libraries, what borrows and does not borrow, with a view to re-organising and reinvigorating branch space, library by library.

90. It will be a long-term project, but it is hoped that we can improve displays over time and where it is possible, create some space to enable the provision of study desks and other items, or for more activities/events.

Action Plan

- 91. A high-level action plan has been produced (appendix 4) to capture the essence of the work to be done over the life of the strategy. It will be developed once the strategy is agreed and refreshed as a live document over the life of the strategy.
- 92. Whilst delivering improvement without identified funding creates a level of uncertainty about what is achievable, we have a wealth of information and a clear list of priorities to work through which has put us in a much stronger position.
- 93. We will seek the help of the commercial operations teams, and the economic development teams to advise and guide us through options for the libraries we want to remodel and consult those communities further.

Financial Context

- 94. The Council's financial challenges are not unique, and it is becoming increasingly common for councils across the country to be considering how their library services can play their part in addressing those challenges.
- 95. Cabinet's clear commitment to retaining all our libraries and the passion expressed by all political groups will be needed to foster the collaboration which will be required to access funding and bring projects to life.
- 96. The work undertaken on this strategy gives us a clearer understanding of the challenges we have within the library estate and the areas we can focus on to improve the experience for users.
- 97. Examining the budget spent on libraries in 2024/5 gives us an insight into why our expenses occur. There is a direct correlation between the number of buildings we use to deliver library services and the costs which come from this.
- 98. 49.5% of the service budget is spent on staffing costs, with a further 20.4% spent on servicing the Bournemouth Library PFI arrangement. 16.2% are connected to buildings leaving 8.9% on service costs (£557,871.46).
- 99. Typically, libraries have only 2 or 3 members of paid staff per branch, to meet current opening hours commitments (except for the main Bournemouth, Christchurch and Poole libraries, which are larger and open for longer). Most staff are employed part-time, with opening hours no longer supporting full-time work for many.
- 100. The spending detail in 2024/5 is attached in Appendix 5.

Timeline

- 101. The draft strategy to accompany this paper is attached at Appendix 6.
- 102. Ordinarily, we would move to a second stage consultation on the strategy itself but as it does not propose any negative change to the service, it is suggested that subject to comment made during the committee process, the strategy is adopted, with the commitment that project-based consultation will follow to progress the various strands where change is being considered.
- 103. This would include any proposed change to any location of a library.

Summary of financial implications

- 104. Financial implications connected to the outcomes of the library strategy are yet to be fully understood and will need to be presented as options are developed over the next 5 years.
- 105. The open access project requires £86,999 match funding to secure an additional £387,750 of Arts Council funding, should our application be successful. This would be made up of existing budgets and 'in kind' costs.
- 106. The ongoing revenue commitment connected with Open Access will cost an estimated £57,600 which will need to be absorbed into the existing budget.
- 107. Libraries will be unable to deliver any in-year savings connected with the development of the wider Community Hubs saving workstream anticipated in the MTFP. £133k is earmarked for savings in 2025/26 and a further £399k is expected in 2026/27.
- 108. External funding streams for larger projects could come from national bodies such as the Arts Council and National Lottery fund. Smaller amounts could be secured from local businesses seeking to support community projects, or from sponsorship and donations.
- 109. We will seek the expertise of the economic development team to consider what interest there may be for income generation from the use of our space.

Summary of legal implications

- 110. Local Authority Library Services are a statutory obligation disseminating from the Public Libraries & Museums Act, 1964. The key duty for all libraries is to provide a 'comprehensive and efficient library service for all those who live, work or study in the area'.
- 111. What constitutes a 'comprehensive and efficient library service' is not defined by the DCMS, as it is expected that service is driven by local need and developed in consultation with local communities.
- 112. This strategy is not taking away or reducing services from our residents and therefore there are not likely to be any legal concerns at the current time.

Summary of human resources implications

- 113. The introduction of Open Access technology will require managers to be on duty outside of normal work hours to deal with any issues which might arise.
- 114. The introduction of 'standby' payments will be required.

Summary of sustainability impact

- 115. The sustainability of the library service offer, especially in relation to our library buildings is a key element in delivering this draft strategy.
- 116. An upgrade of the mechanical and electrical systems is a recurring issue for 18 libraries requiring an investment estimated of £908,000. This £908,000 is part of the total £1.8m required to manage current building failure.
- 117. We have had some success in applying for Salix grants to fund works of this nature in the past, servicing the repayments from reduction in energy costs achieved because of the upgrades. This funding source is however no longer available.

- 118. Public Sector Decarbonisation grant requires the removal of gas installations with preference for air source heat pumps. These are more costly to run and have a shorter life than gas boilers and are not therefore an affordable solution for us currently.
- 119. The ability to address these issues is therefore currently unknown.

Summary of public health implications

- 120. Health and Wellbeing is a core universal offer of libraries and many of our current stakeholders are from organisations targeting interactions and activities designed to support the wellbeing of the public.
- 121. Through the strategy we aim to work with public health and community team colleagues to identify how we can deliver more targeted activities and events aimed at reducing health, social and economic inequality, utilising joint working initiatives with other organisations.

Summary of equality implications

- 122. Equality Impact Screening has been undertaken. The strategy does not recommend any change which would have a negative impact on library users, or which would require a full Equality Impact Report and Action plan.
- 123. Equality impact requirements will be considered for any future project connected with the strategy, as those projects commence.

Summary of risk assessment

- 124. The risk in developing a library strategy is that any changes result in the council failing to meet its statutory obligations.
- 125. Statutory obligations are set out in the <u>Public Libraries and Museum Act, 1964</u>, as well as the <u>Equalities Act 2010</u> including the <u>Public Sector Equalities Duty</u>, <u>Best Value Duty 2011 guidance</u>, <u>Localism Act 2011 and the Human Rights Act</u>, 1998.
- 126. Given there is no significant change affecting current delivery negatively, any risk around noncompliance with statutory duty are mitigated.
- 127. The ongoing risk is in the condition of library buildings and the potential that any branch may need to close at short notice, should the condition deteriorate and pose a H&S risk.
- 128. We will work with our FM colleagues to firm up what is needed in these buildings and seek funding to support future works.

Background papers

Report to cabinet - 7 02 24 - p489-518

Report to cabinet - 10 12 24 - p 439-498

Appendices

Appendix 1 – Summary of Major Works required in Libraries

Appendix 2 – Usage and Usage Patterns in Libraries

Appendix 3 – Open Access in Libraries

Appendix 4 – High Level Action Plan

Appendix 5 – Financial Spend in Libraries 24/5

Appendix 6 – Draft Library Strategy

Appendix 1:

Appendix 1: Summary of major works required on BCP's library portfolio

Building Description	Summary	Build Cost	Electrical	Mechanical	Total
Highcliffe Library	Roof void inspection needed, controls and reboiler required. Decking needs replacing	8,000.00	0.00	30,000.00	38,000.00
Castlepoint Library	No boiler controls, problematic lighting cannot be repaired	0.00	20,000.00	15,000.00	35,000.00
Boscombe Library	Controls needed boilers nearing end of life	0.00	0.00	15,000.00	15,000.00
Charminster Library	Parapet walls need rebuilding, major window issues, additional structural issues and repairs needed EICR due boards will need changing, Full boiler and plantroom upgrade,	325,000.00	15,000.00	70,000.00	410,000.00
West Howe Library	Full boiler and plantroom upgrade, window issues with ventilation	40,000.00	0.00	60,000.00	100,000.00
Ensbury Park Library	Nothing	0.00	0.00	0.00	0.00
Southbourne Library	EICR is due and this will require changes to consumer units, Full boiler and plantroom upgrade,	79,500.00	10,000.00	70,000.00	159,500.00
Springbourne Library	Flat roof and parapet repairs, window issues. Full boiler and plantroom upgrade	77,500.00	0.00	35,000.00	112,500.00
Tuckton Library	Fire compartmentation. Full boiler and plantroom upgrade	18,800.00	0.00	45,000.00	63,800.00
Westbourne Library	Minor inspection items for roof, EICR consumer units, full boiler and plantroom upgrade	2,100.00	6,000.00	70,000.00	78,100.00
Winton Library	Windows, fire doors, localised roof repairs	75,100.00	0.00	0.00	75,100.00
Broadstone Library	Limited work needed. Drainage clearance some single glazing	700.00	0.00	0.00	700.00
Canford Heath Library	Some mains upgrade required, lighting mostly old non-LED, mostly single glazed windows, roof good condition for year, Full boiler and plantroom upgrade	0.00	20,000.00	35,000.00	55,000.00
Oakdale Library	Some localised roof repairs and repointing required Full mains upgrade overdue, lighting some led some non-LED	15,000.00	30,000.00	0.00	45,000.00
Branksome Library	Leased Building with some BCP responsibility. Lighting extremely poor	0.00	10,000.00	0.00	10,000.00
Rossmore Community Library and Learning Centre	Some lighting changed, replaced when old fail, budget required to replace remaining 50%, some issues with leaking glazing (monitor)	0.00	12,000.00	0.00	12,000.00
Hamworthy Community Library	New boilers and pumps	0.00	0.00	20,000.00	20,000.00
Creekmoor Library	Large plantroom upgrade to include air handling toilets in dire need of refurbishment, rooflight leaking, partial mains upgrade and LED lighting needed	38,000.00	15,000.00	180,000.00	233,000.00
Canford Cliffs Library and Offices	Roof in very poor condition, old lighting non-LED partial mains upgrade and some LED upgrade	180,000.00	10,000.00	0.00	190,000.00
Parkstone Library	Roof needs inspection previous issues, Full boiler and plantroom upgrade, mains upgrade and some lighting	6,500.00	10,000.00	70,000.00	86,500.00
Kinson Hub	New lighting required currently investigating funding streams	0.00	35,000.00	0.00	35,000.00
	Totals	£866,200.00	£193,000.00	£715,000.00	£1,774,200.00

^{1.} Our in-house team have pulled together a schedule of costs relating to each of our libraries to show what is known about most urgent repairing needs (would be high priority to do now if the money was available).

^{2.} The figures bring together what is known in terms of the building fabric, the mechanical costs and the electrical costs.

^{3.} They do not specify any decoration or recarpeting needs or anything that is unanticipated as being needed in the next two years (red).

patterns across libraries											
	2024/5 visitors	2024/5 issues	Total across both 2024/5	No of wards the catchment area pulls from as 1 st or 2 nd choice libraries	Active Borrowers 2024/5	Average Active Borrowers per month	% of users who only use this library	Most used alternative	Where users also go		
Christchurch	160960	85621	246581	6	4230	1333	22.4%	Tuckton (23%)	Highcliffe (18%)	Bournemouth (13%)	
Poole	103807	69310	173117	5	4363	1203	8.7%	Parkstone (24%)	Bournemouth (20%)	Branksome (16%)	
Bournemouth	135000	71517	206517	5	4968	1244	29.0%	Westbourne (38%)	Boscombe (23%)	Castlepoint (22%)	
Kinson	56426	54617	111043	3	2725	791	8.7%	Castlepoint (36%)	Bournemouth (32%)	Winton (22%)	
								, , ,	,		
Broadstone	61420	61483	122903	4	2880	1030	27.8%	Poole (29%)	Creekmoor (20%)	Canford Heath (16%)	
Castlepoint	49494	42109	91603	3	2650	706	4.4%	Bournemouth (51%)	Charminster (41%)	Winton (26%)	
Charminster	35191	49769	84960	4	2415	729	12.0%	Castlepoint (46%)	Bournemouth (38%)	Winton (26%)	
Rossmore	55013	27900	82913	2	1181	332	7.3%	Poole (46%)	Branksome (38%)	Bournemouth (25%)	
									, , ,		
Westbourne	41182	35345	76527	3	2127	644	8.9%	Bournemouth (56%)	Poole (20%)	Canford Cliffs (19%)	
Southbourne	39484	34697	74181	3	2148	582	11.1%	Boscombe (41%)	Christchurch (38%)	Bournemouth (33%)	
Winton	37580	32116	69696	3	1999	531	9.7%	Bournemouth (47%)	Castlepoint (39%)	Charminster (30%)	
Tuckton	33077	30277	63354	4	1561	466	19.6%	Christchurch (40%)	Southbourne (27%)	Bournemouth (16%)	
Boscombe	42523	26154	68677	3	1883	460	13.0%	Bournemouth (62%)	Southbourne (47%)	Springbourne (22%)	
Parkstone	26016	25151	51167	2	1204	383	12.2%	Poole (56%)	Branksome & Canford Cliffs (24%)	Bournemouth (14%)	
Highcliffe	19798	27174	46972	2	1054	412	27.0%	Christchurch (54%)	Bournemouth (10%)	Tuckton/Outside of BCP (7%)	
Branksome	24893	21109	46002	2	1124	320	10.0%	Poole (57%)	Bournemouth (30%)	Parkstone (28%)	
Canford Heath	23678	20760	44438	2	1121	318	14.6%	Poole (39%)	Broadstone (22%)	Oakdale (17%)	
Canford Cliffs	22615	18014	40629	1	887	278	9.0%	Poole (43%)	Bournemouth (27%)	Parkstone (21%)	
Hamworthy	20765	16938	37703	1	921	255	21.7%	Poole (51%)	Broadstone (12%)	Oakdale/Outside of BCP (11%)	
Oakdale	20141	16718	36859	2	899	254	6.8%	Poole (61%)	Canford Heath (41%)	Broadstone (22%)	
Creekmoor	19213	15650	34863	1	760	220	8.3%	Broadstone (43%)	Poole (39%)	Hamworthy (16%)	
West Howe	16873	5847	22720	1	381	86	7.0%	Kinson (72%)	Bournemouth (44%)	Boscombe/Ensbury Park/Winton (22%)	
Springbourne	14958	7635	22593	1	513	125	3.7%	Boscombe (57%)	Bournemouth (48%)	Charminster (43%)	
Ensbury Park	8944	9150	18094	1	511	147	16.7%	Kinson (49%)	Bournemouth (36%)	Castlepoint & Winton (33%)	

Appendix 3:

Open Access in Libraries

'Open access' in libraries is not a new concept. Nationally many library services now incorporate this into their service offer, primarily to enable access to library spaces when otherwise they would be closed. It has the advantage of libraries being open beyond the hours they can be staffed.

Individual users typically sign up for open access and undertake an induction to ensure terms and condition of use can be explained and understood, and other information is made clear around fire safety, health & safety, etc.

Other trusted partners can be signed up who subsequently take on the responsibility for use if they are for instance hosting groups, or inviting non-library subscribed users into the space.

Hours are often 8am – 8pm but others have done differently eg: opening at 7am or closing at 10pm.

There are various pieces of technology which need to be designed into the changes needed to any chosen library.

Typically, this will include:

- Door opening technology which can be activated within set times to enable a user to enter. Implementing the technology requires close working with a building maintenance surveyor, and it may be new doors or amendments to existing doors will be required.
- Technology to control heat, light & ventilation during the unstaffed hours.
- People Counters to understand number using the space for Fire Regulations.
- Speakers/Tannoy/PA system for announcement to be made (warning of closure times etc).
- **CCTV** to monitor activity and facilitate any action required. We are advised you need lots of cameras to pick up 'all angles.
- Alarm functionality, both intruder and fire, which work with the new way of operating.
- **Hired meeting rooms** may need Digi pads (or QR codes) adding to prevent misuse and availability for paying users.

Processes will need to:

- Consider how buildings are 'swept' and securely closed for the night.
- What impact there might be on the OOH teams if doors do not shut properly, or the technology 'traps' people inside.
- Create appropriate risk assessments.
- Sign up and induction processes.

- Any lease arrangements in buildings not directly owned/managed by BCP
- Consider where users will have access to and what areas they should not have access to. This may need partition walls or door entry access adding (workrooms, kitchens etc)
- Cleaning will be needed which may increase revenue costs.
- Discussions with Neighbourhood Policing Teams, ASB Team, Town Rangers, CSAS etc.

Experience of other Library Services tells us:

- Any project will touch several teams in addition to libraries and will need a project manager.
- Main access doors need to be in good condition to prevent issues, especially out of hours.
- Do a pilot and refine project detail before committing to large numbers of libraries simultaneously.
- ASB is rarely an issue. Users must sign up and abide by the Terms and Conditions.
 Access can be disabled on the access card quickly and easily. Age restrictions apply.

Funding

The Library Improvement Fund made available by the Arts Council has been used to manage projects such as this.

Match Funding is not a pre-requisite for bidding but there is a strong message from the Arts Council that bids will be viewed more favourably where it exists.

Any bid can incorporate Project Manager costs – for 4 libraries a project length of 2 years is to be anticipated.

Library Improvement Fund – Capital funding

Expressions of interest open on 6/5/25 and close on 30/5/25.

Arts Council will then invite applications from a selection.

If selected, full application process opens on 24/6/25 and closes on 1/8/25

Decisions announced by end March 2026.

Activities can start from 1/4/26 but cannot start any later than 1/7/26.

Activities must complete by end March 2029.

		Library Strategy - Top Level Action Plan										
Build	ding Rel	ated Activity										
1	Managi	ng the cost of repair need across the library estate to avoid short or long term closure due to disrepair										
1.1	Prepare	Prepare and understand the detailed requirements needed in our most at risk buildings in order to seek appropriate funding and discuss options										
	1.1.1	Charminster Library										
	1.1.2	Canford Cliffs Library										
	1.1.3	Creekmoor Library										
	1.1.4	Southbourne Library										
	1.1.5	Springbourne Library										
	1.1.6	West Howe Library										
1.2	Consid	Consider options to relocate the library offer where this would bring improvement or is required due to the wider asset management review										
	1.3.1	Parkstone Library										
	1.3.2	Branksome Library										
	1.3.3	Creekmoor Library										
1.3	Develo	p ideas with the community for an enhanced library offer in Libraries which have potenatial space to do more										
	1.4.1	Hamworthy Library										
	1.4.2	Rossmore Library										
	1.4.4	Charminster Library										
	1.4.5	Southbourne Library										
	1.4.6	Winton Library										

Library Strategy - Top Level Action Plan

Accessibility Related Activity

Acces		y Related Activity									
2	Conside	er options to improve the facilities available in current Library Branches									
2.1		r the Feasibility, impact on space and cost of incorporating toilet facilities within libraries to inform options									
	2.1.1	Tuckton Library									
	2.1.2	Parkstone Library									
		2.1.3 Highcliffe Library (and baby change)									
	2.1.4	Branksome Library									
	2.1.5	Canford Cliffs Library									
	2.1.6	Oakdale Library									
	2.1.7	West Howe (baby change)									
	2.1.8	Ensbury Park Library									
3	Work up the detail and costs related to open access in libraries										
3.1	3.1.1	Identify and cost physical building changes required									
	3.1.2	Procure door access system, CCTV, Tannoy, People Counters and other systems									
	3.1.3	Put in place a registration process, undertake risk assessment etc,liaise with insurance etc									
	3.1.4	Determine Out of Hours arrangements for ensuring buildings empty									
	3.1.5	Seek funding									
4	Consider	r if opening hours across a cluster can be better organised to avoid clashes of closure times									
•											
4.1	4.1.1	Desktop review of current provision through a clustered lens									
	4.1.2	Engage with ward councillors									

Library Strategy - Top Level Action Plan Management Team Actions Service Priorities - building capacity for improved service outcomes 5.1 Grow the partnership with Friends Groups 3.1.1. Launch the new framework to support the set up of indendent Friends Groups 3.1.2 Manage enquiries 3.1.3 Managers to support as needed Increase the number of volunteer opportunities across libraries to support activities and events and facilitate staff to do more in libraries 5.2 3.2.1 Launch the Role Profiles through publicity on the web/social media etc 3.2.2 Consider how to create the capacity to support the onboarding and ongoing management of volunteers 3.3.3 Consider how to fund and administer DBS checks for specific roles. Enable front line staff to have some time to undertake personal development and refresh library spaces Introduce up to 4 closure days per year for staff training, stock management and space reorganisation 3.3.1 Enable managers to focus on improvement projects through paced project delivery 5.4 3.4.1 Work at a branch level to deliver improvements using consultation and staff feedback (study desks, teen spaces, children's nooks, replace furniture etc) 3.4.2 Work with the Insurance Team to get the cover which support the new library model 3.4.3 Seek funding 3.4.4 Support staff to actively review and weed stock 3.4.5 Review stock purchasing and management Create opportunities for localised funding from the community 5.5 3.5.1 Put in place a process to enable donations to be made for specific projects 3.5.2 Seek funding from businesses who fund community activity

		Library Strategy - Top Level Action Plan
Man	agemen	t Team Actions
6		e literacy, reading and study
6.1	6.1.1	Libraries in all bands to deliver support for reading groups for all
	6.1.2	Libraries in all bands to take part in the Summer Reading Challenge
	6.1.3	Libraries in all bands to host at least two activity session in the summer connected with the Reading Challenge
	6.1.4	Libraries in all bands to promote Bookstart
	6.1.5	Band 1 and 2 libraries to support Bookstart storytime sessions between November and March annually
	6.1.6	Literacy Officers and Library Assistants to attend Assemblies in Schools
	6.1.7	Libraries in all bands to support class visits from schools throughout the year
	6.1.8	Promoting reading for pleasure
	6.1.9	Develop dedicated spaces for study
	6.1.10	Partner with the education team and Children Services to promote libraries as spaces for Young People
7	Enable	the support of healthy and creative communities
7.1	7.1.1	Libraries in all bands to deliver at least one social group per week (Knit & Natter, Coffee Morning etc)
***	7.1.2	Libraries in all bands to deliver at least 1 games group per week (intergenerational)
	7.1.3	All libraries to support the Universal Offers calendar throughout the year - Arts & Culture
	7.1.4	All libraries to support a wriggle and rhyme session per week
	7.1.5	All libraries to support at least one activity during the Christmas and Easter Holidays for Children
	7.1.6	All libraries to offer Duke of Edinburgh and other Volunteering activities
	7.1.7	Band 1 and 2 libraries to support work experience placements
	7.1.8	Band 1 and 2 libraries to support code club for Young People
	7.1.9	Enabing creative skills development through interest led arts and crafts sessions
	7.1.10	Enable and support opportunities for children and adults to connect with others reducing health social and economic inequality
	7.1.11	Band 1 libraries to hold Living Knowledge Network exhibitions and activities connected with culture
	7.1.12	Bournemouth library to host quarterly music events
	7.1.13	Partner with the BCP Events team and cultural hub to bring activity and events to libraries
	7.1.14	Partner with Public Health to bring appropriate activity and events to libraries which help reduce health, social and economic inequality
8	Providi	ng access to technology and digital learning to support communities in their every day lives
8.1		in the I.T infrastructure
	8.1.1	Introduce Wi-Fi Printing for customers
	8.1.2	Review what devices woud support staff to facilitate public enquiries and requests for assistance.
	8.1.3	Consider the availability of power points and cabling to support study within libraries
8.2		e the digital training offer to support the digital transformation of the Council and enable digital literacy within the community
	8.2.1	Partner with training providers to deliver ICT training for the public within libraries with suitable space.
	8.2.2	Expand tech buddy volunteering across all libraries
	8.2.3 8.2.4	Consider the gifting or loaning of redundant ICT to marginalised groups Work with our home library service provider and tech buddies to enable where wanted, digital literacy for those users
	8.2.5	Support the digital strategy following its discovery phase by enabling libraries to be places where digital champions can support the public
	10.4.5	poupport the digital strategy following its discovery phase by enabling libraries to be places where digital champions can support the public

Appendix 5

	Annual Spend 24/25												
Library	Branch Salary Costs	Centralised Salary Costs (1/24th)	Stock (1/24th)	Centralised Service Costs (1/24th)	PFI Contract	, ,	Cleaning Contract Costs	FM Planned Maintenance	FM Responsive Maintenance	Cash Collection	Printers (Canon Contract)	Total Costs	Costs which might be realised if any branches were to close
Boscombe	£76,182.83	£24,525.07	£10,434.53	£12,810.11		£45,148.24	£11,503.92	£4,471.50	£15,104.82	£540.00	£468.62	£201,189.64	£153,419.93
Bournemouth	£391,806.35	£24,525.07	£10,434.53	£12,810.11	£1,271,613.23	£28,254.59		£775.27		£1,080.00	£1,411.16	£1,742,710.31	£423,327.37
Branksome	£32,837.88	£24,525.07	£10,434.53	£12,810.11		£14,682.52	£5,046.84		£507.99	£270.00	£482.21	£101,597.15	£53,827.44
Broadstone	£116,652.83	£24,525.07	£10,434.53	£12,810.11		£29,673.54	£8,669.04		£77,194.73	£270.00	£546.69	£280,776.54	£233,006.83
Canford Cliffs	£40,652.21	£24,525.07	£10,434.53	£12,810.11		£17,436.62	£2,900.52		£6,606.25	£270.00	£403.60	£116,038.91	£68,269.20
Canford Heath	£28,723.29	£24,525.07	£10,434.53	£12,810.11		£21,728.37	£4,841.52		£4,408.05	£270.00	£488.74	£108,229.68	£60,459.97
Castlepoint	£124,694.36	£24,525.07	£10,434.53	£12,810.11		£37,245.89	£11,484.12	£1,458.14	£820.11	£540.00	£482.92	£224,495.25	£176,725.54
Charminster	£85,260.89	£24,525.07	£10,434.53	£12,810.11		£24,083.64	£9,602.76	£1,979.96	£8,235.03	£270.00	£571.21	£177,773.20	£130,003.49
Christchurch	£212,542.83	£24,525.07	£10,434.53	£12,810.11		£77,681.49	£28,488.48	£6,451.67	£42,435.78	£1,080.00	£899.42	£417,349.38	£369,579.67
Creekmoor	£49,250.74	£24,525.07	£10,434.53	£12,810.11		£30,930.51	£6,390.12	£2,238.88	£2,171.16	£270.00	£574.39	£139,595.51	£91,825.80
Ensbury Park	£48,182.18	£24,525.07	£10,434.53	£12,810.11		£4,779.65	£2,447.76	£855.36	£1,783.35	£270.00	£386.80	£106,474.81	£58,705.10
Hamworthy	£81,159.96	£24,525.07	£10,434.53	£12,810.11		£33,007.29	£21,618.36		£3,607.34	£270.00	£502.64	£187,935.30	£140,165.59
Highcliffe	£78,481.42	£24,525.07	£10,434.53	£12,810.11		£10,541.79	£3,107.88	£2,431.71	£3,403.74	£270.00	£559.08	£146,565.33	£98,795.62
Kinson	£183,553.80	£24,525.07	£10,434.53	£12,810.11		£76,002.86	£29,350.92	£7,901.01	£23,473.54	£1,080.00	£533.15	£369,664.99	£321,895.28
Oakdale	£39,190.55	£24,525.07	£10,434.53	£12,810.11		£25,834.81	£3,865.92		£4,383.30	£270.00	£434.03	£121,748.32	£73,978.61
Parkstone	£43,301.89	£24,525.07	£10,434.53	£12,810.11		£13,104.18	£2,900.52		£2,359.20	£270.00	£504.06	£110,209.56	£62,439.85
Poole	£324,232.23	£24,525.07	£10,434.53	£12,810.11		£141,551.02	£46,819.44	£11,691.36	£22,340.27	£270.00	£1,628.06	£596,302.09	£548,532.38
Southbourne	£78,156.53	£24,525.07	£10,434.53	£12,810.11		£15,291.64	£5,247.36	£1,033.19	£3,755.96	£270.00	£491.75	£152,016.14	£104,246.43
Rossmore	£90,229.24	£24,525.07	£10,434.53	£12,810.11		£55,547.41	£13,004.40		£2,232.19	£270.00	£442.72	£209,495.67	£161,725.96
Springbourne	£48,007.79	£24,525.07	£10,434.53	£12,810.11		£15,810.26	£4,599.60	£1,051.05	£5,435.53	£270.00	£427.52	£123,371.46	£75,601.75
Tuckton	£89,204.44	£24,525.07	£10,434.53	£12,810.11		£15,407.07	£4,462.08	£3,537.97	£3,619.69	£270.00	£451.07	£164,722.03	£116,952.32
West Howe	£18,455.82	£24,525.07	£10,434.53	£12,810.11		£27,370.64	£5,321.16	£923.75	£10,500.42	£270.00	£454.74	£111,066.24	£63,296.53
Westbourne	£129,201.54	£24,525.07	£10,434.53	£12,810.11		£27,202.01	£8,695.92	£1,706.14	£2,280.51	£540.00	£488.79	£217,884.62	£170,114.91
Winton	£88,689.39	£24,525.07	£10,434.53	£12,810.11		£17,673.57	£7,355.28	£2,740.01	£10,783.10	£270.00	£472.81	£175,753.87	£127,984.16
	£2,498,650.99	£588,601.68	£250,428.72	£307,442.64	£1,271,613.23	£805,989.61	£247,723.92	£51,246.97	£257,442.06	£9,720.00	£14,106.18	£6,302,966.00	

Appendix 6

Draft Library Strategy

Executive Summary

I am delighted to introduce Bournemouth, Christchurch and Poole's first Library Strategy following Local Government organisation in 2019.

Having engaged in thorough and informative conversations with council colleagues from all groups and parties, with library staff and a range of stakeholders and partners and having listened to the views of library users and non-users through a comprehensive engagement programme, I am confident that this strategy will ensure the continuation of Library Services for current and future generations.

This is a strategy of ambition.

While around 40 libraries are shut each year in this country because of the financial pressures on local authorities, we do not want to see any closing in BCP. They are too valuable to all our communities.

In an age of financial stress and ever greater societal challenge, our libraries grow even more important, not less.

It is imperative they remain at the heart of our communities.

When so much of our public service is broken or has disappeared, libraries are the first line of defence and the last line of defence in and for our communities.

We want them to be warm spaces in the winter and cool places in the summer, where people can be alone and together at the same time.

In challenging financial times, we must be bold and confident about our ambitions, about the value of our libraries but that boldness and confidence must be shared and matched by our communities and organisations and indeed within BCP Council itself.

We need to talk about them more and ensure more visits for myriad reasons. It's not all about books and hasn't been for a long time.

We want self -service access to be pursued over the lifetime of the strategy.

We want our libraries to be partnerships of reading, arts, culture, community support and cohesion, creative health and health and wellbeing and an essential part of BCP's placemaking narrative.

We know community partners would welcome an even more collaborative approach, working together with the libraries and customer services teams to deliver services to clients in a flexible and efficient manner that caters to their needs.

And we know our community partners and other parts of BCP want to help us with our ambition to deliver more for everyone in our valuable library spaces. Library staff cannot do that alone.

Libraries play a unique role within our communities providing us with opportunities for learning, access to resources, safe and welcoming community spaces that contribute to health and wellbeing. They are about more than just books and literacy - they are spaces for people to meet, learn and exchange ideas.

We understand the passion our communities have for their libraries, and the satisfaction with and value of the services which are on offer. We know how public use of libraries have changed over time.

They are most widely used when young children are in a household, and again in later years. Expectations of libraries have also changed. Many don't have a need or desire to use libraries being able to access what they need on-line or through alternative provision.

This strategy aims to reflects the approach we plan to take over the next five years. We will continue to work with our communities, employees, volunteers and partners to ensure that we create a modern library service that is fit for purpose, whilst also continuing to explore the opportunities that innovative technology affords.

I am incredibly proud of BCP's Library Service and of all of those passionately dedicated to delivering it. By 2030

- We will have a library service where the model of delivery is formed around clusters informed by how the public have told us they access and use libraries.
- We will develop realistic options for improving efficiency and satisfaction with library provision by considering the location and facilities available at each site.
- We will create new community hubs in several of our libraries.
- We will ensure hours of opening across libraries are planned across a cluster of locations to maximise access for users and ensure uniformity based on demand
- We will promote working with Friend's Groups and test new ICT functionality to establish ways to offer out of hours use of library spaces.
- We will review and improve the digital offer in libraries to enable more streamlined and efficient access to devices, wi-fi, printing and payments.
- We will review the space within libraries to improve zoning and enable multi-use of the provision.
- We will develop ever closer and stronger partnerships with groups and organisations across BCP and within the council itself to ensure greater use of and access to areas of arts and culture, creative health, health and well-being and services that are lifeline to the vulnerable and those who lack the digital skills needed to access many digital by default services which are now in operation.
- We will build on the function of libraries as an important customer facing community spaces, ensuring that they are providing equitable services across the conurbation and reaching all pockets of need in tandem with the statutory services offered by BCP Council.
- We will work closely with Arts Council England to explore the possibility of becoming a National Portfolio Organisation with all the potential opportunities this can bring.

I am excited that we are continuing to develop a library service that will play a hugely significant role for more residents across all our communities. Achieving this ambition has never been more critical.

Councillor Andy Martin

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Introduction and background	1
Purpose of the Library Service	3
Basis of the strategy	4
Partnership working	7
Cultural ambition	8
Digital Learning and tackling digital exclusion	10
Challenges	10
	13
Summary of our proposals	13

Introduction and background

The Library Strategy sets out BCP Council's aspirations for the library service over the next 5 years. Its aim is to continue delivering highly valued services to our communities whilst having a clear focus on the investment needs primarily associated with our buildings, so that we can ensure the continued running of our library branches.

The current delivery of library services has been set within a context of continual change, not only because BCP was created from the amalgamation of services from 3 previous Council's, but because libraries have traditionally needed to diversify its offer, to 'justify' their existence in times of acute financial challenge across the Local Government sector.

What is clear is that libraries are a much-valued provision which go beyond the supply of books and other resources, to include a social value which contributes to increased health and wellbeing of various groups within our communities. For some groups, libraries are pivotal, whether this be in developing key reading and literacy skills from birth, facilitating people to access information and resources for study and lifelong learning, or safe places for older or vulnerable adults to mix with others and access information and advice.

Creating a library service which is **modern**, **efficient**, **comprehensive** and **sustainable** has never been more important.

Our resident engagement carried out in May and June 2024 tells us the library service is highly rated by those who responded to our surveys. Libraries are recognised as places where resources can be accessed, information and advice can be obtained, events and activities can be signed up for, and spaces used to keep warm, enable people to leave their home, or congregate and meet with others. Libraries are trusted spaces and the staff who work within them are regularly complimented, appreciated and valued.

There is however more we can do to tailor our service using the feedback we have received. We can modernise our service to meet ever increasing expectation in a digital world and in so doing create efficiency to future proof provision. We can also look at our model of delivery, to ensure it meets the habitual use from existing users and find opportunities to extend access to attract new user groups.

The Library Service is currently delivered from 24 different sites with a Home Library Service available to those who need it. The sites have been inherited from legacy Dorset, Bournemouth and Poole Councils, and except for the creation of two Customer Hubs (Poole and Christchurch Libraries), we have not explored opportunities to evolve provision following the change in Local Government arrangements.

The provision of 24 libraries, averages 6 libraries per 100,000 resident population and means it is towards the higher end of the spectrum in terms of number of libraries compared with its CIPFA nearest neighbours. We are proud to retain these libraries.

The libraries based in the Town Centres of Bournemouth, Christchurch and Poole are the most used libraries. The additional facilities and central locations in main shopping districts, tend to make them popular destinations and when we look at where users travel from to go to them, it is clear to see how valued the provisions are.

The other libraries are in community locations where there is varying demand. Evidence shows that many of these libraries draw users from a wider catchment area, with fewer libraries being solely relied on for access.

In designing our strategy, we have taken account of Government guidelines in determining our service. It is:

- Based on a comprehensive needs assessment
- Has been developed through consultation
- Robust in meeting our statutory obligations
- Over the life of the strategy, we will consult on options for any significant change, analyse the impact of any proposal and mitigate any significant factors

Purpose of the Library Service

Residents have told us what they think the priorities of the library service should be. Unsurprisingly, the primary purpose is to promote reading for pleasure, support children to develop reading and social skills, and to support literacy.

In addition, residents attend libraries so that they can borrow and browse books, attend an activity or event, undertake research, use computers, printers, scanners, photocopiers, or seek general information, advice and support.

Residents also recognise the value of libraries in offering a free comfortable space to go to, spending time away from home and to meet and interact with others.

The Library Service's primary objectives are therefore to:

Promote literacy, reading and study

- Promoting reading for pleasure
- Supporting children to become excited about reading to develop imagination, vocabulary and learning
- Supporting literacy for all
- Developing/identifying space for study

Enable the support of healthy and creative communities

- Enable access and create opportunities for the community to participate in a variety of events and activities including arts and cultural experiences
- Enable creative skills development and enabling talent to flourish
- Enable and support opportunities for children and adults to connect with others, reducing health, social, economic inequality

Providing access to technology and digital learning to support communities in their everyday lives.

- Enable communities to access information and digital services
- Enable communities to develop new skills to manage online

Basis of the strategy

This strategy has been built from the work undertaken to develop the Library Needs Assessment, a document that draws together statistical information about the BCP area and the makeup of our residents. It examines the demography and characteristics of our local population, economic activity, employment and earnings of our residents, and wider indicators captures as part of the Index of Multiple Deprivation (eg: education, skills and training, health, barriers to housing and services, crime, living environment etc). It also looks at library use and transport accessibility.

The strategy has also been informed by an extensive consultation which was undertaken in May 2024, canvasing the views of current library users and those with a specific interest in libraries, as well as a random sample survey across all wards in the area to also obtain the views on non-library users. Children and Young People also shared their views through surveys aimed at specific age groups as well as a survey tailored to those using the Home Library Service.

Discussions with Councillors and Staff have shaped the direction and ideas contained within the strategy.

Nationally, we have engaged with the Department of Media, Culture and Sport (DCMS) and examined national guidance and information published by Libraries Connected and partner organisations such as The Reading Agency, Association of senior Children's and Education librarians.

The main outcomes of our work, which underpin the new strategy are:

- An updated understanding of what our residents need and what they want from the library service
- A commitment to retain what works and yet deepen opportunities to improve health and wellbeing, and creative and cultural opportunities for our communities.
- An understanding of the investment needed to sustain an affordable, efficient network of libraries
- A commitment to partnership development and collaborative working with the community to bring capacity and join up our initiatives
- A focussed look at the library model organising delivery across 4 key clusters
- Improving technology to support digital options and the enablement of the community to operate in an increasingly digital world.

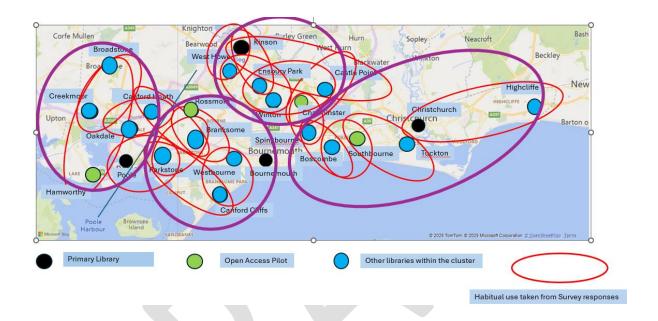
Future Model

The future model to be implemented as part of this strategy is based on grouping the management of Libraries into 4 Clusters. The clusters have been created using the information gleaned from the surveys, where respondents told us they visit as first, second and third choice locations. Each cluster has 6 libraries within it.

The clustering of library provision enables us to ensure there is one library open within the cluster six full days a week, and 1 library which we aim to make 'open access', which will allow registered library users to gain access between set (extended) hours when otherwise it would be closed.

The benefit of this is that library users and trusted partners can continue to use the library facility, increasing access over extended time periods and ensuring that as places libraries maximise their core value.

The four other libraries within each cluster will remain open. No change in opening hours is anticipated, however, over the life of the strategy, and once we have achieved 'open access', opening hours will be reviewed within each cluster. The aim of this will be to ensure standardisation of opening hours creating memorable schedules and ensuring a complimentary mix of hours across the group.



The proposed clusters are shown below. The blue highlighted are the libraries proposed for open access.

Cluster 1

Poole	6 full days	53 hours
Broadstone	3 full days, 2 half days	29.5 hours
Canford Heath	3 full days, 1 half day	21 hours
Hamworthy	3 full days, 1 half day	26 hours
Oakdale	3 full days, 1 half day	22 hours
Creekmoor	2 full days, 3 half days	21 hours

Cluster 2

Bournemouth	6 full days	53 hours	
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Westbourne	2 full days, 3 half days	27.5 hours
Rossmore	3 full days, 2 half days	29.5 hours
Parkstone	3 full days, 1 half day	22 hours
Branksome	2 full days, 3 half days	22 hours
Canford Cliffs	3 full days, 1 half day	21 hours

Cluster 3

Kinson	5 full days and 1 half day	45.5 hours
Castlepoint	3 full days, 2 half days	29.5 hours
Charminster	3 full days, 1 half day	27 hours
Winton	3 full days, 1 half day	27 hours
Ensbury Park	2 full days, 1 half day	18 hours
West Howe	2 full days, 2 half days	18 hours

Cluster 4

Christchurch	6 full days	53 hours
Tuckton	2 full days, 3 half days	25.5 hours
Southbourne	2 full days, 3 half days	26 hours
Boscombe	3 full days, 2 half days	30.5 hours
Highcliffe	2 full days, 3 half days	25.5 hours
Springbourne	2 full days, 2 half days	18 hours

Partnership working

Core to this strategy is the need for partners to come together to support the retention of our libraries. The financial position is difficult but with a strong plan to bring together joint ambition, we can realise a tremendous amount.

Libraries are integral community spaces that are open to all and provide a host of valuable services to the BCP community.

Organisations such as Citizens Advice are successfully located within several libraries across BCP and are aware that they are a lifeline to many of our clients, most notably those who are vulnerable and lack the digital skills needed to access many digital by default services which are now in operation.

The Library Strategy seeks to build on the function of libraries being important community spaces, ensuring that they are providing services across the conurbation and reaching all pockets of need in tandem with the statutory services offered by the Local Authority.

Evidence shows that the conditions of people's lives have the greatest impact on their health, and library spaces have an important role to play in reducing health inequalities through improving the wider detriments of health. The accessibility of social welfare advice via services such as Citizens Advice reduces strain on the Local Authority's statutory services, and the availability of advice and advocacy services allows libraries to offer effective support within community spaces.

The Library Strategy aims to strengthen the partnerships with other parts of BCP and external organisations to enhance the council's aims and ambitions and work together more closely and collaboratively. This will bring more people into our libraries for more reason

BCP's Cultural Development Team

Libraries provide an incredibly useful network through which BCP Council can deliver or facilitate a wide range of arts, culture and heritage activities, reaching a broad spectrum of the population and engaging a wide and diverse audience.

The Council's Cultural Development Team work to ensure delivery of the Cultural Strategy across the conurbation and act as connectors between the existing cultural organisations and the audiences in BCP.

The Cultural Development Team can facilitate cultural activity across the Library Service, ensuring quality cultural experiences and opportunities reach residents and visitors who might not be able to access them through other means.

Public Health BCP

Libraries play a significant role in promoting public health and wellbeing, offering resources and support that contribute to healthier communities and reducing inequalities.

- **Reduced Loneliness**: Libraries provide community spaces where people can connect, participate in activities, and feel a sense of belonging, crucial for mental wellbeing.
- **Improved Mental Health**: Libraries offer a safe and supportive environment that helps alleviate stress, anxiety, and other mental health challenges.
- **Increased Health Literacy**: Accessing reliable health information empowers individuals to make informed health and wellbeing decisions.
- **Support for Self-Management**: resources, support groups, information and signposting that help individuals manage their health conditions.
- Access to Technology and Digital Skills: bridging the digital divide by offering access to computers and the internet.
- Community Hubs and Social Connection: Libraries host events, workshops, and activities that foster social connections and bring people together.

Promoting better health outcomes, libraries help reduce the burden on care systems and save money.

The strategy will encourage greater use of the library network to expand all these opportunities working in collaboration with the newly created Public Health BCP.

Cultural ambition

Working with the BCP Cultural Compact

Cultural Compacts were one of the key recommendations of the independent Cultural Cities Enquiry in 2019.

This proposed a new model of strategic place-based leadership to drive inclusive growth in cities through investment in culture. It defined culture as encompassing 'arts institutions, museums, libraries, the historic environment and cultural festivals, popular and grassroots culture' while also recognising that 'culture is a social expression that will take many different forms and is ever evolving.

There is the opportunity to work with the BCP Cultural Compact which acts as a connector and enabler across the BCP cultural community including many dozens of practitioners and groups.

The Compact's arts development officer is a huge advocate of art and artists in library spaces and working with the Cultural Compact would be a valuable way of partnering and delivering.

Artists say Dorset Libraries are very good at including artists through writing workshops and free performances for children.

This strategy aims to make programming more transparent to artists.

Arts Council England National Portfolio Organisation (NPO) Status.

NPO Libraries refers to libraries that have been designated as National Portfolio Organisations (NPO) by Arts Council England. This status signifies that they receive regular funding to deliver a range of cultural and creative activities within their communities.

The NPO programme aims to ensure that everyone has access to great cultural experiences and that creativity is valued and supported. It also aims to reach out to communities that might not have previously benefited from arts funding.

BCP Council already supports six NPO; Arts by the Sea Festival, the Bournemouth Symphony Orchestra, Lighthouse Poole, Activate, Pavilion Dance and (with Hampshire) the Red House Museum.

The work delivered by our NPO's underpins the importance of promoting creativity, learning, and community engagement. Through our NPOs we aim to join up our activity and in time, explore the option of pursuing NPO status for our libraries working with Arts Council England. ACE has expressed an initial interest in this.

Music and Heritage

Bournemouth Library has a particular focus on Music and Heritage.

Bournemouth Music Library is one of the biggest public music and dance collections in the south, offering sheet music, books, and recordings of pop, jazz, and classical music.

Choral and orchestral sets are available for loan, and whilst Library Assistants can help users, more capacity is needed to support the organisations and marketing of the items available. As part of the strategy, we will seek to gain volunteer capacity to support development of the catalogue.

The Heritage library in Bournemouth has a range of items about the local area and includes books, maps, directories, photographs, council records and more. A lot of this collection is for reference only and can't be taken away from the library.

In Poole the local history collection is housed by Poole Museum and there is little held within the Council for the Christchurch area.

BCP Council is currently developing a heritage strategy, and the library collections and archive storage will be considered as part of this wider review.

Digital Learning and tackling digital exclusion

Libraries are well known for offering digital access to our communities via free wifi access and public use PCs. Members of the public can access printing and scanning as well as a broad range of reading material through our online digital library.

We will modernise our printing offer to enable wi-fi print without the need to log on to a public PC. We will also consider, as resources allow the IT infrastructure within our libraries to support modern use, particularly for accessing information or study.

The Council's <u>digital strategy</u> (2025) aims to support an organisation wide focus on tackling digital exclusion and libraries are well placed to act as places to support development of this ambition.

Continuing to expand the number of 'tech' buddies in libraries to support communities to get online and feel comfortable and safe in doing so, remains a core commitment.

Challenges

All this ambition comes at a cost and in running our libraries we know that the major challenge for us lays in improving the condition of the library estate and investing in new the mechanical and electrical infrastructure to improve sustainability.

Across the library estate, £1.8m has been identified as being the investment needed to tackle some of the more pressing issues. Charminster and Southbourne as open access sites, will be priorities to invest in, and we will work towards putting together specifications to enable any potential bid for funding for these and other projects.

Running parallel to the library strategy development, there is a wider project looking at the Council's corporate estate to pinpoint how the occupation of our buildings might be rationalised to ensure efficiency and manage costs.

Whilst ensuring that we commit within the library strategy to retaining library services, there are some library buildings which need to be considered as part of this project owing to the link to wider assets.

Creekmoor library is attached to Northmead House, the future of which is under medium to long term consideration. The options around this will at some stage need to be understood, and the future location of the library may need to be consideration as part of that.

In addition, we have some library services which are in buildings which are underutilised but where options to use the space is limited by building configuration and access. The building Parkstone library is based in is not in a suitable condition to use for other services and considering an option to relocate the library close by should be an option we look at over the life of the strategy.

Public Toilets

The lack of availability of public toilets is an issue which is the cause of some dissatisfaction within libraries and currently this is not something we are funded to be able to change.

Some of our libraries are simply too small to accommodate a facility and we need to understand over the life of the strategy whether supporting a provision is practical.

We will look at the sites currently without a public toilet to consider the feasibility of putting one in, but this will need to be completed within the resourcing available. Where a facility can potentially be accommodated, funding would need to be available. Accessibility audits may help to inform any building related project, and we will seek to undertake these to consider options.

Delivery of the strategy

Delivery of the Library Strategy aims to create a library service which is **modern**, **efficient**, **comprehensive** and **sustainable**.

The key priorities under each of the key headings are captured below:

Creating a library service which is **modern**, **efficient**, **comprehensive** and **sustainable**

Modern:

- Identify practical improvements to library spaces such as better zoning, additional study desks etc.
- Improve digital access for library users by implementing wi-fi printing and modernising the public access facilities.
- Review the device needs of staff to support digital engagement.
- Undertake access surveys across all libraries to inform access needs.
- Consider feasibility around inclusion of public toilets and improved baby change facilities.
- Improve soft furnishings to enhance spaces and create inviting spaces for literacy, reading and learning.
- Work with our insurers to support community access to library spaces.

Efficient:

- Review options for the location of libraries which could be improved by local relocation.
- Implement open access as an initial pilot.
- Increase usage of the four identified open access locations by working with the community to enhance the local offer.
- Review physical stock to remove items which do not lend well, create space and refresh displays.
- Review opening hours following the introduction of open access technology to standardise hours and ensure accessibility is maximised across clusters.
- Introduce up to 4 closure days per year for library staff to undertake training, manage stock and reorganise spaces

Comprehensive:

- Continue to support a range of activities and events in libraries to deliver the national universal offers for culture and creativity, health & wellbeing, Information and digital, and reading.
- Develop stronger relationships with partners to enrich our commitment to literacy, reader development and study for children.
- Develop stronger relationships with the Events team and Cultural Hub to support libraries as places where the community can access arts and cultural events.
- Develop stronger relationships with the communities and public health team to support libraries as places where the community can access health and wellbeing provision

Sustainable:

- Develop detailed specification for urgent works at our higher risk libraries to be prepared for funding options
- Continue to engage with the wider corporate asset review to understand options where the current library may be impacted by a wider review.
- Improve opportunities for volunteers to support library and community activity, including tech buddies.
- Increase the number of friends groups
- Put processes in place to support donations and seek funding through businesses which support community activity

Summary of our proposals

As part of the development of the draft library strategy we have looked at a series of indicators at library level to understand their individual use and compiled a needs analysis to ensure we understand the wider demographic makeup and needs of the community.

We are proposing to retain all 24 libraries meaning that there is no immediate negative impact on our users. Furthermore, we are committed through the strategy to make some key investments, introducing open access technology to improve opening hours in 4 key locations.

The decision to invest in open access not only serves as a pilot which could lead to the introduction of similar technology in other libraries but safeguards the current staffing arrangements as we transition to the inclusion of this new option.

Importantly, open access is not intended to replace staffed hours but will increase access over and above what we could otherwise afford to do.

Funding is clearly an issue but in moving forwards with our strategy we are seeking to harness funding opportunities to deliver further improvements to library spaces. We will need to monitor the success of this carefully and consider in future years what further funding might be brought to the programme of works.

Through creating more detailed specifications, we are seeking to:

- Consider how to improve the range of services delivered from Charminster,
 Southbourne, Rossmore and Hamworthy libraries, especially linking to our health and wellbeing and cultural programme development.
- Understand the potential to include additional currently under-utilised space into Winton library.
- Create a state of readiness to seek funding for the various repairing needs within the library estate should any potential source of funding become available.

In addition, over time we will commission access audits of each of the libraries and consider the feasibility for accommodating public toilets.

At an operational level, we will:

- Continue to support the delivery of the national universal offers which span across a diverse and rich range of activities and events.
- Strengthen partnerships to support priority activity and grow opportunities for Volunteers and Friends groups to support the service.
- Consider how to reimagine library spaces through zoning, improvements in furnishings and study spaces, and rationalising physical spaces.

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CABINET



Report subject	Dorset Local Enterprise Partnership (DLEP) Closure	
Meeting date	29 October 2025	
Status	Public Report	
Executive summary	Government 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) and the closure of the LEP.	
	This Cabinet report seeks approval for the acceptance of the £4,640,160.06 of funds from the Dorset Local Enterprise Partnership for the purpose of achieving a benefit to the community in the BCP region, in line with the aims and objectives of the Dorset Local Enterprise Partnership.	
	The newly formed BCP Growth Board will play an advisory role in how funding is allocated and a further Cabinet report will be brought for consideration of its recommendations as part of the BCP Growth Plan required for delivery in March 2026.	
Recommendations	It is RECOMMENDED that:	
	(a) Resolves, in its capacity as a Dorset Local Enterprise Partnership (CIC) company member, to ratify the decision to transfer and accept the following funds to BCP Council. (Please note, that interest continues to be applied until the payment is made to BCP upon agreement. The figures below include interest up to 31st March 2025.)	
	i) £866,951.68 revenue	
	ii) £2,498,208.50 capital	
	 iii) £1,275,000 capital loan repayments due (b) Agrees to ringfence funds for the benefit of the community and to delegate authority to the Chief Operating Officer and the Chief Financial Officer in consultation with the Portfolio Holder for Destination, Leisure and Commercial Operations and BCP Growth 	

	Board to allocate funding	
	(c) Notes the resignation of the Leader of the Council from the DLEP Board on successful transfer of the above funds.	
	(d) Notes that Dorset Council will formally close the DLEP following successful transfer of the above funds.	
	(e) Delegates authority to the Director of Law and Governance to finalise any legal documentation required.	
Reason for recommendations	The acceptance of the revenue and capital funding for community benefits in the BCP Council area will help deliver the Council's Corporate Strategy and wider economic and social objectives:	
	 Our inclusive, vibrant and sustainable economy supports our communities to thrive Revitalised high streets and regenerated key sites create new opportunities Employment is available for everyone and helps create value in our communities Skills are continually developed, and people can access lifelong learning 	
Portfolio Holder(s):	Cllr Richard Herrett, Portfolio Holder for Destination, Leisure and Commercial Operations	
Corporate Director	Glynn Barton, Chief Operating Officer	
Report Authors	Ruth Spencer, Interim Head of Economic Development and Head of Smart Place; Matt Robson, Senior Economic Development Officer.	
Wards	Council-wide	
Classification	For Decision	

Background

 BCP Council and before it, Bournemouth Council and Poole Council, is a board member of Dorset Local Enterprise Partnership (DLEP), which was set up as Community Interest Company (CIC). The Leader of the Council represented BCP Council on the Board. Dorset Council is also a board member and is its accountable body. The remaining directors are Councillor Millie Earl (Leader of BCP Council) and Councillor Simon Clifford (Portfolio Holder for Finance and Capital Strategy - Dorset Council).

- 2. The government previously provided LEP funding for the purposes of delivering economic growth, job creation, and developing local economies, including support for small businesses, skills infrastructure. This was delivered by an organisation named the Dorset Local Enterprise Partnership ('DLEP'). 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:
- 3. "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".
- 4. Government made it clear that it would cease funding for the functions previously delivered by Local Enterprise Partnerships and the Business Board Network (previously known as the LEP Network). Government also requested Local Authorities integrate LEP functions into business as usual but did not provide 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.

Update since previous Cabinet Report, January 2025

- 5. On 15 January 2025, a report was approved at Cabinet detailing the LEP closure process. This report 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
- 6. With regards to the 15 January Cabinet report point a), a work programme was developed, 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, statutory and contractual requirements, to present a clear plan to be considered by the DLEP.
- 7. The previous DLEP functions have been resolved. Specifically, Dorset Growth Hub (now termed Business Growth Dorset) employees were subject to TUPE into Dorset Council, and the service delivery has been agreed; Dorset Council are now the lead contractor for the Dorset Careers Hub; and, Boscombe Skills Hub (for which BCP Council is Accountable Body) is directly under the control of the Council using existing subcontractors.

- 8. Dorset Council and BCP Council have reviewed all the previous workstreams delivered by the DLEP before it ceased it main operations. The new BCP Business Growth Board will review these workstreams and play an advisory role in determining the most appropriate and beneficial use of these funds for community including whether to re-start any previous workstreams. A further Cabinet paper will be brought for consideration in March 2026 to approve a BCP Business Growth Plan which will include funding for proposed projects.
- 9. With regards to point b), whilst most of the DLEP Board have resigned, the only directors are the Leader of BCP Council Councillor Millie Earl and for Dorset Council the Portfolio Holder for Finance and Capital Strategy Councillor Simon Clifford. This Cabinet report notes the formal resignation of the Leader of the Council from the DLEP Board once the remaining funds are transferred.
- 10. For point c), i) Dorset Council required external legal advice to be sought. This is now complete, details of which are set out in the Legal Implications section in this report.
- 11. For point c) ii) this report ensures BCP Council receives its share of the residual funds. For point c) iii), the BCP Business Growth Board has been established as an advisory board to the Council and held its first meeting in July 2025. It brings together the universities, key business sector leads, the voluntary sector and BCP Council to create a Business Growth Plan due to be delivered by March 2026 when the current Economic Development Strategy comes to an end.

Utilisation of Funds

12. The Cabinet report of 15 January 2025 detailed that:

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.

13. To ensure the DLEP closure followed due process, Dorset Council sought external legal advice (see further below). In line with the legal advice below, the transfer of the funds from the DLEP CIC can only be used for community uses in line with the aims and objectives of the DLEP CIC.

Options Appraisal

- 14. To approve this report and accept the revenue and capital funding for economic development benefits in the BCP Council area will help deliver the Council's Corporate Strategy and wider economic and social objectives.
- 15. To not approve this report and not accept the revenue and capital funding has been discounted as this would be a disbenefit for our residents and businesses.
- 16. The preferred option is to accept the funding to maximise benefit for businesses and residents.

Summary of financial implications

- 17. The funds due to transfer from the DLEP to Dorset Council and BCP Council must be spent in accordance with what the DLEP had originally intended in order to comply with the legal requirements.
- 18. A ringfenced reserve can be set up in order to accommodate the funds until the appropriate expenditure scheme is identified.
- 19. As part of the original DLEP scheme, a series of loans were administered and as part of the repayments there is still one outstanding loan which will continue to be administered by Dorset Council until it is repaid in full in January 2027. The repayments will be split evenly between Dorset Council and BCP Council on receipt. Dorset Council will charge £1k in total for the administration of the loan which will be documented in a Service Level Agreement (SLA).
- 20. Until the share of the payment is made to BCP, the total will continue to accrue interest, of which 50% will be added to the amount due to BCP Council. The figures quoted in this report include the interest payments received up to 31st March 2025.

Summary of legal implications

- 21. Local Enterprise Partnerships (LEPs) were established by the government to drive economic growth and create jobs and were formed as non -statutory bodies. The Dorset LEP (10246567) created in 2016, is a Community Interest Company (CIC), focused on economic development in Dorset. The Accountable Body for the Dorset LEP is Dorset Council which holds the funds of the LEP, and which is managed by an SLA between Dorset Council and the Dorset LEP. The Government has now withdrawn support for the LEP's and require that the LEPs functions to be transferred to local authorities. The purpose of this paper is to advise on the implementation of the government policy and specifically the transfer of the funds.
- 22. Recommendation a. of the report is for Dorset LEP to transfer the funds to Dorset and BCP Council. External legal advice was obtained by Dorset Council as to the transfer process, the full detail of the legal advice is set out in Appendix B of the report and is confidential under Schedule 12A of the Local Government Act 1972 as amended. The Legal implications are a digest of the external legal advice obtained by Dorset.
- 23. The Community Interest Company Regulations 2025 ('The Regulations') imposes restrictions on the ability of Dorset LEP as a CIC company to transfer assets. The definition of assets includes the funds set out in the report. The Regulations state that the funds can only be transferred to another body with an asset lock or where that organisation is specifically named as a recipient in the Articles of Association. An asset lock is a legal requirement for a Community Interest Company (CIC) that prevents its assets, profits or surplus from being used for private gain.
- 24. BCP or Dorset Council, are not asset lock bodies, nor are they named as recipients in the Articles of Association, however section 26(2) of the Regulations does permit the transfer of funds, where both Dorset and BCP can demonstrate to the Dorset LEP, that the transfer of the funds will be used for the benefit of the community and that transfer does not conflict with any other restrictions in the Articles. The Articles of Association of the Dorset LEP in clause 3 refers to the Asset Lock and according

- to the external legal advice, supports the transfer of the funds based on community interest.
- 25. The directors of the Dorset LEP in approving the transfer of the funds, need to satisfy the 'Community Interest Test', which will depend on the facts of each case, the Regulations do not specify what constitutes the community interest test, but the external legal advice states a transfer cannot be deemed for the community where for example, the activities carried on are only for the benefit of the members of a particular body (for example for the benefit of the directors, employees or services providers) rather that for the benefit of the community. The CIC Guidance and Information Pack published by the Office of the Regulator of Community Interest Companies[i] (the "Guidance") also states, that the benefit to the community must be continuing, therefore the external legal advice has suggested that there needs to be a continuing obligation, on BCP and Dorset, to use the funds in that agreed manner, this can be achieved with a specific term in a contract
- 26. The risk is that there is a lack of definition of 'community interest' in the Regulations, however the external legal advice in conclusion states, that in their view 'under the Regulations, 'the LEP is able to instruct the Council to make the Proposed Transfer, provided the directors of LEP satisfy themselves that to do so would be for the purposes of achieving a benefit to the community (consistent with the purposes for which the LEP was incorporated) and therefore in its best interest, while ensuring the transfer complies with any other restrictions the Articles may contain'.
- 27. Based on the external legal advice, any successful challenge by the Regulator is low risk.
- 28. Where a transfer of the funds is not conducted for community benefit purposes the Regulator may initiate civil proceeding on behalf of the CIC company, wind up the company, remove and appoint directors, freeze company assets, carry out investigations similar to the Secretary of State under the Companies Act 2006, undertake a derivative action on behalf of the company against the directors where a criminal offence is discovered, directors of the CIC may also be in breach of their duties under the Company Act 2006.
- 29. <u>Directors Liability</u> Provided the Directors follow the external legal advice for the transfer of funds it is unlikely, there will be a successful claim for personal liability against a director as outlined in 20.8 of the legal comments. Legal notes recommendation c of the report, that the BCP Director will resign from the company after the transfer, and recommendation d. is that Dorset Council will undertake the winding up of the Dorset LEP. BCP Council where necessary will request an indemnity as to any company and contractual liabilities, which arises after the transfer and resignation.
- 30. <u>Insurance</u> BCP Council's insurance manager has been approached and is liaising with Dorset in relation to Directors and Officers cover and will be seeking further assurance from BCP Council's insurance brokers in relation to the policy wording.
- 31. <u>Data Protection</u> Where the operation of the transfer and subsequent actions involves transfer of personal data, this may raise personal data issues under the General Data Protection Regulations, and the Data Protection Act 2018 and the Council's Data Protection officer will need to be involved.

32. Section 13.4.2 of the constitution (Authentication of Documents) states Any contract with a value over £30,000 entered into on behalf of the Council shall be made in writing. 13.4.3- Such contracts must either be signed by the Monitoring Officer or by some other person authorised by them, or one of the persons referred to in section 13.5 or made under the Common Seal of the Council certified by at least one of the persons referred to in section13.5.3. Section13.5.3. states that the Common Seal will be affixed to those documents which in the opinion of the Monitoring Officer should be sealed or otherwise completed as required by the Procedure Rules. The affixing of the Common Seal may be certified by either the Chief Executive, the Monitoring Officer, the Deputy Monitoring Officer, a Director, the Chair, or the Vice-Chair.

Summary of human resources impact

33. In order to improve community outcomes and deliver benefits, consideration is being given as to how the funding could be used to support future project delivery including a revised staffing structure.

Summary of sustainability impact

34. A full Decision Impact Assessment (DIA) has been undertaken for this project. The DIA made it clear that the projects/initiatives delivered with the funding will be considered at a later date (and presented in subsequent Cabinet paper(s)). There have been no adverse comments from colleagues to the DIA. It is possible that the projects delivered with this funding could have a positive impact for sustainability and SDG goals:

SDG 1 – No Poverty; SDG 2 – Zero Hunger; SDG 3 – Good Health and Well-being; SDG 4 – Quality Education; SDG 5 – Gender Equality; SDG7 – Affordable and Clean energy; SDG 8 – Decent Work and Economic Growth; SDG 9 – Industry, Innovation and Infrastructure; SDG 10 – Reduced Inequalities; SDG 11 – Sustainable Cities and Communities; SDG 13 – Climate Action; SDG 16 – Peace, Justice and Strong Institutions; SDG 17 – Partnerships for the goals

Summary of public health implications

35. Economic development projects will have a significant positive impact on the health and well-being of our residents through seeking to address exclusion from the labour market - including those with health conditions and/or caring responsibilities or lower skill levels, young people (and NEETs) without essential skills and people trapped in insecure and poor-quality jobs.

Summary of equality implications

36. An EIA conversation/screening document has been completed (see Appendix B) and agreed with the BCP Equalities team. Full EIA's will be carried out for the individual projects to be delivered by the funding once these are finalised.

Summary of risk assessment

37. The risk is that there is a lack of definition of 'community interest' in the Regulations, however the External Legal advice in conclusion states, that in their view under the Regulations the LEP is able to instruct the Council to make the Proposed Transfer, provided the directors of LEP satisfy themselves that to do so would be for the

purposes of achieving a benefit to the community (consistent with the purposes for which the LEP was incorporated) and therefore in its best interest, while ensuring the transfer complies with any other restrictions the Articles may contain. Based on the external Legal Advice, Legal considers, provided, all the other requirements of the Regulations are observed, any successful challenge by the Regulator is low risk. BCP Council's insurance manager has been approached and is liaising with Dorset in relation to Directors and Officers cover and will be seeking further assurance from BCP Council's insurance brokers in relation to the policy wording. An excess payment will be required if there is a claim.

38. Background papers

- 15 January 2025 Cabinet Paper <u>Dorset Local Enterprise Partnership</u>
- Office of the Regulator of Community Interest Companies: information pack

Appendices

Appendix A: External Legal Advice (confidential under Schedule 12A of the Local Government Act 1972)

Appendix B: EIA Screening Tool

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted



Equality Impact Assessment: Conversation Screening Tool

The Council is legally required, under the Equality Act 2010, to demonstrate how it has considered its equality duties in its decision-making process.

The Council must have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it:
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to -

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic:
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

A link to the full text of <u>s149 of the Equality Act 2010</u>, which must be considered when making decisions.

1	What is being reviewed?	Dorset Local Enterprise Partnership (DLEP) Closure Cabinet Report. The Cabinet report is only seeking receipt of the funds. A further Cabinet paper(s) will be required detailing what will be delivered (projects) with the funds. These Cabinet paper(s) will include further EIA's, detailing how equalities have been considered for the proposed funded projects.
2	What changes are being made?	Government 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) and the closure of the LEP.
		This EIA relates to a Cabinet report which seeks approval for the acceptance of c£3.5m of funds from the Dorset Local Enterprise Partnership (as part of its closure), to deliver economic benefits in the BCP region. These economic benefits will be in line with the aims and objectives of the

		Dorset Local Enterprise Partnership and BCP Council Corporate Strategy. Once the funds are transferred to BCP Council (and Dorset Council), the DLEP will formally close.
		A further Cabinet paper will follow in January 2026, which will introduce the draft BCP Growth Plan and will specifically detail how these funds will be allocated for projects and initiatives for economic development purposes. The BCP Business Growth Board will help create the draft Growth Plan and will provide advice on proposed projects and initiatives. A further EIA screening report will be created to accompany the Growth Plan Cabinet report in January 2026, when more information on the actual projects to be delivered (and their impacts) are finalised.
3	Service Unit:	Economic Development
4	Participants in the conversation:	Ruth Spencer, Head of Smart Place and Interim Head of ED Matthew Robson, Senior Economic Development Officer
5	Conversation date/s:	10 Sep 2025
6	Do you know your current or potential client base? Who are the key stakeholders?	Businesses in the BCP region and business networks (including Business Improvement Districts) and clusters Residents in the BCP region Further Education and Higher Education Charities and social enterprises
7	Do different groups have different needs or experiences? age (young/old), disability, sex reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, members of the armed forces community, any other factors/groups, e.g., socioeconomic status, carers, human rights.	BCP Council is fully committed to responding to the needs of different groups including those with protected characteristics. These comprise: Different Ages - the elderly or children and young people; Current/Previous members of the Armed Forces; Those with caring responsibilities; Those with physical disabilities; Those with mental disabilities; Different sexes; Those who identify as trans; Those who are pregnant/on maternity; Those who are married/in a civil partnership; People from different ethnic groups; People with different religions or beliefs; People with different sexual orientations; People with different socio-economic status; and, Any human rights issues. The economic development projects (once finalised), will seek to benefit all members of the community (including those with protected characteristics) and will help improve equality in line with the 6 EHRC domains of areas of life that can impact equality - education; work; living standards; health; justice and personal security; and participation.

		All other protected characteristics have been considered, and no other needs or experiences have been identified
8	Will this change affect any service users?	As above. As such, this proposal will only affect service users in a positive way.
9	_	ns above is 'don't know' then you need to gather more s to use forms 2 and 3. *Please delete prompts before

Form Version 1.2

10	What are the benefits or positive equality impacts of the change on current or potential users?	Funding for economic development projects benefits all members of the community through a more skilled workforce, improved employment opportunities, more productive businesses, better wages - leading to better quality of life (and improved housing affordability), and more inward investment into the BCP region.
11	What are the negative impacts of the change on current or potential users?	There are no foreseen negative impacts for current or potential users.
12	Will the change affect employees?	There will be no negative impact on BCP Council employees. The ED team is currently only funded until March 2026. This funding could be used for projects that create opportunities for the ED team to deliver.
13	Will the change affect the wider community?	Funding for economic development projects benefits all members of the community through a more skilled workforce, improved employment opportunities, more productive businesses, better wages - leading to better quality of life (and improved housing affordability), and more inward investment into the BCP region.
14	What mitigating actions are planned or already in place for those negatively affected by this change?	N/A

15	Summary of Equality Implications:	The closure of the DLEP and acceptance of funding for community (economic development) uses will benefit all members of the community (including those with protected characteristics) and will help improve equality - in line with the 6 domains of areas of life that can impact equality - education; work; living standards; health; justice and personal security; and participation.
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CABINET



Report subject	Poole Bay, Poole Harbour & Wareham FCERM Strategy Review
Meeting date	29 October 2025
Status	Public Report
Executive summary	The existing Poole Bay, Poole Harbour and Wareham Flood and Coastal Erosion Risk Management (FCERM) Strategy was completed in 2014 and set out a sustainable approach to managing the risk of coastal flooding and erosion to over 10,000 properties up to 2115. Since then, the programme of projects it identified for the next 15-20 years has been progressed, with many either delivered or in the process of being delivered.
	There have also been many changes in climate change, environmental guidance, and funding rules, as well as new risk mapping and more monitoring data, so it is timely to review and update the FCERM Strategy to account for these factors and look further into the future to assess if the envisioned 2115 coast suggested in the 2014 Strategy is still correct, or if adjustments are needed on the pathway to long term sustainable coastal flooding and erosion risk management.
	This Cabinet report is seeking approval to progress procurement of specialist consultancy services to develop the strategy using FCERM Grant in Aid (GiA) funding which has been secured from the Environment Agency. This work will ultimately lead to an updated FCERM Strategy approved by the Environment Agency against which subsequent studies, schemes and beach management plans can be developed, without the need to assess the strategic options on a site-by-site basis for each scheme. This will provide the basis for future FCERM-GiA bids for schemes to mitigate the risk of flooding or erosion to the residents and businesses in the Poole Bay and harbour area. There will be zero net cost to BCP council in producing the Strategy.
Recommendations	It is RECOMMENDED that:
	Cabinet gives approval to:
	(a) proceed with the recommended option of undertaking a review and update of the 2014 Poole Bay, Poole Harbour & Wareham Flood and Coastal Erosion Risk Management

(FCERM) Strategy in partnership with Dorset Council and the Environment Agency, using funding from FCERM-GiA (£650,000 has been secured);

(b) proceed with procuring a Consultant to produce the FCERM Strategy update via the South Coast FCERM Framework administered by Havant Borough Council on behalf of the Southern Coastal Group area, which includes BCP Council;

(c) delegate authority to the Director for Commercial Operations, in consultation with the Director of Finance, to agree the terms of any funding, progression of the technical case and associated future submission.

Reason for recommendations

To review and update the existing strategy for mitigating flood and erosion risk over the next 100 years taking into account the effects of climate change (such as sea level rise and increased storminess) and changes to national funding rules and other guidance that have changed since the existing Strategy was completed in 2014.

This supports achievement of the BCP vision for where people, nature, coast and towns come together in sustainable, safe and healthy communities, by contributing the delivery of the following objectives:

Climate change is tackled through sustainable policies and practice

Our green spaces flourish and support the wellbeing of both people and nature.

Portfolio Holder(s):	Councillor Andy Hadley, Cabinet Member for Climate Response, Environment and Energy
Corporate Director	Glynn Barton – Chief Operations Officer
Report Authors	Alan Frampton – Strategy, Policy & Environment Manager, South West Flood & Coastal
Wards	Boscombe East & Pokesdown; Boscombe West; Bournemouth Central; Canford Cliffs; Creekmoor; East Cliff & Springbourne; East Southbourne & Tuckton; Hamworthy; Oakdale; Parkstone; Penn Hill; Poole Town; West Southbourne; Westbourne & West Cliff;
Classification	For Decision

Background

- The Poole Bay, Poole Harbour and Wareham Flood and Coastal Erosion Risk Management (FCERM) Strategy Review will be led by BCP Council on behalf of Dorset Council and the Environment Agency (both of whom will have officers on the project delivery team and project board).
- 2. The rationale for undertaking the review and update of the existing Flood & Coastal FCERM strategy for Poole Bay, Poole Harbour and Wareham is to provide an approved, strategic under-pinning to future FCERM activities across the area, reflecting the coastal process interactions that extend from Durlston Head to Hengistbury Head Long Groyne. This will support the work of BCP Council and Dorset Council as the Coast Protection Authorities responsible for this section of coast who are work in partnership to develop this new FCERM Strategy alongside the Environment Agency.
- 3. The current FCERM approach is guided by the following key strategic documents:
 - 3.1 The Poole & Christchurch Bays SMP2. Adopted in 2011, this Shoreline Management Plan (SMP) is a non-statutory planning document but is a key evidence source for Local Plans to consider and any future coast works need to be aligned to the SMP to access funding. The review and update of the existing FCERM Strategy will include assessing if more recent evidence suggest that the adopted SMP policies need any adjustment, and make recommendations for SMP policy change where appropriate to do so.
 - 3.2 The <u>Poole Bay, Poole Harbour & Wareham FCERM Strategy</u>. Produced in 2014, this document identifies a way forward to implement SMP2 policy to 2115, including a programme of projects for the next 15-20 years. Most of the projects have since been either delivered or are in the process of being delivered; including in BCP the <u>Poole Bay Beach Management Scheme</u> (including <u>beach nourishment</u> in 2021, <u>timber groyne renewals</u>, and the <u>Hengistbury Head Long Groyne Upgrade</u>) and <u>Poole Bridge to Hunger Hill Flood Defence Scheme</u>.

- 4 The existing Strategy is underpinned by evidence developed over a period of time from 2011 to 2014, and as such is not fully reflecting of the latest guidance on climate change and sea level rise, changes in environmental legislation and funding rules, new risk mapping and monitoring data, etc. In addition, this 2014 document identifies some key areas of uncertainty about the long-term future for a number of sections of the coast, all of which require further investigation. The updated FCERM Strategy will include a focus on these areas of uncertainty to provide greater clarity on the long-term intent for coastal flood and erosion risk management.
- 5 The scope of the Strategy review will include:
 - 5.1 Reflecting the recent projects and schemes in a revised baseline for the update strategy, from which the longer-term questions about which the 2014 document was less certain will seek to be addressed, including how long the current approach to beach management in Poole Bay can be sustained given latest projections for sea level rise.
 - 5.2 New modelling of waves, tides and sediment transport processes in Poole Harbour and along the beaches of Poole Bay.
 - 5.3 Updated assessment of economic benefits accounting for latest climate change guidance and a revised 100 year strategic planning horizon.
 - 5.4 Environmental assessments, including a strategic environmental assessment, habitat regulations assessment, including new assessment of habitat compensation and biodiversity net gain requirements.
 - 5.5 Engagement and consultation during the course of developing the strategy review, working with Dorset Coast Forum to deliver this aspect of the project.

Options Appraisal

Do not undertake review

6 If the FCERM Strategy was not reviewed and updated, then future FCERM decisions and funding applications for Grant in Aid / Local Levy would continue to rely on the on the existing 2014 Strategy, but have less certainty about the long-term sustainability of those decisions as the 2014 Strategy is based on now superseded information, and so mean BCP Council, Dorset Council and the Environment Agency would have to undertake additional work to demonstrate a strategic approach is still being taken — taking into account all that has changed since 2014 — on a site-by-site basis as they seek to progress schemes, giving consideration to the wider implications for FCERM activity and coastal risk around the rest of Poole Bay and Harbour. This will increase costs by tens (if not hundreds) of thousands of pounds per project, and delivery time for each project to achieve this individually (and cumulatively cost more than producing an updated FCERM Strategy — which for this review is estimated at £650k and for which FCERM Grant in Aid funding has been secured).

Undertake review (Recommended)

7 By undertaking the review and update of the existing strategy for mitigating flood and erosion risk over the next 100 years taking into account the effects of climate change (such as sea level rise and increased storminess) and changes to national funding rules and other guidance that have changed since the existing Strategy was completed in 2014, the strategy will provide the up-to-date basis for Outline Business Cases for future schemes via FCERM-GiA under our permissive powers as a Coast Protection Authority, which in turn provides long term efficiencies in the delivery of future projects for the BCP coastal and harbour frontage west of Hengistbury Head to Lytchett Bay, as well as the frontages of partner organisations.

Summary of financial implications

8 No funding from BCP Council is required. £650,000 of FCERM-GiA has been secured from the Environment Agency to fund delivery of this FCERM Strategy review which will be led by BCP Council on behalf of Dorset Council and the Environment Agency. This will fund both BCP Council's FCERM teams' (South West Flood & Coastal) officer time, Dorset Council's officer time, and Consultants that will be procured to undertake the technical work required to deliver the strategy review.

Summary of legal implications

- 9 The approval of an updated FCERM Strategy will support the delivery of coast protection measures, which are a permissive power granted under the Coast Protection Act 1949 that BCP Council uses to undertake coastal defence works.
- 10 In developing the new FCERM Strategy, a strategic environmental assessment, habitat regulations assessment, water framework directive assessment and marine conservation zone assessment will be completed to comply with environmental legislation. As part of this, stakeholder engagement will be conducted including with statutory consultees and local communities to ensure a wide range of views are considered and inform that FCERM Strategy.
- 11 The grant funding agreement is conditional on certain pre-conditions and contains termination and/or clawback rights for the funding body. Further, advice should be sought on the terms of the consultants' appointment and Procurement advice has been taken on the suitability of the proposed framework agreement.

Summary of human resources implications

12 There are no human resource implications. Management of the project will be undertaken by members of the BCP Council FCERM team (South West Flood & Coastal), supported by officers from Dorset Council and the Environment Agency on the project delivery team, and guided by a Project Board comprised of senior officer representatives of BCP Council, Dorset Council and the Environment Agency.

Summary of sustainability impact

- 13 The purpose of the FCERM Strategy is to set out the long-term, sustainable, adaptive approach to implementing coastal flood and erosion risk management that is technically, environmentally and economically viable, taking into account future projections of climate change and sea level rise.
- 14 In addition, in developing the updated FCERM Strategy extensive engagement will take place, providing an opportunity to share information and educate local communities about the future risks of flooding and erosion and allowing those

- communities to inform and help shape these long-term plans such that additional benefits to communities can be considered to improve public realm as well as provide flood and erosion risk management.
- 15 The resulting updated Strategy will in fact help inform the sustainability of broader BCP projects and initiatives that could be at risk of coastal flooding or erosion.

Summary of public health implications

16 The approval of an updated FCERM Strategy will allow future coastal flood and erosion defence schemes to be progressed efficiently to reduce the risk of flooding and erosion to people and property, which emerging research demonstrates can provide considerable public health and well-being benefits.

Summary of equality implications

17 There are no equality implications of this recommendation.

Summary of risk assessment

18 Without approval of an updated FCERM Strategy, the respective partner authorities will need to spend additional funds and resources to develop future schemes to demonstrate a strategic approach is being taken on a site-by-site basis, taking into account more recent guidance and evidence, etc. The whole purpose of the project is to understand and work towards reducing the risk of flooding and erosion to our residents and businesses.

Background papers

None

Appendices

There are no appendices to this report.

CABINET



Report subject	BCP Homes Annual Complaints Performance and Service Improvement Report				
Meeting date	29 October 2025				
Status	Public Report				
Executive summary	This report provides information on the council's handling of complaints related to the provision of landlord services to council tenants and leaseholders.				
	The report complies with the requirements within the Housing Ombudsman's Complaint Handling Code that landlords must produce an Annual Complaints Performance and Service Improvement report for scrutiny and challenge.				
	It must be published on the section of the council's webpages relating to complaints. Cabinets response to the report must be published alongside this.				
	In line with the Complaint Handling Code, this report sets out:				
	The annual self-assessment against the code				
	 A qualitive and quantitative analysis of complaint handling performance 				
	 Any findings of non-compliance with the code by the Housing Ombudsman 				
	 Service improvements made as a result of the learning from complaints 				
	 Any annual report about performance from the Housing Ombudsman 				
	 Any other relevant publications or reports produced by the Housing Ombudsman in relation to the work of the council in dealing with complaints. 				
Recommendations	It is RECOMMENDED that:				
	(a). Cabinet notes the content of the Annual Complaints Performance and Service Improvement Report and provides a				

	response for publication on the council's website. (b). Cabinet approves the self-assessment against the Complaint Handling Code at appendix 1 for submission to the Housing Ombudsman and publication on the council's website.
Reason for recommendations	To ensure compliance with the Housing Ombudsman's Complaint Handling Code
Portfolio Holder:	Councillor Kieron Wilson – Housing and Regulatory Services
Corporate Director	Glynn Barton – Chief Operations Officer
Report Authors	Kelly Deane – Director of Housing and Public Protection
Wards	Council-wide
Classification	For Recommendation

Background

- As a registered provider of social housing, the council is subject to clear expectations from both the Regulator of Social Housing and the Housing Ombudsman regarding complaint handling. Under the Social Housing (Regulation) Act 2023, the Housing Ombudsman's <u>Complaint Handling Code</u> became statutory from 1 April 2024, requiring landlords to adopt a two-stage complaints process that is accessible, fair, and transparent.
- 2. Complaints must be defined broadly as any expressions of dissatisfaction, regardless of how they are made, and the council must ensure residents (tenants and leaseholders) are not treated differently for raising concerns. The Code mandates that landlords publish their complaints policy, offer multiple channels for submission, and ensure staff are trained to handle complaints effectively. The council must also complete and publish an annual self-assessment of its compliance with the Code, and failure to comply may result in a complaint handling failure order.
- 3. The Regulator of Social Housing expects landlords to have robust internal procedures for managing complaints about their landlord services, with clear escalation routes and timely responses. Together, these frameworks aim to foster a culture of learning, accountability, and continuous improvement in housing services.
- 4. The Complaint Handling Code requires the council to produce an Annual Complaints Performance and Service Improvement report for scrutiny and challenge. This report must contain:
 - The annual self-assessment against the code
 - · A qualitive and quantitative analysis of complaint handling performance
 - Any findings of non-compliance with the code by the Housing Ombudsman
 - Service improvements made as a result of the learning from complaints

- Any annual report about performance from the Housing Ombudsman
- Any other relevant publications or reports produced by the Housing Ombudsman in relation to the work of the council in dealing with complaints.
- 5. The Annual Complaints Performance and Service Improvement report must be reported to the council's governing body, or equivalent, and published on the section of its website relating to complaints. The governing body's response to the report should also be published alongside this.
- 6. Landlord services are provided by different teams within the council. Housing management services such as letting and rent collection are provided by BCP Homes. Property maintenance and repairs are provided by the Property Maintenance and Asset Management teams within the Customer and Property Directorate. However, all must comply with the Housing Ombudsman Complaint Handling code where complaints are made about landlord services.

Annual self-assessment against the Complaint Handling Code

- 7. The Housing Ombudsman self-assessment is an annual submission that social housing landlords complete to show their compliance with the Code.
- 8. The self-assessment helps landlords identify areas for improvement and informs residents about service provision, and since April 2024, compliance with the Code is a statutory duty for landlords. Landlords submit their self-assessment via a dedicated electronic form, and this submission also forms part of their annual complaint handling and service improvement report, which must be published online for residents to access.
- 9. The self-assessment form can be found at Appendix 1. It outlines the compliance of the council with the Code's provisions related to complaints handling. The key findings include:
 - **Definition of a Complaint**: the council complies with the Code's definition of a complaint and ensures that all expressions of dissatisfaction are treated as complaints and forwarded to the correct team
 - Accessibility and Awareness: the council makes it easy for residents to complain by providing multiple channels and ensuring all staff are aware of the complaints process. The complaints policy is available in a clear and accessible format on the website, <u>Make a complaint about BCP Homes</u>.
 - Complaint Handling Staff: BCP Homes has a dedicated Complaints Officer and complaints coordinators in key areas to ensure effective administration of complaints.
 - Complaint Handling Process: the council follows a two-stage complaints
 process and ensures that complaints are acknowledged, defined, and logged
 within five working days. Responses are provided within the specified
 timescales, and extensions are communicated to the residents.
 - Putting Things Right: the council acknowledges when something has gone
 wrong and sets out actions to put things right, including apologies,
 explanations, and financial remedies.
 - Self-assessment, Reporting, and Compliance: an annual complaints
 performance and service improvement report, which includes a selfassessment against the Code, is reported to the governing body.

Analysis of complaint handling performance

- 10. A comprehensive analysis of complaint handling performance for 2024-25 is set out within appendix 2. It presents detailed statistics regarding the volume and nature of complaints received, their respective outcomes, and the subsequent actions taken to address key recurring issues. The report further underscores compliance with the Housing Ombudsman's Complaint Handling Code and its ongoing commitment to continuous improvement and resident-focused service delivery.
- 11. During the 2024-25 financial year, 164 complaints were recorded predominantly concerning Housing Management (58.5%) and Property Maintenance (23.2%). Of these, 16.5% were upheld, 35.4% were partially upheld, and 48.2% were not upheld. Most complaints were resolved at Stage 1.
- 12. Analysis of complaint trends identified areas for improvement including communication, accountability of processes, staff training, and cross-team collaboration. Responsive measures implemented include customised communication strategies, revised processes, enhanced staff development initiatives, and improved integration of legacy teams.
- 13. Additionally, the report notes receipt of 310 compliments throughout the year, reflecting positively on resident satisfaction.

Findings of non-compliance with the code by the Housing Ombudsman

- 14. The Housing Ombudsman may issue a complaint handling failure order (CHFO) where a landlord fails to ensure that its complaints process is accessible, consistent and enables the timely progression of a resident's complaint in line with the complaint handling code.
- 15. A CHFO may be issued by the Ombudsman where:
 - An individual complaint is not being progressed through a landlord's complaint procedure
 - Where a landlord fails to provide information to the Ombudsman as requested
 - Where a landlord fails to comply with its membership obligations of the Housing Ombudsman scheme.
- 16. Failure to comply with the terms of a complaint handling order could result in the Ombudsman taking further action including referral to the Regulator of Social Housing.
- 17. There have been no complaint handling orders issued to the council. There have also been no issues raised by the Ombudsman regarding previous self-assessments against the complaint handling code.

Service improvements made as a result of the learning from complaints

18. The council is expected to learn from complaints and make improvements to services where required. Key areas of learning and actions taken are set out in the table below:

Theme	Learning	Actions Taken
Communication and Customer	Need for clearer, more consistent communication during	Tailored communication plans for projects; weekly updates for decanted tenants; improved

Engagement	major works, complaints, and ASB cases.	complaint tracking; training for staff; better appointment and insurance communication.
Process Improvements and Accountability	Gaps in application checks, charge accuracy, and complaint oversight.	Updated hospital admission processes; reviewed mutual exchange procedures; strengthened internal checks; improved fire safety communication.
Staff Training and Support	Need for better customer service and disability awareness.	Toolbox talks for operatives and training for call handlers, planning teams, and technical staff; improved supervision of cleaning teams.
Repairs, Maintenance and Safety	Delays and inefficiencies in repairs and safety procedures.	Prioritisation of urgent issues; sourcing materials before work; first-time fix emphasis; reinforced out-of-hours repair protocols; coordinated fire safety updates.
Cross-Team Collaboration	Legacy team misalignment and communication gaps.	Integration of legacy teams; joint working in senior living blocks; improved internal communication to reduce errors.
Facilities and Cleaning	Inconsistent cleaning standards and supervision.	Updated cleaning schedules to include windows and textured flooring; supervisor inspections; flagged resource needs.
Resident Engagement and Support	Inconsistent support for vulnerable residents and lack of early intervention.	Encouraged early issue identification; reinforced equal treatment; distributed fire safety and no-smoking communications in high-rise blocks.

19. Additional performance indicators will be established for complaints handling. These and feedback to residents will be publicised.

Annual performance report from the Housing Ombudsman

- 20. The Housing Ombudsman provides annual individual performance reports for all landlords who have had five or more findings as a result of complaints that it has investigated.
- 21. There are eight possible findings that the Ombudsman can determine once it has looked at the evidence available to it. These include:

- No maladministration Where the landlord acted in accordance with its obligations in the tenancy agreement and relevant policies and procedures. Minor failings may have been found but these have caused no detriment to the resident.
- **Service failure** Where there is evidence of a minor failing, but action is still needed to put things right. Service failure is a form of maladministration.
- **Maladministration** Where there was a failure which has adversely affected the resident.
- **Severe maladministration** The most serious failure, where there is evidence of serious detrimental impact to the resident.
- **Resolved with intervention** Where the resident and landlord have agreed to enter into mediation and, with the Ombudsman's intervention, reached an agreed outcome which resolves the complaint satisfactorily.
- Redress There is evidence of maladministration, but the landlord has identified and acknowledged this prior to the Ombudsman's investigation and has, on its own initiative, taken steps that puts things right.
- Outside jurisdiction The complaint will not or cannot be considered by the Ombudsman.
- **Withdrawn** The resident withdrew their complaint, and the Ombudsman is satisfied as to the circumstances.
- 22. The Landlord Performance report for 2024-25 for BCP Council is provided in appendix 4. It includes information on the number of cases determined by the Housing Ombudsman, the number of maladministration findings and orders made. There have been no findings of severe maladministration.
- 23. The report sets out the areas where most findings of maladministration are found; complaint handling, anti-social behaviour and property condition. The council is fully compliant in complying with orders made by the Ombudsman to put things right and include compensation payments to residents.

Other relevant publications or reports produced by the Housing Ombudsman in relation to the work of the council in dealing with complaints

- 24. The Housing Ombudsman can conduct further investigations into a landlord beyond an individual complaint to establish if the evidence that has been provided to them is indicative of systematic failure.
- 25. It can also issue wider orders that require landlords to go beyond the scope of the individual complaint and take steps to extend fairness and protection to wider residents.
- 26. There have been no other publications or reports produced in relation to the work of the council in dealing with complaints.

Options Appraisal

27. Not applicable.

Summary of financial implications

28. There are no financial implications associated with this report. Failure in service delivery can lead to payments of compensation to residents. There have been additional resources set aside to provide another member of staff to help manage complaints and ensure compliance with the Complaint Handling Code.

Summary of legal implications

29. There are no legal implications associated with this report. However, failure to comply with the Complaint Handling code may result in action by the Housing Ombudsman and the Regulator of Social Housing.

Summary of human resources implications

30. There are none associated with this report, but an additional member of staff will be recruited to support complaint handling.

Summary of sustainability impact

31. Not applicable.

Summary of public health implications

32. There are no specific public health implications associated with this report. However, an accessible complaints handling process allows residents to raise concerns and ensures that they have redress if not listened to. This can ensure the provision of safe homes and contributes to wellbeing.

Summary of equality implications

33. There are no changes to policies or service delivery because of this report. Any equality implications brought about by changes as a result of learning from complaints would be considered through an equality impact assessment.

Summary of risk assessment

34. Failure to manage complaints may result in action by the Housing Ombudsman to ensure compliance with the Complaint Handling code. The Regulator of Social Housing may also take action where there is a failure to meet the outcomes related to complaint handling set out in the consumer standards.

Background papers

None

Appendices

Appendix 1 – Annual self-assessment against the Complaint Handling Code

Appendix 2 – Analysis of complaint handling performance 2024-25

Appendix 3 - Housing Ombudsman Landlord report BCP Council

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Appendix 1 – Annual self-assessment against the complaint handling code

This self-assessment form should be completed by the complaints officer, and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints' performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: 'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'	Yes	This is stated on the BCP Homes website and within the BCP Homes Complaints Policy	BCP Council (BCP) bases its definition on the Local Government and Social Care Ombudsman's (LGSCO) definition of a complaint. This states that a complaint is: "A complaint is an expression of dissatisfaction about a council service (whether that service is provided directly by the council or by a contractor or partner) that requires a response." BCP uses the following definition of a complaint which expands on the LGSCO definition: A complaint is an expression of dissatisfaction about a council service (whether that service is provided directly by the council or by a contractor or partner). There is no difference between a 'formal' and an 'informal' complaint. Both are expressions of dissatisfaction that require a response. To ensure consistency and avoid confusion BCP Council will only use the expanded LGSCO definition of a complaint.

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				An expression of dissatisfaction will be treated as a complaint, and will be forwarded onto the correct team. If the matter cannot be resolved as a service request within 24 hours of receipt then it will be logged as a stage 1 complaint within 5 However there have been instances where tenants continue to complain after receiving a complaint response; eg that BCP Homes will not install rods on a roof to prevent seagulls nesting. Seagulls are protected and BCP Homes cannot install such measures, however the tenant is not happy with the response.
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	This is stated within the BCP Homes Complaints Policy and Procedure and has been made clear in the residents' magazine.	
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put	Yes	This is set out in our Complaints Policy.	Service Requests are logged.

	something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	If the issue cannot be resolved within 24 hours of receipt, then a stage 1 complaint will be logged within 5 working days of receipt.	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Information about how to make a complaint is available on your webpage, and has been mentioned in previous editions of the residents' magazine.	

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	This is set out in the Complaints Policy.	Complaints can be made via phone, email, post, in person to a member of staff or by filling in an online form.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: The issue giving rise to the complaint occurred over twelve months ago. Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. Matters that have previously been considered under the complaints policy.	Yes	This is set out in the Complaints Policy	
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on	Yes	This is set out in the Complaints Policy.	

	other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.			
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	BCP Homes will not accept complaints that have already been through our stage 2 complaints process.	The Council has guidance on 'Unreasonable and unreasonably persistent complainants'
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Each complaint is considered on a case-by-case basis.	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	All complaints for BCP Homes are directed one inbox – bcphomes.complaints@bcpcouncil.gov.uk	There is a Complaints Officer within BCP Homes and complaints co-ordinators in key areas. Complaints co-ordinators acknowledge complaints if they cannot be resolved quickly and confirm to the resident which member of staff will be dealing with the complaint. This will be based on the expertise in the area relating to the complaint.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	This is set out in the Complaints Procedure. Training was given in May 2024 to all staff involved in the complaints process. This recording has been saved and is available to new staff.	Complaints can be made via phone, email, post, in person to a member of staff or by filling in an online form.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low	Yes	The different ways to contact BCP Homes are advertised on our webpage as well as in previous editions of the residents' magazine.	

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	3.4	complaint volumes are potentially a sign that residents are unable to complain. Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	The complaints policy is available on the council's webpage. Should a resident request a hard copy, then we can send this by post. The complaints process sets out the two stage complaints process and timescales. This is also available on the BCP Homes webpage.	
168	3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Contact details for the Housing Ombudsman are available in section 8 of the Complaints Policy. Reference is made in section 9 about adhering to the Housing Ombudsman's Code.	The full policy is available on the Council website
	3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	We would require permission for a third party to speak on a complainant's behalf.	
	3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	This is available in the Complaints Policy, on the BCP Homes webpage, and in stage 1 and 2 acknowledgement letters, and the stage 2 response letter.	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Evidenced on our website	There is a Complaints Officer within BCP Homes and complaints co-ordinators in key areas. Complaints co-ordinators acknowledge complaints if they cannot be resolved quickly and confirm to the resident which member of staff will be dealing with the complaint. This will be based on the expertise in the area relating to the complaint. The details of complaints co-ordinators are available on the intranet only. This ensures that there is effective administration of complaints and that they are dealt with in a timely manner. It would not be clear to residents who to contact for complaint handling e.g., chasing a response. Actions —

4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	The Complaints Officer reports into the Service Manager for Regulation and Resident Involvement. They have authority and autonomy to resolve disputes.	Provide a point of contact on the website for residents regarding complaint handling.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	BCP Homes has a complaints team and all staff especially front facing staff are aware of the process should they receive an email or phone call expressing dissatisfaction.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	BCP Homes Complaints Policy.	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	We do not have additional stages. Upon receipt of a complaint, we will endeavour to resolve the concern within 24 hours where possible. If this is not possible then a stage 1 complaint will be logged within 5 working days of receipt.	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	We do not have more than two stages to our complaints process.	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Yes procedure is the same for these	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Yes in our processes	

5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	This is set out in our stage 1 and stage 2 acknowledgement template letters. We ask complainants to clarify if we have recorded anything incorrectly.	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	This is set out clearly in the acknowledgement letters.	
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	This is all done. The template response letters give prompts to ensure all points are addressed.	
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	If the deadline for a complaint needs to be extended up to 10 working days, then the responding officer will contact the complainant to advise what the new deadline date is.	

		If the deadline date need extended by more than 10 days, then the responding must contact the complete explain the reasons we extension is required, and a extension date with the contact the contact the reasons we have the contact the reasons we have the contact the reasons which is required, and a extension date with the contact the reasons which is required.	o working one officer ainant to why the agree the
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Section 7.2 of the BCF complaints policy states: BCP Homes aims to we customers to provide an ear complaints process, focus their needs and satisfaction Homes will provide equal at the complaints service by: 1. Accepting complaint format easiest for the complainant. 2. Supporting vulnerabe customers who wish complaints via supp workers, relatives or parties 3. Translating and integrand providing information large print or alternations.	procedures. Corporate Complaints Guidance advises: Is the person having difficulty in communicating their complaint to you? Do they need an interpreter or translation help or information in a different format like Braille or audio-tape? Do they need an advocate? Reasonable adjustments policy available for staff on intranet. If a copy of the policy, or response letters need to be in a different language, this can

				written response if someone is available to read the letter to the tenant.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Yes this is in our policy.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	All information is saved on either EDRMS or Sharepoint.our document management systems.	
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	The responding officer will, where possible, remedy the situation where appropriate in either stage of the complaints process if inline with our policy or procedure. Financial remedies will be considered on a case by case basis.	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for		The Council has guidance on how to deal with 'Unreasonable and unreasonably persistent complainants'.	

	putting any restrictions in place and must keep restrictions under regular review.	On some occasions cont will be implemented agains whose contact with us unmanageable.	st tenants
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes our process for this re Equality Act	eflects the

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Each complaint received is assessed on a case by case basic upon receipt. Some can be resolved as a service request, where as others require a full investigation and are logged at stage 1.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	We follow this process.	
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	We follow this process. Sometimes an extension is required.	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any	Yes	This is followed	

	extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.		Very often the resident will be contacted by phone. However, the complainant will have been made aware of how to contact the housing ombudsman in their acknowledgement letter.	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	The complaint response will set out how the issues will be overcome.	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	This is followed	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would	Yes	This is followed	

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	unreasonably delay the response, the new issues must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Evidenced in our standard letters	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	This is complied with.	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.		This is complied with.	

6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	This is complied with	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	This is complied with. A Service Manager or Head of Service will be the allocated officer for a Stage 2 complaint.	
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	Unless the deadline date needs extending.	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	This is complied with	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.		The stage 2 acknowledgement letter gives information on how to contact the Housing Ombudsman.	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly	Yes	This is complied with	

6.18	with appropriate updates provided to the resident. Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	This is complied with
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	This is complied with
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	This is complied with

Section 7: Putting things right

Code	Codo requirement	Comply:	Evidoneo	Commentary / explanation
provision	Code requirement	Yes / No	Evidence	Commentary / explanation

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181	7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:	Yes	This is complied with	
	7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	This is complied with. Most often it will involving putting right what went wrong especially if this relates to repairs.	
	7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	We have a Compensation Policy which sets out levels and types of compensation.	
	7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	The Compensation Policy takes into account Housing Ombudsman guidance.	

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.		a) This is included b) This is included c) This is included d) This is included e) This is included f) This is included	
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body		This will be done once it has been signed off by our governing body in October.	

	(or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.		
8.3	Landlords must also carry out a self- assessment following a significant restructure, merger and/or change in procedures.	We will comply where necessary.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	We will comply if necessary.	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	We will comply if necessary	

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Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	For all complaints that are upheld or partially upheld, the responding officer must fill in a 'Service Improvement form' that states lessons learned and actions required.	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.		See above.	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Lessons learned are shared to the Advisory Board, in the residents magazine, in the BCP Homes staff bi-monthly complaints newsletter etc.	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.		Service Manager for Regulation and Resident Involvement.	

9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').		Councillor Dower is the lead for complaints	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Councillor Dower is on the Advisory Board.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	 Yes we hold regular scheduled meetings Lessons learnt and trends picked up are covered. Ombudsman outcomes are reported Report provided. 	
9.8	Landlords must have a standard objective in relation to complaint handling for all		All Staff have a set objective as follows:	

relevant employees or third parties that reflects the need to: a. have a collaborative and cooperative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	'Ensure that you deal with complaints collaboratively, take collective responsibility for any shortcomings, act on any lessons learned and uphold professional standards in complaint handling.'
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COMPLAINTS REPORT APRIL 2024 - MARCH 2025

						Qu	arter 2	Jul	/-Sept		Q	uarter 3	- Oc	t-Dec							
	Qua	Quarter 1 - Apr-June 2024			2024				202	24			Qua	arter 4 - J	lan-I	Mar 2025					
			N	umber of				Nur	nber of				Nui	mber of				Nu	mber of		
			Co	mplaints				Con	nplaints				Cor	nplaints				Co	mplaints		
	Nu	mber of	Re	ceived at		Nui	mber of	Re	ceived		Nu	mber of	Rec	eived at		Nu	mber of	Red	ceived at		
	Co	mplaints		Stage 1		Cor	nplaints	at S	Stage 1		Coi	mplaints	St	age 1		Co	mplaints	S	tage 1		Overall
	Red	ceived at	Es	calated to		Rec	eived at	Esc	alated		Red	eived at	Es	calated		Red	eived at	Esc	alated to		Total
No of Complaints	S	tage 1	0,	Stage 2	Total	St	tage 1	to S	Stage 2	Total	S	tage 1	to S	Stage 2	Total	S	tage 1	S	tage 2	Total	24/25
Received		40		8	48		30		5	35		21		8	29		43		9	52	164
	No.	%	No.	%		No.	%	No.	%		No.	%	No.			No.	%	No.			
Responded to in full	40	100		100		30	100	5	100	35	21	100	8	100	29	43	100	9	100	52	164
Upheld	9	23		25		5			20		3		0	0	3	5	12	2	22	7	27
Partially upheld	14	35		50				0	0	12	11	52	2	25	13	13	30		22		58
Resolved	40	100	8	100	48	30	100	5	100	35	21	100	8	100	29	41	95	9	100	50	162
Not upheld	17	43	2	25	19	13	43	4	80	17	7	33	6	75	13	25	58	5	56	30	79
Outcome to be confirmed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	100	9	9
Responded to within timescales	39	98	8	100	47	27	90	5	100	32	19	90	7	87.5	26	41	95	8	89	49	154

Breakdown of Complaints by Service Area

	N11
Type	Number
Repairs / Property Maintenance	38
Neighbourhood Management	96

Ombudsman complaints	
New complaints received	13
Determinations received	8
Yet to be determined	4

Learning from Complaints Received

You said	We did						
Property Maintenance							
appointments are re-arranged or							
cancelled without letting							
residents know. The wrong	We have recru	uited and upskilled Planners. Guidance has been provided					
trade arrives or operative is not	to Planners ar	nd Helpdesk staff on the importance of communicating					
aware of the work required.	effectively with	ectively with all resdients, and discussed in monthly meetings.					
Outstanding repairs on Property	Daily Complaints tracker implemented within DRS to give Manager						
Maintenance complaints	improved visib	ility of any ongoing complaints					
Perception that the BCP Homes							
tenant did not receive enough	We should be	providing support and guidance to tenants throughout the					
support with his application and	exchange prod	cess and consider any specific vulnerabilities and needs,					
throughout the Mutual Exchange	consideration	of this should be included in the review. The Mutual					
process.	Exchange poli	cy is being revised.					
Lack of communication with	A tailored com	munication plan agreed at the start of any major project,					
major projects such as decanted	with clear expe	ectations set out at the beginning of the project with the					
properties.	resident and a	ny concerns heard and an approach agreed.					
		·					

Total n	umber of c				
Stage 1	Stage 2	All together			Not upheld
134	30	164	27	58	79

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HousingOmbudsman Service

LANDLORD PERFORMANCE REPORT

2024/2025

Bournemouth, Christchurch and Poole Council

LANDLORD PERFORMANCE

April 2024 - March 2025

DATA REFRESHED: May 2025

Landlord: Bournemouth, Christchurch and Poole Council

Landlord Homes: 10,781 Landlord Type: Local Authority / ALMO or TMO





Determinations





Findings

28





Maladministration Findings



Compensation

£3,875





73%

PERFORMANCE 2022-2023



Determinations



Maladministration

Not Applicable

PERFORMANCE 2023-2024



Determinations



Maladministration Rate

Maladministration Rate Comparison | Cases determined between April 2024 - March 2025

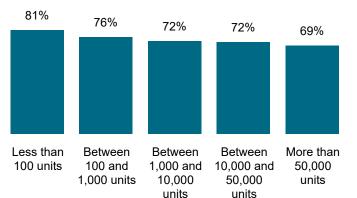
NATIONAL MALADMINISTRATION RATE: 71%

National Maladministration rate for Landlords of a similar size and type:

80%

National Mal Rate by Landlord Size: Table 1.1

by Landlord Type: Table 1.2





Association



79%



Other

Housing

LANDLORD PERFORMANCE

DATA REFRESHED: May 2025

Ombudsman Service Bournemouth, Christchurch and Poole Council

Findings Outcome Comparison | Cases determined between April 2024 - March 2025

National Performance by Landlord Size: Table 2.1

Outcome	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	National	Landlord Findings
Severe Maladministration	5%	10%	5%	5%	4%	5%	0%
Maladministration	38%	36%	41%	41%	41%	41%	25%
Service failure	32%	24%	22%	22%	20%	21%	43%
Mediation	0%	0%	1%	2%	2%	2%	0%
Redress	3%	6%	10%	12%	17%	13%	4%
No maladministration	14%	17%	15%	13%	10%	13%	21%
Outside Jurisdiction	8%	7%	6%	6%	6%	6%	7%
Withdrawn	0%	0%	0%	0%	0%	0%	0%

National Performance by Landlord Type: Table 2.2

Outcome	Housing Association	Local Authority / ALMO or TMO	Other	National	Landlord Findings
Severe Maladministration	4%	6%	3%	5%	0%
Maladministration	39%	45%	35%	41%	25%
Service failure	21%	22%	27%	21%	43%
Mediation	2%	1%	1%	2%	0%
Redress	16%	7%	10%	13%	4%
No maladministration	13%	11%	15%	13%	21%
Outside Jurisdiction	5%	7%	8%	6%	7%
Withdrawn	0%	0%	0%	0%	0%

Landlord Findings by Category | Cases determined between April 2024 - March 2025 Table 2.3

Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total ▼
Complaints Handling	0	2	6	0	0	1	0	0	9
Anti-Social Behaviour	0	1	2	0	0	3	0	0	6
Property Condition	0	2	3	0	0	1	0	0	6
Estate Management	0	2	0	0	0	0	1	0	3
Moving to a Property	0	0	0	0	0	1	1	0	2
Staff	0	0	1	0	1	0	0	0	2
Total	0	7	12	0	1	6	2	0	28

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Housing

LANDLORD PERFORMANCE

DATA REFRESHED: May 2025

Ombudsman Service Bournemouth, Christchurch and Poole Council

Findings by Category Comparison | Cases determined between April 2024 - March 2025

Category	# Landlord Findings	% Landlord Maladministration	% National Maladministration
Complaints Handling	9	89%	77%
Anti-Social Behaviour	6	50%	66%
Property Condition	6	83%	73%

National Maladministration Rate by Landlord Size: $_{\text{Table }3.2}$

Category	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	% Landlord Maladministration
Anti-Social Behaviour	100%	71%	70%	61%	70%	50%
Complaints Handling	100%	86%	84%	81%	70%	89%
Property Condition	65%	79%	73%	74%	72%	83%

National Maladministration Rate by Landlord Type: Table 3.3

Category	Housing Association	Local Authority / ALMO or TMO	Other	% Landlord Maladministration
Anti-Social Behaviour	63%	71%	79%	50%
Complaints Handling	72%	87%	86%	89%
Property Condition	70%	79%	68%	83%

Findings by Sub-Category | Cases Determined between April 2024 - March 2025 Table 3.4

Sub-Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total ▼
Responsive repairs - general	0	0	3	0	0	0	0	0	3
Responsive repairs – leaks / damp / mould	0	1	0	0	0	0	0	0	1
Staff conduct	0	0	0	0	1	0	0	0	1
Total	0	1	3	0	1	0	0	0	5

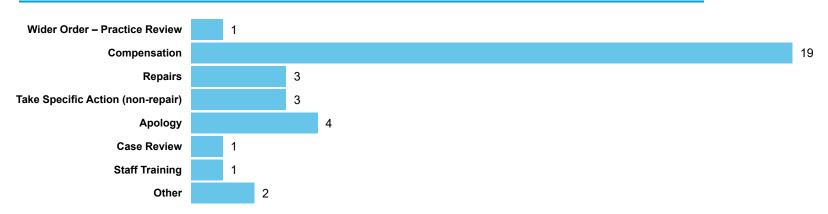
Housing LANDLORD PERFORMANCE Description of the Council Service Bournemouth, Christchurch and Poole Council **DATA REFRESHED:** May 2025

Top Sub-Categories | Cases determined between April 2024 - March 2025

Table 3.5



Orders Made by Type | Orders on cases determined between April 2024 - March 2025 Table 4.1



Order Compliance | Order target dates between April 2024 - March 2025

Table 4.2

Order	Within 3 Months				
Complete?	Count	%			
Complied	33	100%			
Total	33	100%			

Compensation Ordered | Cases Determined between April 2024 - March 2025



Housing

Guidance Notes

May 2025

Ombudsman Service Bournemouth, Christchurch and Poole Cou...

Introduction | Notes on your figures in this report

The Housing Ombudsman's 2024-25 landlord reports are for landlords with 5 or more findings made in cases determined between 1 April 2024 and 31 March 2025.

The data comes from our casework management system. The reports include statistics on cases determined in the period. If we published a performance report for the landlord last year, then its individual report will also include limited statistics about cases determined between 1 April 2022 and 31 March 2024 for year-on-year comparison. Where a landlord has merged, we have merged the 2022-24 data and it may therefore be different to the published figures last year.

Determinations | Cases Determined

The number of cases determined (decided upon) for this landlord by the Ombudsman. 11 determinations were recorded for Bournemouth, Christchurch and Poole Council, this includes OSJ and Withdrawn determinations. 11 determinations were made excluding OSJ and Withdrawn.

In this report we are only counting the determinations excluding OSJ and Withdrawn overall - this is a change from previous years to where we counted all Determinations. We have also adjusted the determined figures for 22/23 and 23/24 referenced on the first page of this report to exclude OSJ and Withdrawn so that it is comparable. This means these figures may not match the published reports for those years.

Findings | Category Findings

The number of findings on cases determined. Each category on a determined case has one finding. When we count findings, we exclude any cases where the entire case was declared outside our jurisdiction (OSJ) or all elements of the complaint were entirely Withdrawn, usually prior to the case being allocated for investigation.

On this basis, we are only counting the findings made in the 11 determinations. 28 findings were recorded for Bournemouth, Christchurch and Poole Council in these 11 determinations.

Maladministration Rate | Calculated from Category Findings

Under our Scheme, maladministration includes findings of severe maladministration, maladministration and service failure. The number of findings of maladministration are expressed as a percentage of the total number of findings (excluding findings of 'outside jurisdiction' and 'withdrawn'). This is referred to as 'mal rate'.

The number of findings recorded for Bournemouth, Christchurch and Poole Council to calculate the Maladministration rate is 26. This excludes the 2 findings of Outside Jurisdiction or where elements of the case were Withdrawn during our investigation, but we made other findings on the case.

The number of 'Mal' findings recorded for Bournemouth, Christchurch and Poole Council is 19, which gives the Maladministration rate of 73.1% (19 / 26). The national Mal rate is calculated on the same basis and is comparable to previous reports.

Orders | Calculated from Orders issued on Cases Determined

We issue Orders when the case investigation has resulted in a category finding of some level of maladministration or mediation. They are intended to put things right for the resident. We can issue multiple orders for each category of a case, so if we issue compensation of £50 for one category, and £50 for another category - we will count this as two orders even though the Landlord may just see it as one order of £100 compensation for the case.

The number of orders recorded for Bournemouth, Christchurch and Poole Council is 34, these orders are across 19 category findings.

Unit Numbers | Homes owned by the Landlord

The number of homes (or 'units') owned or managed by the member landlord under the Housing Ombudsman Service's jurisdiction as of 31 March 2024. This is based on information available from the Regulator of Social Housing and provided by landlords.

Reviews | Determination reviews

The Landlords and residents may request a review of our determinations in circumstances set out in the Housing Ombudsman Scheme. This report includes data on cases originally determined between 1 April 2024 and 31 March 2025. If a determination is changed at review and the revised determination is issued on or before 31 March, the revised decision is included in the data. If the revised determination is issued on or after 1 April, only the original determination is included in the data.

CABINET



Report subject	BCP Homes Performance Update				
Meeting date	29 October 2025				
Status	Public Report				
Executive summary	This report provides performance information on how services are delivered to council tenants and to support councillors oversight in ensuring that the council:				
	Provides good quality homes and services to all tenants				
	Makes best use of its resources to deliver what it is required to do as a landlord				
	 Resolve issues promptly and effectively when things go wrong. 				
	It provides an update against key performance indicators and performance against the Tenant Satisfaction Measures for quarter 1, 2025-26.				
Recommendations	It is RECOMMENDED that:				
	(a) Cabinet notes the content of this report and raises any issues for consideration by officers; and				
	(b) Cabinet agrees that future performance reporting on BCP Homes will be integrated into the council's corporate performance framework and the Corporate Strategy Group.				
Reason for recommendations	To support councillors in ensuring that council services provided to tenants are managed effectively.				
Portfolio Holder:	Councillor Kieron Wilson - Housing and Regulatory Services				
Corporate Director	Glynn Barton – Chief Operations Officer				
Report Authors	Seamus Doran – Head of BCP Homes				
Wards	Council-wide				
Classification	For Information				

Background

- BCP Homes is the council's inhouse housing management team providing services to approximately 10,700 council tenants and leaseholders. These services are funded through the Housing Revenue Account (HRA) which is a ring-fenced account that records the income and expenditure associated with the landlord function in respect of the council's homes.
- 2. The range of services is varied and are also provided by other teams within the council. This primarily includes the Asset Management and Property Maintenance teams within the Customer and Property Directorate and the Anti-Social Behaviour team within Public Protection. New homes funded through the HRA are developed through the Housing Delivery team within the Investment and Development Directorate.
- As a Registered Provider of Social Housing, BCP Council is responsible for the delivery of services to tenants and demonstrating that it is meeting the outcomes of the <u>regulatory standards for landlords</u> as provided by the Regulator of Social Housing (the Regulator).
- 4. The Transparency, Accountability and Influence standard requires registered providers to take action and deliver fair and equitable outcomes for tenants. It also contains a requirement to collect and provide information to support the effective scrutiny by tenants of their landlord's performance in delivering landlord services.
- 5. Services provided to council tenants and leaseholders include:
 - Customer services
 - Void management and lettings
 - Repairs and planned maintenance to homes and communal areas
 - Servicing and testing
 - Neighbourhood management
 - Cleaning and gardening of communal areas
 - Rent collection
 - Tenancy sustainment and money advice
 - Sheltered housing
 - Anti-social behaviour
 - Tenancy management
 - Complaint handling
 - Resident involvement
- 6. To support the council in meeting its responsibilities teams providing services to tenants and leaseholders report on performance to established resident panels and a Residents Committee. Quarterly performance reporting is also provided to the BCP Homes Advisory Board (Advisory Board) in the following areas:
 - Lettings

- Responsive repairs
- Rent arrears and collection
- Complaint handling times
- Information governance
- Call handling times
- Anti-social behaviour
- 7. Reporting on property compliance, for example gas servicing, is undertaken separately and is also reported quarterly to the Advisory Board. Property compliance is reported to Cabinet annually through the Housing and Property Compliance Update Housing Revenue Account.
- 8. The Transparency, Accountability and Influence standard requires the council to carry out and report annually against the <u>Tenant Satisfaction Measures</u> (TSM's). These are collected according to requirements set out by the Regulator. They include information from the TSM perception survey and management information held by the council on areas including repairs, complaints, building safety and tenant engagement.
- 9. The TSM's are published and allow tenants to see how the council is performing against other landlords. They also provide the council with an opportunity to see where it might need to improve its services and enable the Regulator to gauge how well it is performing in meeting the outcomes of the regulatory standards.
- Cabinet has previously received updates on performance against the TSM's most recently on the 16 July 2025 through the <u>BCP Homes Tenant Satisfaction</u> <u>Measures and Housing Regulatory Compliance Update</u>.
- 11. As part of that update Cabinet was provided with the Housing Revenue Account (HRA) Delivery Plan which sets out the improvements to be made to the service including those from the deep dive carried out by Housing Quality Network (HQN) of our self-assessments against the regulatory consumer standards. Included in the improvements is the action to provide more information to tenants to help them understand how well the council is performing in providing landlord services.
- 12. It is recommended that updates on progress on meeting the actions set out in the Delivery Plan are provided to Cabinet at future meetings through the BCP Homes Performance Update.

Performance Scorecard

- 13. The quarterly performance scorecard set out in appendix 1 is also provided to the Advisory Board and the Residents Committee. Commentary on the key performance indicators is provided within the scorecard.
- 14. Benchmarking is obtained through a subscription service, Housemark, a data, insight and analysis provider for the housing sector in the UK.
- 15. Key performance indicators and targets will be reviewed to ensure that they are relevant for residents (tenants and leaseholders) and other stakeholders. In July 2025, Corporate Management Board approved proposals for additional resources

- through the HRA for managing performance and insight. This will support managers and provide greater assurance on the performance information provided.
- 16. The Advisory Board has requested additional performance information on the performance scorecard on how anti-social behaviour is managed. At present this only includes the number of new cases per 1,000 homes which is one of the indicators used for the TSM's.
- 17. The table below provides some further insight into performance on anti-social behaviour.

	24-25	Q1 25-26
Number of active ASB cases being managed	303	369
Number of ASB cases still open after 4 months	193	207
Proportion of ASB cases still open after 4 months	64%	56%
Community Protection Warning	26	16
Community Protection Notice	0	0
Anti-social Behaviour Injunction	6	1
Closure Order	4	0
Notice of Seeking Possession Served	3	1
Eviction Completed	3	1

18. Information will also be provided on the number of tenants who are evicted from their homes. This provides a good indication on how well tenants are supported to sustain their tenancies and how this is seen as a last resort. The table below sets out the number of evictions that have occurred in the last three years.

Year	No. of evictions
2022-23	6
2023-24	5
2024-25	4
2025-26 Qtr. 1	1

19. Our work to provide tenancy sustainment and work with other agencies is reflected in the low number of evictions from council properties.

Tenant Satisfaction Measures

- 20. Information to report against the TSM's must be collected as specified by the Regulator in the <u>Tenant Satisfaction Measures Tenant survey requirements</u> and <u>Tenant Satisfaction Measures Technical requirements</u>. The council has procured an independent market research agency to undertake the perception survey on behalf of the council.
- 21. The perception survey must include the survey question wording and the response options available as set out in the requirements. Surveys may be carried out online, by telephone or post and additional questions may be incorporated.

- 22. Performance against the TSM's must be submitted annually and published so that tenants can see how the council is performing. Information on the survey results, summary of the survey approach (methodology) and the survey questionnaire are available on the council's website BCP Homes performance.
- 23. The council should be satisfied that the publication of TSM results and summary approach meets the requirements as set out by the Regulator, <u>Summary of TSM</u> publication requirements.
- 24. The council's summary of the survey approach sets out:
 - Sample size
 - Timing of the survey
 - Collection method
 - Sample method
 - Assessment of representativeness
 - Weighting applied to results
 - Role of any external named contractor in collecting, generating or validating the measures
 - Incentives offered
- 25. The Regulator publishes data on the <u>Tenant Satisfaction Measures</u> which allows benchmarking with other registered providers. Benchmarking is also available through Housemark and is summarised in appendix 2. It includes results of the 2021 survey of council tenants and the perception questions that were asked at that time and performance for quarter 1, 2025-26.
- 26. From 2025-26 the perception survey has been undertaken quarterly instead of at a single period of time once a year. Results from each quarter will be combined to provide annual satisfaction levels. This provides an earlier indication of satisfaction and allows action to be taken where it is low. It also enables more regular benchmarking to be carried out.
- 27. National quartile data is provided by the Regulator and information for 2024-25 will not be available until later this year.
- 28. Overall satisfaction amongst tenants (TP01) has fallen in the first quarter of 2025-26 from 81.2% to 79.0% but within or very close to the top quartiles. Additional questions can be added into the perception survey and for some measures tenants are asked why they are dissatisfied. Tenants are not currently asked this for this measure but will be in future.
- 29. Satisfaction with repairs (TP02) has increased in the first quarter of 2025-26 after falling during 2024-25. In August 2024 the inhouse Property Maintenance team began carrying out repairs in Poole following the end of the previous arrangements with an external contractor. There was a significant amount of work carried out to align the repairs service to include approximately 4,500 additional properties and this did cause some delays in completing repairs.
- 30. The main reasons for dissatisfaction include the time taken to arrange or start a repair, poor standard of repair and issues ongoing as repair not completed.

- Satisfaction is also measured through an ongoing transactional survey, and this provides an opportunity to explore these reasons for dissatisfaction.
- 31. Other satisfaction measures related to repairs, (TP03, TP04 and TP05), show that levels of satisfaction are being maintained or increasing and within top quartile performance.
- 32. Satisfaction measures relating to engagement with tenants and treating them fairly (TP06, TP07 and TP08) show an increase in the first quarter and are near or within top quartile performance. A new Resident Engagement and Communication Strategy is to be presented to Cabinet with an accompanying delivery plan that will set out how improvements are to be made in these areas.
- 33. Satisfaction with complaint handling performance, (TP09), has slightly fallen in the first quarter but overall, there has been an increase since 2023-24. Performance is below the top quartiles.
- 34. Satisfaction with the maintenance of communal areas (TP10) has increased in quarter 1 but previously has been static. There have been changes in how services to communal areas have been delivered, alignment with the inhouse cleaning team, new neighbourhood management team and a new specialist cleaning contractor but further work is required to understand the reasons for dissatisfaction. An action has been set out in the HRA Delivery Plan to develop a neighbourhood strategy. Satisfaction levels with the council's contribution to the neighbourhood (TP11) have also increased in quarter 1 but have previously been static.
- 35. Satisfaction with how reports of anti-social behaviour (ASB) are dealt with has increased in quarter 1 to 60% but is below top quartile performance. Changes have been made to how the service is delivered that include a single ASB team within Public Protection, additional staff, new policies and an ASB improvement plan. Residents state that the reasons for their dissatisfaction include no action is taken, issues are not dealt with, complaints about children/teenagers, complaints about noise/shouting and problems with neighbours.
- 36. The remaining TSM's are based on management information.
- 37. The proportion of emergency and non-emergency repairs completed within timescale has fallen, (RP02(1) and RP02(2). This is due to the level of demand, damp and mould work and an accelerated stock condition survey programme. The inhouse Property Maintenance team is reviewing its resources and external contractor performance will be reviewed. Responsive repairs not completed as a proportion of completed repairs is high at 15.3%. However, the proportion falls throughout the year as more repairs are completed. At the end of 2024/25 the proportion was 2.9% and within top quartile performance through benchmarking.
- 38. Awaabs Law comes into force on the 27 October 2025. Significant work has been undertaken in preparation with a dedicated project team being formed. The work of the project is now nearing completion with only some minor amendments being finalised following new guidance that was released late June 25. All reporting for damp, mould and condensation will be included within the Housing and Property Compliance Update Housing Revenue Account that will be provided to Cabinet in November.

- 39. In addition to reports from residents, operatives and other staff have been trained to identify damp and mould issues when visiting properties to ensure that these are dealt with appropriately. A rapid initial response is in place to ensure that any hazards are removed, and any further works are organised. Follow up contact is made with residents to ensure that any issues have been resolved.
- 40. Complaint handling performance has fallen for stage 1 complaint responses but improved for stage 2 responses. The Housing Ombudsman's Complaint Handling Code sets out the timescales for responding to complaints. Where complaints are complex the code allows extensions to the response times if the complainant agrees.
- 41. Details of building safety measures are provided in the <u>Housing and Property</u>
 <u>Compliance Update Housing Revenue Account</u>. Performance is good in these areas.
- 42. Subgroup analysis is undertaken to explore the responses from the TSM perception survey and presented in appendix 3. Overall satisfaction is high across nearly all subgroups. Older people and those living in sheltered accommodation are more likely to be satisfied while younger tenants, those living in flats and tenants whose activities are limited are less likely to be satisfied.
- 43. Across most of the TSM's older people are more satisfied as are those living in sheltered accomodation.
- 44. Those tenants from ethnic minority groups are less likely to be satisfied that their home is safe but many of the comments show that this is related to anti-social behaviour and security and not property condition. This group are also more likely to be dissatisfied with how the council keeps them informed about things that matter to them. Additional reasons for dissatisfaction are not collected for this measure but will be during future surveys.
- 45. Tenants from ethnic minority groups are the most satisfied with how the council manages anti-social behaviour.
- 46. There are actions within the HRA Delivery Plan to improve the collection of household data and demonstrate that services are delivered fairly and equitably and producing outcomes for all tenants. There are also actions to develop service standards, so tenants know what to expect.

Options Appraisal

- 47. Cabinet is asked to note the contents of the performance update and raise any issues for consideration. Councillors are responsible for ensuring that the outcomes of the consumer standards are met. They also need to ensure that the council:
 - Provides good quality homes and services to all tenants
 - Makes best use of its resources to deliver what it is required to do as a landlord
 - Resolve issues promptly and effectively when things go wrong.
- 48. Performance information supports councillors in meeting their responsibilities and provides an oversight on services to tenants.

Summary of financial implications

- 49. There are no specific financial implications associated with this report. However, performance has an impact on the income available to the HRA through void times and rent collection.
- 50. The need to meet regulatory requirements necessitates additional resources for staff. This has been addressed through the HRA Budget Setting report from a staffing perspective for 2025/26 where an additional £615,000 was made available. This includes staff to support improved performance management and tenant insight.

Summary of legal implications

51. There are no specific legal implications associated with this report. It provides information to councillors to help them fulfil their obligations in ensuring that the outcomes of the regulatory consumer standards are met.

Summary of human resources implications

52. There are no specific human resources implications associated with this report. As set out above there will be a need to recruit additional staff to improve performance information and insight. This has been included in the HRA budget for 2025/26.

Summary of sustainability impact

53. There are none specifically associated with this report. However, performance information supports decisions in the way in which services are delivered. The council has a large housing stock of approximately 9,500 rented homes and poor performance can impact the provision of more energy efficient homes, for example a poor repairs service or lost income.

Summary of public health implications

54. There are none specifically associated with this report. Services provided to tenants contribute to the safe and warm homes that benefit physical and mental health. Listening to tenants and action on their concerns also supports wellbeing.

Summary of equality implications

55. There are none associated with this report. Any equality implications leading to changes in policies or services to tenants as a result of performance would be considered through consultation and completion of an equality impact assessment.

Summary of risk assessment

56. Poor performance can have an impact on the council's ability to provide services to tenants that meet the requirements of the regulatory consumer standards. Reporting on performance to Cabinet ensures that councillors have oversight of how services are being provided and enables them to meet their responsibilities.

Background papers

None

Appendices

Appendix 1 – BCP Homes: Key Performance Indicators

Appendix 2 – Tenant Satisfaction Measures Summary August 2025

Appendix 3 – Tenant Satisfaction Measures Summary by Subgroup August 2025

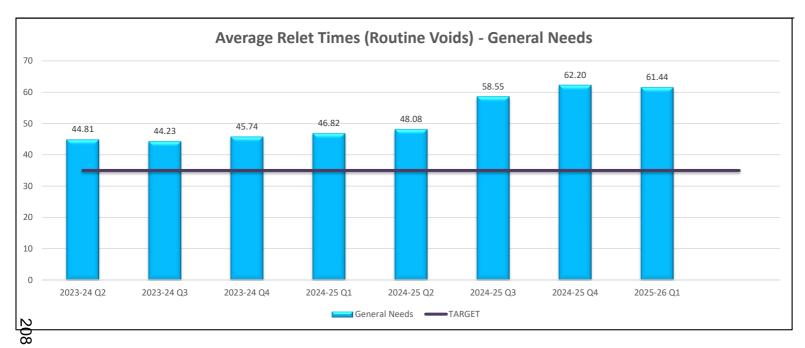
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APPENDIX 1 BCP Homes: Key Performance Indicators

Quarter 1 2025-26

June 2025





Benchmarking (HouseMark) Q1 2025-26						
LA's C	ver 10K Excl. L	ondon.				
Top Quartile	Top Quartile Median Bottom Quartile					
57.21	70.48	78.35				
National						
Top Quartile	Median	Bottom Quartile				
29.78	45.21	72.00				

Target

	get oo	uuys
2023-24	44.81	
2024-25	62.20	\uparrow
2025-26	61.44	

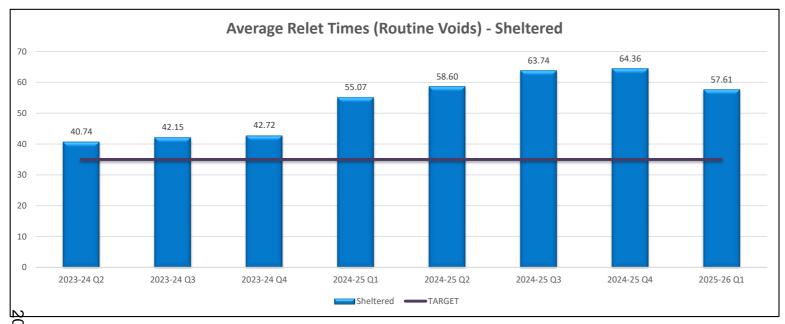
	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
Number of voids	102	137	173	55	123	182	248	50
Total days void	4,571	6,060	7,913	2,575	5,914	10,656	15,426	3,072

Reason for level of performance

The new reporting tools through Power BI have been improved and allow the different stages of the void process to be analysed e.g., time taken to let a property once returned from voids work. It is not clear at this stage for the delay in re-let times but it is likely to be a combination of issues such as poor property condition and refusals causing delays in obtaining further nominations.

Actions taken or planned

The revised tenancy agreement has been rolled out to new tenants from the 8 September 2025. This allows any day tenancy start dates and for properties to be let any day of the week. Although not significant this will reduce re-let times by a few days in most circumstances. Additional benchmarking has also been provided for similar sized local authorities.



Benchmarking (HouseMark) Q1 2025-26						
LA's (Over 10K Excl. L	ondon				
Top Quartile	Top Quartile Median Bottom Quartile					
57.21	70.48	78.35				
National						
Top Quartile	Median	Bottom Quartile				
29.78	45.21	72.00				

Target

2023-24	40.74	
2024-25	64.36	\uparrow
2025-26	57.61	

35 days

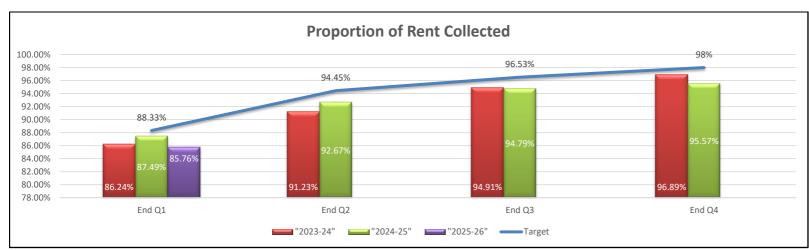
9	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
Number of voids	81	115	149	43	93	137	193	46
Total days void	3,300	4,847	6,366	2,368	5,450	8,733	12,422	2,650

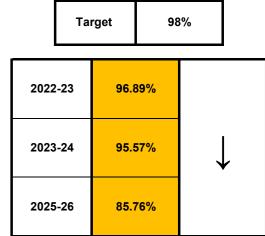
Reason for level of performance

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	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
Rent collected	£12,279,790	£25,557,121	£37,747,354	£50,911,242	£13,548,660	£28,151,189	£41,904,376	£56,028,305	£12,685,851
Rent due	£12,753,840	£26,529,976	£38,284,836	£51,062,498	£13,823,330	£28,713,217	£42,543,728	£56,960,164	£12,590,196
Arrears b/f	£1,485,331	£1,485,331	£1,485,331	£1,485,331	£1,663,279	£1,663,279	£1,663,279	£1,663,247	£2,201,884
Void loss (YTD)	£89,265	£193,071	£275,201	£364,299	£129,856	£278,175	£443,276	£621,769	£79,840
Current	£1,789,892	£2,120,565	£1,862,667	£1,515,117	£1,755,305	£1,883,842	£2,157,045	£1,967,211	£2,302,783

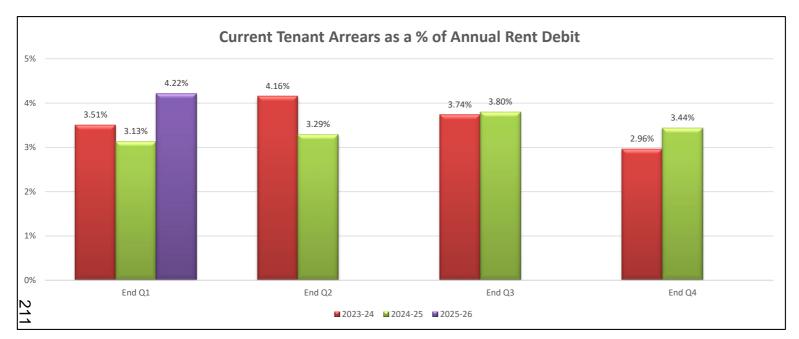
Reason for level of performance

Performance for the end of the quarter has fallen significantly in comparison to previous years. Rent collection is calculated on the rent due for a period plus arrears carried forward from previous years. At the beginning of the year when the arrears carried forward is a larger proportion of the rent due, the collection rate is low. The period to the end of June 2025 was a 12 week period. In 2024 this was a 14 week period and the rent due would have been greater, making the arrears carried forward a smaller proportion. The rent collection rate for August has returned to the level expected, 93.04%.

Actions taken or planned

Work will also begin on improving performance monitoring and reporting and identifying any trends that may assist in reducing arrears. There is no benchmarking currently available for this indicator and further work will be undertaken to get assurance on the management information used. The target for rent collection will also be reviewed as it is unlikely this can be met given the switch over to universal credit.

Page 4 of 10 Rent Collection



Benchmarking (HouseMark) 2024-25						
LA's (Over 10K Excl. L	ondon				
Top Quartile	Median Bottom Quartil					
1.92%	2.94%	3.92%				
National						
Top Quartile	Median	Bottom Quartile				
3.02%	3.55%	5.82%				

Target

-	•	
2023-24	2.96%	
2024-25	3.44%	\downarrow
2025-26	4.22%	·

	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
Current arrears	£1,789,892	£2,120,565	£1,862,667	£1,515,117	£1,755,305	£1,883,842	£2,157,045	£1,967,211	£2,302,783
Annual rent debit £	£51,031,100	£51,023,523	£49,842,691	£51,162,206	£56,073,159	£57,273,358	£56,817,693	£57,218,023	£54,597,329

Reason for level of performance

The current tenant arrears figure is the amount of rent owed by tenants as a proportion of the annual rent debit. The estimated annual rent debit to the end of the quarter is less than that for the same period last year. This is because 2024-25 was a 53 week rent year and an extra weeks rent was collected. The arrears owed has increased and is a larger proportion of a reduced estimated annual rent debit.

Actions taken or planned

Review cases to see if there has been an increase in tenants moving to universal credit and understand any delays in receiving benefit payments.

Page 5 of 10 Current Tenant Arrears

									Trend	Quarter End	Target
Repairs Survey - % Satisfied (p	ner quarter)									Ella	
cepans ourvey - 70 outistica (p	2023-24 Q2		2023-24 Q4	2024-25 Q1	2024 25 02	2024 25 02	2024-25 Q4	2025 26 04			
0/ Catiofied										00.000/	05.00
% Satisfied		93.26%	95.36%	96.63%	90.72%	90.61%	90.89%	93.23%		93.23%	95.0%
# Surveys	403	445	453	416	291	309	395	192			
of Non-emergency Respons	ive Repairs	Completed	l Within the L	andlord's T	arget Times	scale (per q	juarter)				
	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1			
Completed within target timescale	N/A	N/A	80.93%	81.16%	81.71%	83.50%	85.51%	82.38%	1 1	82.38%	93.0
# Repairs completed	N/A	N/A	15,637	4,268	3,932	4,655	4,686	5,816	\downarrow	02.30 /6	93.0
# Repairs in time	N/A	N/A	12,655	3,464	3,213	3,887	4,007	4,791			
of Emergency Responsive F	•	•									
	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1			ı
Completed within target timescale	N/A	N/A	95.00%	96.12%	94.76%	96.29%	98.38%	94.40%	1 1	94.40%	99.5
# Repairs completed	N/A	N/A	10,518	2,060	2,254	2,883	3,026	2,198	↓	34.40 /6	33.5
# Repairs in time	N/A	N/A	9,992	1,980	2,136	12,855	2,977	2,075			
of Non-emergency Respons	ive Repairs	Completed	l Within the L	andlord's 1	arget Time	scale Cumu	ılative				
	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1			
Completed within target timescale	N/A	N/A	80.93%	81.16%	81.43%	82.18%	83.07%	82.38%	1 .	82.38%	02.0
										02.30%	33. 1

% of Emergency Responsive Repairs Completed Within the Landlord's Target Timescale Cumulative

15,637

12,655

N/A

N/A

	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1				Г
% Completed within target timescale	N/A	N/A	95.00%	96.12%	95.41%	95.76%	96.54%	94.40%] [94.40%	١,
# Repairs completed	N/A	N/A	10,518	2,060	4,314	7,197	10,223	2,198		\downarrow	34.40 /0	1
# Repairs in time	N/A	N/A	9,992	1,980	4,116	6,892	9,869	2,075				

4,268

3,464

8,200

6,677

12,855

10,564

17,541

14,571

5,816

4,791

% of Responsive Repairs Appointments Kept (per quarter)

N/A

Repairs completed

Repairs in time

	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1	*	07 029/	99 5%
% Appointments kept	69.20%	64.89%	99.10%	99.27%	99.77%	97.23%	97.08%	97.93%		31.33/6	99.5/6

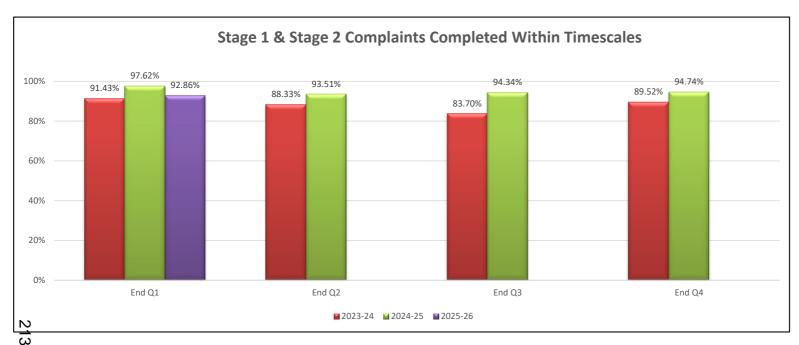
Reason for level of performance

Repairs satisfaction increased in Q1 compared to Q4 last year by 2.34% (93.23%). All negative satisfaction surveys are reviewed and actions taken where required. Emergency repairs performance dropped compared to Q4 last year. Inhouse performance was 98.5% however specialist sub-contractors was only 71.5% completion to target (95 jobs). Repairs manager is investigating further the reasons for this and will address with the relevant contractors as part of the monthly contract meetings. Average completion of all emergency repairs was 0.49 days. Routine repairs performance was comparable to Q4 last year at 82.38% however still below target. This is largely due to the level of demand which is 30% above normal levels due to harmonisation work, damp and mould and the accelerated stock condition program. The proportion of jobs in issued status is decreasing and completion times are starting to reduce. Inhouse teams are reviewing resources and specialist contractors performance will be discussed at contract meetings. Average completion of all routine repairs was 12 days. At the end of Q1 there were four x CAT 1 (external handrail, Trip Hazard Driveway, unprotected drop front garden, missing restrictor, loose bricks garden) & three x CAT 2 (handrail to bath, handrail garden paths) HHSRS outstanding all within target timescales.

Actions taken or planned

Contractor contract meetings are raising the issue with completion to target for Emergency and Routine with improvement plans to be agreed. Inhouse team are reviewing resources available for routine repairs to address below target performance.

99.5%



Benchmarki	ng (HouseMark) Q1 2025-26						
LA's Over 10K Excl. London								
Top Quartile Median Bottom Quarti								
92.5%	82.0%	70.0%						
	National							
Top Quartile	Median	Bottom Quartile						
100.0% 97.2% 80.9%								
·		·						

Target

	l .	
2023-24	89.52%	
2024-25	94.74%	\downarrow
2025-26	92.86%	·

90%

	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
% Completed on time	91.43%	88.33%	83.70%	89.52%	97.62%	93.51%	94.34%	94.74%	92.86%
# Complaints due for response	35	60	92	124	42	77	106	152	56

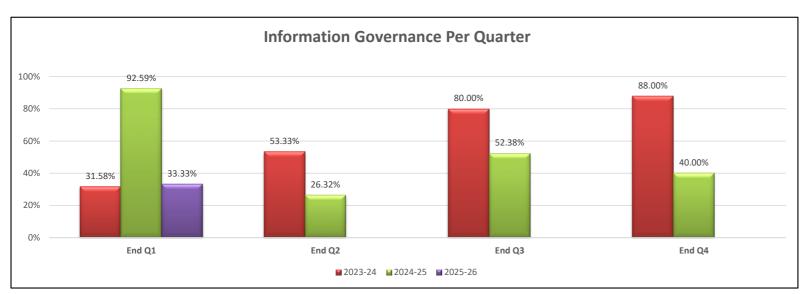
Reason for level of performance

This indicator measures the response time for complaints due a response during the year. There has been an improvement in performance as the process has been aligned onto a single housing management system but has slightly fallen in the last quarter. Extensions of time are being used as set out in the Housing Ombudsman's Complaint Handling Code.

Actions taken or planned

Performance monitoring will be improved to provide more visibility of open cases. It is also proposed that this indicator is aligned with the Tenant Satisfaction Measures as it measures performance against the the number of complaints received during the year rather than those due a response during the year.

Page 7 of 10 Complaints







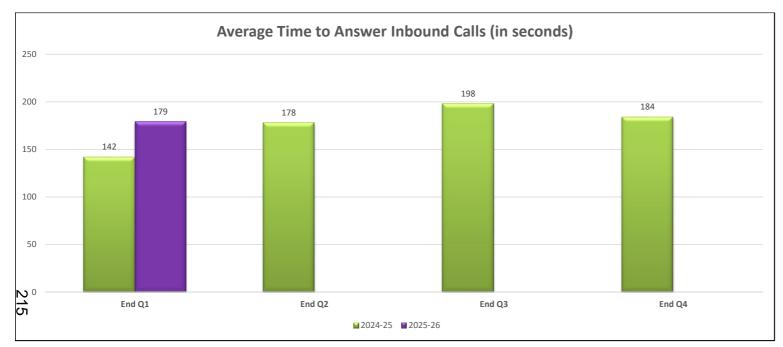
214	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
% SARs/FOIs responded to on time	31.58%	53.33%	80.00%	88.00%	92.59%	26.32%	52.38%	40.00%	33.33%
# SAR/FOI due a response	19	15	15	25	27	19	21	15	15
# Breaches	1	1	0	1	1	2	1	1	2

Reason for level of performance

This is not clear as management information used to calculate the performance indicator is obtained from multiple sources.

Actions taken or planned

Performance meetings have commenced to understand how information is being collected, recorded and updated.



Benchmar	Benchmarking (HouseMark) 2024-25								
LA's Over 10K Excl. London									
Top Quartile	Median Bottom Quarti								
77.70	.70 211.50								
	National								
Top Quartile	Median	Bottom Quartile							
218.25 309.00 508.00									

Tar	get 2	40
2024-25	184	^
2025-26	183	

	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
No. of calls	18,470	38,375	59,255	83,021	22,084
Total secs to answer	2,622,740	6,830,750	11,732,490	15,275,864	3,953,036

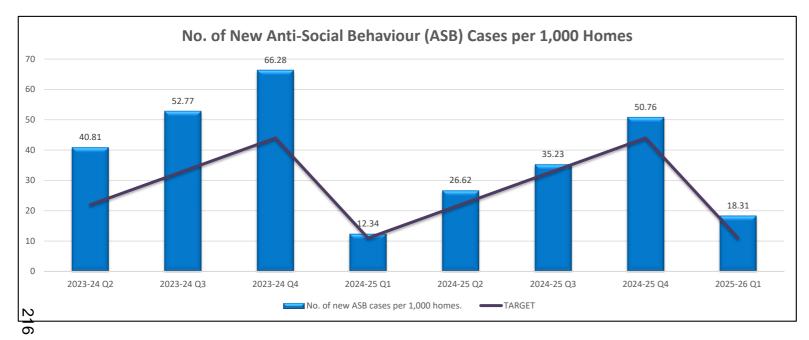
Reason for level of performance

This is a new performance indicator that reports on information from the council's call handling system. It shows the average time, in seconds, taken for calls to be answered by the Tenancy Advice and Repairs team.

Actions taken or planned

Further information on call handling will be provided to the Residents Committee and Advisory Board so that further performance measures can be agreed.

Page 9 of 10 Calls Times



Benchmarking (HouseMark) Q1 2025-26							
LA's Over 10K Excl. London							
Top Quartile	Median	Bottom Quartile					
31.88	53.25	69.58					
	National						
Top Quartile	Median	Bottom Quartile					
2.23	3.70	6.59					

lar	get	44
2023-24	66.28	
2024-25	50.76	↑
2025-26	18.31	

	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1
ASB rate per 1,000 homes	1 40 X1	52.77	66.28	12.34	26.62	35.23	50.76	18.31
New cases	391	505	634	118	255	338	487	176

Reason for level of performance

This KPI has been amended from last year and is now reported as a cumulative figure throughout the year. Benchmarking data through HouseMark shows that the rate is in keeping with similar sized local authorities. The Tenant Satisfaction Measures (TSM's) for 2023/24 provides a median of 35.5 cases which is in keeping with this benchmarking.

Actions taken or planned

The ASB & Nuisance Manager has drafted an improvement action plan for ASB and the range of indicators and management information will be reviewed to ensure that reporting is useful and that assurance is provided. Additional management and performance information has been provided in the main body of the Performance Update.

Page 10 of 10 ASB

Append	lix 2 - Tenant Satisfaction Measures Summar	y August 2025							
	TSM Perception Measures	BCP Homes Resident Survey 2021	BCP Homes 23/24	National Lower Quartile 23/24		National Upper Quartile 23/24	BCP Homes 24/25	HouseMark 24/25 Upper Quartile	BCP Homes 25/26 Qtr 1
	TP01: Proportion of respondents who report that they are satisfied with the overall service from their landlord.	78.0%	77.7%	63.7%	71.3%	78.4%	81.2%	79.7%	79.0%
	TP02: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	75.0%	83.4%	65.7%	72.3%	78.7%	80.8%	79.6%	84.0%
	TP03: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	n/a	81.8%	61.1%	67.4%	75.3%	81.3%	76.2%	85.0%
	TP04: Proportion of respondents who report that they are satisfied that their home is well maintained.	n/a	80.9%	64.4%	70.8%	77.6%	79.3%	78.8%	80.0%
	TP05: Proportion of respondents who report that they are satisfied that their home is safe.	82.0%	81.7%	70.5%	76.7%	82.5%	80.4%	83.7%	87.0%
217	TP06: Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	n/a	66.8%	52.3%	60.4%	67.9%	66.7%	71.0%	70.0%
	TP07: Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	69.0%	73.0%	63.8%	70.3%	75.9%	75.2%	80.3%	78.0%
	TP08: Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	n/a	83.5%	70.8%	76.8%	82.8%	83.9%	84.9%	88.0%
	TP09: Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	n/a	33.6%	27.5%	34.5%	41.1%	39.9%	42.8%	39.0%
	TP10: Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	69.0%	67.1%	58.2%	65.1%	71.7%	68.2%	73.3%	67.0%
	TP11: Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	n/a	66.2%	55.1%	63.1%	70.4%	66.5%	74.5%	71.0%
	TP12: Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	44.0%	55.6%	51.3%	57.8%	64.8%	55.8%	67.9%	60.0%
	they are satisfied with their landlord's approach to	44.0%	55.6%	51.3%	57.8%	64.8%	55.8%	67.9%	60.0%

1: Proportion of homes that do not meet the ent Homes Standard. 2(1): Proportion of non-emergency responsive irs completed within the landlord's target scale. 2(2): Proportion of emergency responsive irs completed within the landlord's target scale. ponsive repairs that had not been completed	0.89% 80.9% 95.0%	0.02% 70.7%	0.50% 81.3%	3.43% 89.2%	0.10%	0.00%	0.2%
irs completed within the landlord's target scale. 2(2): Proportion of emergency responsive irs completed within the landlord's target scale. ponsive repairs that had not been completed		70.7%	81.3%	80.2%			
irs completed within the landlord's target scale. ponsive repairs that had not been completed	95.0%			09.270	83.1%	87.9%	82.4%
· · · · · · · · · · · · · · · · · · ·		87.9%	95.3%	98.7%	96.5%	99.0%	94.4%
k in progress) at period end as a % of pleted responsive repairs	N/A	N/A	N/A	N/A	2.9%	4.8%	15.3%
imum target timescale for non-emergency irs in working days	30	20	28	43	30	N/A	30
imum target timescale for emergency repairs in	48	24	24	24	24	N/A	24
Complaints	BCP Homes 23/24			National Upper Quartile 23/24	BCP Homes 24/25	HouseMark 24/25 Upper Quartile	BCP Homes 25/26 Qtr 1
1(1): Number of stage one complaints received 1,000 homes. (LCRA)	11.9	24.4	42.5	65.1	14.0	37.2	0.39
1(2): Number of stage two complaints received 1,000 homes. (LCRA)	2.3	3.2	5.7	9.9	3.1	5.6	0.08
2(1): Proportion of stage one complaints onded to within the Housing Ombudsman's uplaint Handling Code timescales.(LCRA)	67.3%	64.6%	82.3%	92.9%	94.0%	98.4%	91.3%
2(2): Proportion of stage two complaints onded to within the Housing Ombudsman's uplaint Handling Code timescales.(LCRA)	86.4%	64.0%	83.6%	97.8%	96.7%	100.0%	100.0%
Anti-social Behaviour	BCP Homes 23/24			National Upper Quartile 23/24	BCP Homes 24/25	HouseMark 24/25 Upper Quartile	BCP Homes 25/26 Qtr 1
01(1): ASB cases opened per 1000 homes RA + LCHO)	66.3	20.7	35.5	56.5	50.7	22.60	18.4
01(1): ASB cases that involve hate incidents ned per 1000 homes (LCRA + LCHO)	1.4	0.2	0.6	1.2	1.7	0.30	0.0
	mum target timescale for emergency repairs in s Complaints 1(1): Number of stage one complaints received 1,000 homes. (LCRA) 1(2): Number of stage two complaints received 1,000 homes. (LCRA) 2(1): Proportion of stage one complaints plaint Handling Code timescales.(LCRA) 2(2): Proportion of stage two complaints onded to within the Housing Ombudsman's plaint Handling Code timescales.(LCRA) Anti-social Behaviour 1(1): ASB cases opened per 1000 homes RA + LCHO) 1(1): ASB cases that involve hate incidents	mum target timescale for emergency repairs in s Complaints Complaints BCP Homes 23/24 1(1): Number of stage one complaints received 1,000 homes. (LCRA) 1(2): Number of stage two complaints received 1,000 homes. (LCRA) 2.3 2(1): Proportion of stage one complaints onded to within the Housing Ombudsman's plaint Handling Code timescales.(LCRA) 2(2): Proportion of stage two complaints onded to within the Housing Ombudsman's plaint Handling Code timescales.(LCRA) Anti-social Behaviour BCP Homes 23/24 1(1): ASB cases opened per 1000 homes RA + LCHO) 1(1): ASB cases that involve hate incidents	mum target timescale for emergency repairs in S Complaints Complaints BCP Homes 23/24 1(1): Number of stage one complaints received 1.000 homes. (LCRA) 1(2): Number of stage two complaints received 2.3 2(1): Proportion of stage one complaints sonded to within the Housing Ombudsman's plaint Handling Code timescales. (LCRA) 2(2): Proportion of stage two complaints onded to within the Housing Ombudsman's plaint Handling Code timescales. (LCRA) Anti-social Behaviour BCP Homes 86.4% 64.6% 86.4% BCP Homes 64.0% 11.9 86.4% 86.4% 86.4% 86.4% 86.4% 11.9 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 11.9 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4% 86.4%	mum target timescale for emergency repairs in s Complaints Complaints BCP Homes 23/24 I(1): Number of stage one complaints received 1.000 homes. (LCRA) I(2): Number of stage two complaints received 2.3 I(2): Proportion of stage one complaints received 3.2 I(1): Proportion of stage one complaints onded to within the Housing Ombudsman's plaint Handling Code timescales. (LCRA) Anti-social Behaviour BCP Homes 23/24 BCP Homes National Lower 64.0% BCP Homes 23/24 Rational Lower 7.3% BCP Homes 23/24 I(1): ASB cases opened per 1000 homes 1.4 LCHO) I(1): ASB cases that involve hate incidents	mum target timescale for emergency repairs in service of the servi	Second S	Mational Lower National Lower Nati

Building Safety Measures	BCP Homes 23/24	National Lower Quartile 23/24	National Median 23/24	National Upper Quartile 23/24	BCP Homes 24/25	HouseMark 24/25 Upper Quartile	BCP Homes 25/26 Qtr 1
BS01: Proportion of homes for which all required gas safety checks have been carried out.	100.0%	99.7%	99.9%	100.0%	100.0%	99.97%	100.0%
BS02: Proportion of homes for which all required fire risk assessments have been carried out.	86.9%	99.7%	100.0%	100.0%	100.0%	100.00%	100.0%
BS03: Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	99.5%	99.2%	100.0%	100.0%	100.0%	100.00%	98.7%
BS04: Proportion of homes for which all required legionella risk assessments have been carried out.	87.8%	99.6%	100.0%	100.0%	100.0%	100.00%	100.0%
BS05: Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100.0%	97.8%	100.0%	100.0%	100.0%	100.00%	100.0%

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	Appendix 3 - Tenant Satisfaction Measures	Summary by	y Sub group Aug	just 2025															
	TSM Perception Measures	BCP Homes 24/25	National Upper Quartile 23/24	16 -34 years	35 - 54 years	55 - 74 years	75 + years	Female	Male	General Needs	Sheltered	Bungalow	Flat	House	Other	Activities limited a lot/little	Not limited	White British	Minority ethnic groups
	TP01: Proportion of respondents who report that they are satisfied with the overall service from their landlord.	81.2%	78.4%	78.0%	76.0%	83.0%	86.0%	80.0%	83.0%	80.0%	86.0%	88.0%	79.0%	84.0%	81.0%	79.0%	84.0%	81.0%	79.0%
	TP02: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	80.8%	78.7%	72.0%	75.0%	84.0%	90.0%	79.0%	84.0%	79.0%	91.0%	91.0%	80.0%	79.0%	N/A	81.0%	82.0%	81.0%	78.0%
	TP03: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	81.3%	75.3%	77.0%	74.0%	86.0%	86.0%	79.0%	86.0%	80.0%	88.0%	96.0%	81.0%	80.0%	N/A	81.0%	82.0%	81.0%	81.0%
	TP04: Proportion of respondents who report that they are satisfied that their home is well maintained.	79.3%	77.6%	70.0%	72.0%	82.0%	90.0%	78.0%	82.0%	76.0%	90.0%	84.0%	78.0%	82.0%	73.0%	78.0%	81.0%	79.0%	82.0%
	TP05: Proportion of respondents who report that they are satisfied that their home is safe.	80.4%	82.5%	66.0%	72.0%	86.0%	88.0%	78.0%	84.0%	78.0%	87.0%	88.0%	77.0%	87.0%	72.0%	79.0%	83.0%	81.0%	74.0%
	TP06: Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	66.7%	67.9%	55.0%	64.0%	69.0%	74.0%	65.0%	70.0%	65.0%	73.0%	73.0%	63.0%	72.0%	67.0%	65.0%	69.0%	67.0%	67.0%
	TP07: Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	75.2%	75.9%	76.0%	70.0%	77.0%	80.0%	75.0%	75.0%	75.0%	77.0%	69.0%	72.0%	83.0%	68.0%	73.0%	79.0%	76.0%	70.0%
	TP08: Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	83.9%	82.8%	78.0%	78.0%	87.0%	90.0%	84.0%	84.0%	82.0%	89.0%	83.0%	82.0%	88.0%	69.0%	83.0%	87.0%	84.0%	80.0%
221	TP09: Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	39.9%	41.1%	62.0%	32.0%	38.0%	42.0%	43.0%	35.0%	39.0%	42.0%	32.0%	40.0%	38.0%	N/A	39.0%	41.0%	39.0%	49.0%
	TP10: Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	68.2%	71.7%	62.0%	55.0%	70.0%	81.0%	65.0%	72.0%	60.0%	82.0%	67.0%	68.0%	69.0%	67.0%	70.0%	65.0%	68.0%	67.0%
	TP11: Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	66.5%	70.4%	55.0%	63.0%	67.0%	76.0%	64.0%	71.0%	63.0%	78.0%	60.0%	66.0%	69.0%	76.0%	64.0%	70.0%	67.0%	70.0%
	TP12: Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	55.8%	64.8%	56.0%	54.0%	55.0%	62.0%	56.0%	55.0%	55.0%	60.0%	64.0%	53.0%	58.0%	N/A	52.0%	63.0%	55.0%	66.0%

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CABINET



Report subject	BCP Homes Governance review, Resident Engagement and Communications Strategy and Resident Engagement for High-Rise Buildings Strategy
Meeting date	29 October 2025
Status	Public
Executive summary	This report presents the findings from the BCP Homes Governance Review and outlines an action plan aimed at enhancing the assurance, transparency, and accountability in the delivery of the council's housing management services, collectively as BCP Homes.
	The review highlights the importance of strong governance and resident engagement in social housing management. Key recommendations include strengthening the integration and oversight of the Advisory Board, developing a comprehensive resident engagement strategy, and establishing a formalised assurance framework.
	The Resident Engagement and Communication Strategy, along with the Resident Engagement for High-Rise Buildings Strategy, are central to this plan. These strategies aim to empower residents, improve communication, and ensure that residents' voices are heard and valued. The successful implementation of these strategies will be instrumental in achieving high standards of service and engagement, marking a significant milestone in BCP Homes' journey towards excellence.
	The report also includes a detailed delivery plan for the implementation of these strategies, ensuring that the council meets regulatory requirements and addresses residents' needs effectively. The strategies are designed to foster a culture of transparency, accountability, and active resident participation, ultimately enhancing the overall governance framework of BCP Homes.
Recommendations	It is RECOMMENDED that:
	(a). Cabinet approves the Governance Review Implementation Action Plan at appendix 2;
	(b). Cabinet approves the Resident Engagement and Communications Strategy at appendix 3 and associated delivery plan at appendix 4;

	(c). Cabinet approves the Resident Engagement for High Rise Buildings Strategy at appendix 5.
Reason for recommendations	The recommendations for Cabinet approval are based on the findings and action plans outlined in the BCP Homes Governance Review. These recommendations are crucial for enhancing governance, transparency, and accountability within BCP Homes, ensuring regulatory standards are met and residents' needs are effectively addressed.
	i) Governance Review Implementation Action Plan (Appendix 2): This plan addresses key recommendations from the Governance Review, aiming to strengthen governance by enhancing the Advisory Board's role, developing a formalised assurance framework, and improving communication and feedback mechanisms. Implementing this plan will ensure greater transparency and accountability within BCP Homes.
	ii) Resident Engagement and Communications Strategy (Appendix 3) and Delivery Plan (Appendix 4): This strategy and its delivery plan are central to empowering residents and improving communication. They outline measures to enhance resident participation, provide transparent communication, and establish formal feedback processes. Successful implementation will foster a culture of transparency, accountability, and active resident participation.
	iii) Resident Engagement for High Rise Buildings Strategy (Appendix 5): This strategy is tailored to meet the specific needs of residents in high-rise buildings, ensuring they are informed and involved in building safety decisions. It includes measures to protect residents from safety risks and aligns with the requirements set by the Building Safety Regulator.
	Approving these recommendations will demonstrate the Cabinet's commitment to enhancing governance, transparency, and accountability within BCP Homes, ensuring residents' needs are effectively addressed.
Portfolio Holder:	Councillor Kieron Wilson – Housing and Regulatory Services
Corporate Director	Glynn Barton – Chief Operations Officer
Report Authors	Kelly Deane – Director of Public Protection Seamus Doran – Head of BCP Homes
Wards	Council-wide
Classification	For Decision

Background

1. This report outlines the findings from the BCP Homes Governance Review and seeks approval of an action plan designed to enhance the organisation's overall position regarding assurance, transparency, and accountability in relation to the management of the Council's 10,700 rented and leasehold homes. A central element of the response to the review is the development of a comprehensive resident engagement strategy, which is detailed within the report and included as an appendix, together with a delivery plan for its implementation. Additionally, the report sets out a specific resident engagement strategy tailored for high-rise residential homes, in line with requirements set by the Building Safety Regulator.

Governance and Ownership

 Ensuring there is assurance within the organisation that these standards are being adhered to is a key responsibility which must be observed by both the cabinet and the executive team to maintain the highest levels of transparency, influence, and accountability.

Regulatory Context

- 3. The Regulator of Social Housing's (the Regulator) regulatory standards for landlords set out the outcomes that registered providers in England must deliver for tenants. These include the Transparency, Influence and Accountability standard which requires providers to be open with tenants, treating them with fairness and respect so they can access services, raise complaints, influence decision making and hold their landlord to account.
- 4. As part of meeting the standard, the council must:
 - Engage with tenants and take their views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.

Provide information about its landlord services and communicate with tenants and provide information to them so they can use these services, understand what to expect from the council, and hold the council to account.

- 5. There are also statutory requirements to consult with tenants on matters of housing management as set out in the Housing Act 1985.
- 6. Councillors are responsible for ensuring that the outcomes of the regulatory standards are delivered. The council is responsible for providing evidence to the Regulator when asked to demonstrate how the standards are being met and must let it know if there is any material failure in delivering the outcomes required.
- 7. The regulatory standards do not apply to leaseholders, however many of the services that are provided to tenants deliver the same outcomes to them e.g., dealing with anti-social behaviour and leaseholders are actively involved in existing resident engagement activities.
- 8. On the 16 July 2025, Cabinet considered a report on BCP Homes Tenants Satisfaction Measures and Housing Regulatory Compliance Update. This included a summary of work undertaken by the Housing Quality Network (HQN) to provide an independent assessment of how the council was meeting the requirements of the consumer standards. It found that it may not be able to provide the level of

- assurance expected by the Regulator to demonstrate that it is meeting the outcomes of the Transparency, Influence and Accountability standard.
- As a result of this finding, the Governance Review has been completed and the finalisation of the BCP Homes Resident Engagement Strategy development brought forward.

Governance Review

- 10. The BCP Homes Governance Review provides a comprehensive analysis of the current governance framework for BCP Homes, highlighting the importance of strong governance, transparency, and resident involvement in social housing management.
- 11. The approach to the Review has been comprehensive and inclusive, drawing on multiple sources of expertise, experience, and feedback. Central to the review are the requirements set out by the Regulator of Social Housing, which serve as the benchmark for all governance efforts. The review has been informed by a deep dive review conducted by Housing Quality Network in relation to the council's self-assessment of performance against regulatory requirements, offering both a critical external perspective and actionable insights. National models of good governance have also been examined to ensure practices reflect the best in the sector.
- 12. The review process has involved extensive consultation with the BCP Homes Leadership Team, staff, Advisory Board Members, councillors, and the Senior Council Leadership Team. Resident voices have been gathered through committee and panel discussions, ensuring that those most affected by decisions are heard and considered. This collaborative process aims to build a governance approach that is comprehensive, sustainable, and fit for the challenges ahead.
- 13. The Review outlines the current governance structure, including the role of the BCP Homes Advisory Board, which was established in 2022 to provide oversight, ensure compliance, and engage residents in decision-making processes. It also identifies key strengths, such as a clear commitment to regulatory compliance and established performance reporting mechanisms, as well as challenges such as the need for greater integration of the Advisory Board into the Council's formal governance structure and enhanced resident engagement.
- 14. The review proposes several recommendations to enhance governance and resident engagement. These include further embedding the Advisory Board within the Council's governance structure to strengthen transparency and accountability, developing a comprehensive resident engagement strategy, and establishing a formalised assurance framework that includes both internal and external audit support. The document also emphasises the importance of regular reporting to Cabinet and the Corporate Management Board to ensure continuous oversight and improvement.
- 15. The review makes the following recommendations;

Strengthen Governance Integration and Oversight: Further embed the Advisory Board within the Council's governance structure to enhance its role in strengthening transparency, influence, and accountability, and provide greater assurance.

Develop an Assurance Framework: Establish and implement a formalised assurance framework that includes both internal and external audit support.

Enhance Resident Engagement and Influence: Develop a comprehensive resident engagement strategy that empowers tenants and leaseholders to shape services and policies.

Improve Communication and Feedback Mechanisms: Establish transparent, two-way communication between the Advisory Board, Resident Committees, Panels, and the wider resident community.

Clarify Decision-Making and Delegation: Agree on a delegation framework for housing policies and strategies, identifying which decisions require Cabinet or Council approval and which are delegated to senior officers.

Build Capacity and Expertise: Ensure governance arrangements are supported by sufficient staff and specialist expertise to fulfil oversight responsibilities and regulatory requirements.

Enhanced Use of Data and Insight: To enhance the use of data and insight in informing strategy and policy, BCP Homes should focus on several key areas. While we have made strides in utilising data, the implementation of the new housing management system in 2026 presents a significant opportunity for further improvement.

Monitor, Evaluate and Sustain Improvement: Embed regular review and evaluation of governance effectiveness, aligning outcomes to the priorities of BCP Council, the Regulator, and residents.

- 16. The full review can be found at appendix 1.
- 17. The Review did not find significant issues within the current BCP Homes governance structure and as a result, no plans are being presented to make fundamental change. However, it did find that improvements are needed to strengthen connectivity, communication and function within each layer of the governance model, to meet the recommendations and enhance performance against Regulatory requirements.
- 18. Appendix 2 Governance Review Implementation Action Plan, sets out key actions to address review recommendations. The plan strengthens governance by creating a clear governance map, developing the Advisory Board, increasing Cabinet and Corporate Management Board reporting, and improving the monitoring of service needs. An Annual Audit Plan Assurance Framework will support oversight.
- 19. Resident engagement will be enhanced through a Resident Engagement Strategy and delivery plan, transparent communication, formal feedback processes, and a quarterly forum for Resident Panel chairs.
- Communication will improve through listing governance structures online, embedding resident feedback in decision-making, and consulting on revised Terms of Reference for resident groups.
- 21. Decision-making and delegation will be clarified with a published framework, regular reviews of policies and strategies, and staff and resident briefings.
- 22. Capacity and expertise will be developed via Advisory Board training, reviewing agendas and meetings, and assessing needs for independent members.
- 23. Ongoing improvement will be secured by annual self-assessment of regulatory standards and adding capacity for this work.

- 24. To ensure a golden thread runs throughout the governance framework, the plan will embed clear lines of communication and accountability from residents, through the Advisory Board, up to the Corporate Management Board and Cabinet, and back again. This integrated approach will ensure that residents' views inform strategic decisions and that feedback flows transparently at all levels of governance.
- 25. Collectively, these measures aim to strengthen governance, improve accountability, and ensure residents' voices are central to BCP Homes' management.

External Validation

- 26. Housing Quality Network were asked to review the Governance Review and Action Plan in order to provide quality assurance and external input. Their feedback is as follows; "The recommendations which BCP is adopting should significantly increase the effectiveness of its governance and ensure that the resident voice is heard. Many Councils are adopting similar models and setting up an Advisory Panel. This gives the Council some of the flexibility and focus of a board with external input whilst also maintaining the integrity of decision making by elected councillors (and through delegation to officers). It is important to continue with the development work to ensure that officers, residents and members understand:
 - The role of the board
 - Where board recommendations are recorded
 - Where portfolio holder and cabinet decisions are recorded
 - Where oversight of key performance and compliance issues takes place and is reported (so tenants can see it).
- 27. Following on from conversations with officers during HQN's earlier work, we recommend that you ensure staff are briefed on how and where decisions are made and how to raise issues and how to record them. Record keeping is extremely important. You should always operate on the basis of 'if it's not written down it didn't happen."
- 28. This feedback has been incorporated into the final Review and Action Plan.

Resident Engagement Strategy

- 29. The proposed Resident Engagement and Communication Strategy at appendix 3 sets out how BCP Homes will engage and communicate with all of our residents and the Delivery Plan at appendix 4 sets out key priorities for delivery.
- 30. The council already provides residents with opportunities to have their say and influence and scrutinise strategies, policies and services. These are set out in the proposed strategy and include:
 - BCP Homes Advisory Board whose membership includes residents, councillors and independent representatives with relevant housing knowledge and experience.
 - Residents Committee
 - People and Neighbourhood Panel
 - Communications and Access to Services Panel
 - Homes Safety and Energy Panel
 - Scrutiny Panel

- Reading Group
- Annual Residents Conference.
- 31. These opportunities are promoted to residents through the council's website, Get involved with BCP Homes, BCP Homes News magazine, Facebook and by staff. These activities and other more informal community activities are supported by the Resident Engagement team. BCP Homes also works with the wider council Communities team.
- 32. The Transparency, Influence and Accountability standard sets out in detail what the required outcomes are for engagement with tenants. These include:
 - Giving tenants a wide range of meaningful opportunities to influence and scrutinise landlord strategies, policies and services.
 - Assisting tenants who wish to implement tenant-led activities to influence and scrutinise landlord strategies, policies and services.
 - Providing accessible support that meets the diverse needs of tenants so they can engage with the opportunities above.
 - Working with tenants to regularly consider ways to improve and tailor its approach to delivering landlord services including tenant engagement. It must implement changes as appropriate to ensure services deliver the intended aims.
- 33. The standard also sets out the outcomes for communicating information regarding landlord services. These include:
 - Providing tenants with accessible information about the:
 - a) available landlord services, how to access those services, and the standards of service tenants can expect.
 - b) standards of safety and quality tenants can expect homes and communal areas to meet.
 - c) rents and service charges that are payable by tenants, and
 - d) responsibilities of the council and the tenant for maintaining homes, communal areas, shared spaces and neighbourhoods.
 - Providing tenants with accessible information about tenants' rights in respect
 of the council's legal obligations and relevant regulatory requirements that it
 must meet in connection with their homes, facilities or landlord services it
 provides to tenants. This includes the rights of disabled tenants to
 reasonable adjustments.
 - Communicating with affected tenants on progress, next steps and outcomes when delivering landlord services.
 - Ensuring housing and neighbourhood policies are fair, reasonable, accessible and transparent. Where relevant, policies should set out decisionmaking criteria and appeals processes.

- Making information available to tenants about the relevant roles and responsibilities of senior level employees or officers, including who has responsibility for compliance with the consumer standards.
- 34. The standard also requires the council to take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants. To do so it must collect and use data and information to understand the diverse needs of tenants.
- 35. Whilst the development of the Resident Engagement and Communication Strategy has considered the regulatory requirements, it has also taken into account the views of residents and feedback that has been received from them through a variety of sources including through the involved residents' structure and the wider resident group through the Tenant Satisfaction Measures (TSM's).
- 36. Residents' views included:
 - Being kept better informed about progress of queries.
 - Providing their views through surveys and online engagement.
 - Encouraging younger and working age people to be involved
 - Receiving more feedback about the difference that resident engagement has made.
 - Use of hybrid meetings for residents who cannot attend in person.
 - Roadshow style meetings with activities for children so parents could attend.
 - Better communication on when neighbourhood inspections are taking place.
- 37. The strategy goes further than setting out how the council will engage with tenants, and it also includes leaseholders. It seeks to empower all of our residents to improve their services and neighbourhoods, by informing, listening and involving them. It aims to:
 - Ensure residents are well-informed about the services and opportunities available to them and provide access to information and services in ways that suit their needs
 - Understand the views and needs of all our residents and act to improve and shape services around them
 - Engage residents in decision-making processes and support them to take an active role in their communities
 - Strengthen a culture within BCP Homes that values good communication and actively listens to our residents' views and needs
 - Make engagement activities as accessible as possible to different groups, ensuring inclusivity in all our communications, meetings and events
 - Enable residents to hold us accountable by being transparent in our processes and decision-making
 - Work together with residents, staff, and other partners to continuously improve services and engagement activities.
- 38. The guiding principles within the strategy will ensure that communication and engagement activities with residents are effective and meaningful.

- 39. The strategy explains the current approach to informing, listening and involving residents and the improvements that will be made. These include:
 - An annual communications plan setting out key messages, objectives and methods
 - Regularly update residents on performance including trends in complaints and surveys. Set out how we will address poor performance and make improvements
 - Conduct regular tenancy reviews to understand who our residents are.
 - Develop a plan for resident engagement focused on areas of highest priority or lowest satisfaction
 - Develop and agree a set of service standards with residents so they know what to expect from us and can hold us to account
 - Provide community events, activities and volunteering opportunities to encourage pour residents to get involved.
- 40. There are targets within the strategy to demonstrate how effective the actions are in making a difference to residents including an increase in satisfaction through the TSM's.
- 41. The Resident Engagement Strategy is a pivotal component of addressing a key recommendation in the BCP Homes Governance Review, underscoring its significance in the broader journey of BCP Homes. This strategy not only addresses the regulatory requirements but also embodies our commitment to fostering a culture of transparency, accountability, and active resident participation. By implementing this strategy, we ensure that residents' voices are heard and valued, thereby enhancing the overall governance framework. The successful execution of this strategy will be instrumental in achieving the high standards of service and engagement that BCP Homes aspires to, marking a significant milestone in our ongoing efforts to improve and evolve.

External Validation

- 42. Housing Quality Network were asked to review the draft Resident Engagement Strategy in order to provide quality assurance and external input. Their feedback is as follows; "The new strategy is well presented and clear with good commitments to listening to tenants. It's a strong sign of progress and the reference back to the 2022 consultation is very helpful in that regard. There are no specific commitments or timescales, so it will be very difficult to prove that you have (or have not) delivered the strategy except through increased resident satisfaction (which can be impacted on by so many other factors). The lack of any measurable outputs/outcomes makes it difficult to manage expectations."
- 43. The delivery plan at appendix 4 addresses the concerns relating to demonstrable outcomes and timescales, the delivery plan.

Resident Engagement for High Rise Buildings Strategy

44. The Resident Engagement for High-Rise Buildings Strategy should set out how residents are to be involved in and informed of building safety decisions. These

decisions are made by the accountable person and are about the management of the building and safety risks. This includes measures that are put in place to protect residents from safety risks, e.g., fire, structural failures and gas and electrical hazards.

- 45. As the accountable person the council must:
 - Prepare a resident engagement strategy
 - Act in accordance with the strategy
 - Review and revise the strategy and keep a record of the reviews
 - Consult residents about the strategy and take their opinions into account
 - Tell residents about building safety work resulting from a building safety decision.
- 46. A strategy must be prepared for all occupied buildings.
- 47. The strategy aims to:
 - Provide a wide range of opportunities for residents to be involved in decisions about their building's safety or to voice their concerns.
 - Ensure we understand and consider the individual needs and preferences of our residents when we make decisions or communicate with them about building safety.
 - Identify the core building safety information to be shared with residents and provide a variety of ways for residents to access it.
 - Explain how more detailed information about building safety will be made available to residents on request.
 - Establish how the strategy's effectiveness will be monitored and reviewed.
- 48. A copy of the strategy will be made available to all residents within the high-rise buildings. It will be reviewed:
 - At least every 2 years
 - After significant alterations to the property
 - After any high-risk health and safety incident
 - After any changes in building safety law or regulations
- 49. The council must also establish and operate a complaints system to allow residents and other users of the building to raise a relevant complaint about building safety. These will be handled in line with the BCP Homes complaints policy which adheres to the Housing Ombudsman's Complaint Handling Code.
- 50. Residents will be consulted before any changes are made to the strategy and their opinions will be considered.
- 51. Residents in two of the council's high-rise buildings were consulted on the contents of the proposed strategy. This included visits to the blocks to speak face to face to residents.
- 52. Those residents that responded set out their preferences for the information that they would like to receive regarding their buildings. This included an explanation of

- the council's responsibilities for the building as well as residents' responsibilities. Most respondents were satisfied with the current information that they received about building safety.
- 53. Residents said that they would prefer to receive information about their building by post but also through notice boards or screens in blocks. Most indicated that they had a good understanding of fire safety responsibilities and agreed with the actions.
- 54. Residents will be consulted again when Resident Engagement for High-Rise Buildings Strategy is reviewed.
- 55. The Building Safety Act 2022 was introduced to improve building safety following recommendations from an independent review of building regulations and fire safety after the Grenfell Tower fire in 2017.
- 56. The Act created obligations for buildings in occupation and higher-risk buildings, i.e., those buildings that are over 18 metres tall or have seven or more storeys. This includes the need to have an accountable person. This is the person or entity that owns the building and will usually be the landlord. BCP Council is considered to be the accountable person.
- 57. There are six high-rise residential buildings within the council's housing stock.
- 58. Amongst other duties, the accountable person is required to prepare, submit and update a resident engagement strategy for high-rise buildings. This should set out how the council will engage with residents on building safety matters including measures that are put in place to protect residents from safety risks, e.g., fire, structural failures and gas and electrical hazards.
- 59. The accountable person can employ an individual to carry out the duties on their behalf, but they remain responsible for making sure that those duties are carried out and retain liability for a building's safety.
- 60. The proposed strategy can be found at appendix 5.

Options Appraisal

61. Not applicable.

Summary of financial implications

- 62. There are no new financial implications associated with the Resident Engagement and Communication Strategy as the resources required for implementation are contained within existing budgets within the Housing Revenue Account already approved by Cabinet and Full Council.
- 63. Within the Resident Engagement for High-Rise Buildings Strategy there is an aim to ensure that the council understands the individual needs and preferences of those living in these buildings. To enable this an additional post has been created and the additional budget requirement of approximately £48,000 has previously been approved.

Summary of legal implications

64. There are no legal implications associated with the recommendations from this report but failure to meet the Transparency, Influence and Accountability standard

- could result in regulatory action through the Regulator of Social Housing, emphasising the importance of these plans as a critical part of the maturity of BCP Homes as an exemplary provider of social housing.
- 65. The Resident Engagement for High Rise Buildings Strategy meets the legal obligations set out in the Building Safety Act.

Summary of human resources implications

66. The aims set out within the Resident Engagement for High Rise Buildings Strategy requires an additional role to help understand the individual needs and preferences of residents in those buildings.

Summary of sustainability impact

67. The strategies do not have any direct sustainability impact but BCP Homes will make use of on-line and remote engagement where appropriate to help reduce travel.

Summary of public health implications

- 68. Both strategies will contribute to public health as they set out how the council will engage and listen to residents on the services that are provided and on building safety.
- 69. The work that is undertaken through the Housing Revenue Account ensures that residents are provided with safe, warm and comfortable homes that they can enjoy. Residents have redress when things go wrong and can influence services so that the council meets their need.

Summary of equality implications

- 70. Equality impact assessments (EIA) have been carried out for both strategies and have been considered by the EIA panel.
- 71. The focus of the Resident Engagement Strategy is on helping residents participate in the decision-making processes and their communities and to access services. Participation is one of the six domains covered by the Equality Human Rights Commission's measurement framework. The strategy promotes digital inclusion. There is a risk that some groups may feel excluded but there is a range of mitigations in place to address this. All resident groups will benefit form the strategy.
- 72. The Resident Engagement for High-Rise Buildings Strategy positively impacts groups with protected characteristics by seeking to improve accessibility, ensure engagement activities are representative of those most impacted, promoting community cohesion and improving understanding of residents. All resident groups will benefit from this strategy.

Summary of risk assessment

73. There are no risks in implementing the recommendations but there are significant risks if both strategies are not in place in terms of meeting obligations set out in the regulatory consumer standards and the Building Safety Act.

Background papers

None

Appendices

Appendix 1 – BCP Homes Governance Review

Appendix 2 – Governance Review Implementation Plan

Appendix 3 - Resident Engagement and Communication Strategy

Appendix 4 – Resident Engagement and Communication Delivery Plan

Appendix 5 – Resident Engagement for High-Rise Buildings Strategy

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Appendix 1 BCP Homes Governance Review Introduction

The governance of social housing providers is under increased scrutiny with the Social Housing Regulation Act and new Consumer Standards introduced in April 2024. These changes emphasise the need for deeper transparency, accountability, and meaningful resident involvement.

The Regulator of Social Housing now requires landlords to demonstrate robust oversight that ensures tenants are safe, listened to, and treated with respect. Councils must evidence understanding of their housing stock, respond effectively to complaints, and use data to drive improvements. Good governance is about fostering openness, responsiveness, and continual improvement.

Resident involvement is essential, not just as a regulatory requirement but as good practice that enhances service delivery and strengthens trust. Effective governance includes structures for residents to influence decisions, scrutinise performance, and hold landlords to account, with opportunities for genuine engagement and impact.

Robust governance requires clear decision-making, risk management, and regular performance monitoring. Councils must show their housing functions are well-led, financially viable, and meet regulatory standards for safety, transparency, and tenant engagement.

Executive oversight should include:

- Regular scrutiny of housing performance data, including complaints, repairs, and tenant satisfaction
- Clear accountability between housing officers, senior leadership, and elected members
- Independent assurance processes, such as audits and resident panels
- Timely, transparent reporting to the Regulator and public

With the removal of the "serious detriment" test, the Regulator can intervene earlier and more frequently, placing greater responsibility on councils for continuous oversight and swift action on risks or failures.

In summary, strong governance and executive oversight are vital to protecting residents, maintaining public trust, and delivering high-quality housing. Councils must ensure their governance frameworks are agile, inclusive, and embed resident voice at every level of decision-making.

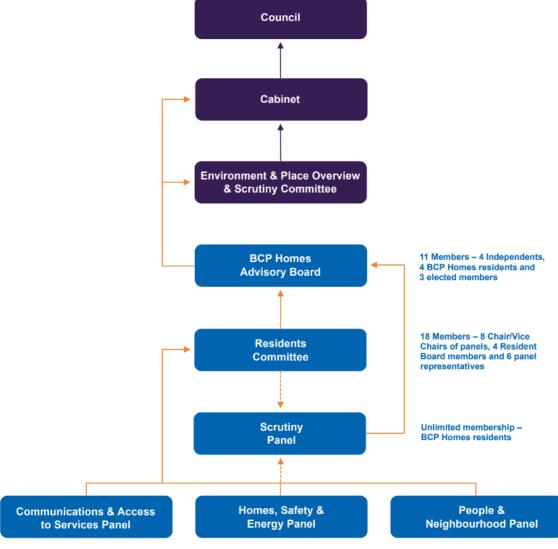
This review will assess how well BCP Homes' governance aligns with these expectations and how residents are involved in shaping our services. It will identify opportunities to strengthen oversight, improve transparency, and ensure resident voices are heard and acted upon.

BCP Homes

Current Context of BCP Homes and Governance Review

BCP Homes was established in July 2022 following extensive consultation with council tenants. The governance of BCP Homes is embedded within the broader constitution of the council, ensuring that housing landlord services align with the council's strategic objectives. The specific governance structure for BCP Homes is designed to provide oversight, ensure compliance, and engage residents in decision-making processes.

GOVERNANCE STRUCTURE



All 3 panels unlimited membership - BCP Homes residents

At the core of this structure is the BCP Homes Advisory Board which was established in 2022. The rationale behind its creation was rooted in the council's decision to consolidate housing management into a single in-house service, replacing the previous dual model where Poole Housing Partnership (PHP) managed Poole's housing stock and Bournemouth's was managed directly by the council.

BCP Homes Advisory Board

Key Reasons for Establishing the Advisory Board:

1. Unified Governance and Oversight

The advisory board was designed to provide strategic oversight, expert advice, and resident insight into the newly formed BCP Homes service. The aim being to ensure that the council's landlord functions are subject to robust scrutiny and continuous improvement, aligning with the expectations of the Social Housing Regulator.

2. Resident-Centric Approach

A core aim was to embed resident voice into the governance framework. The Advisory Board includes tenant and leaseholder representation, ensuring that those who live in council housing have a direct role in shaping services, influencing decisions, and holding the council to account.

3. Integration of Best Practice

By merging the strengths of PHP and Bournemouth's housing teams, the council sought to create a "best of both worlds" model. The advisory board supports this by drawing on diverse expertise and experience to guide service development and delivery.

4. Response to National Context

The Grenfell tragedy and subsequent regulatory reforms highlighted the need for stronger accountability and resident engagement in social housing. The advisory board was part of BCP Council's proactive response to these national imperatives, ensuring that safety, transparency, and tenant empowerment are central to its housing strategy.

5. Support for Transformation and Efficiency

The board has also played a role in supporting the council's wider transformation agenda—helping to modernise services, improve efficiency, and ensure that housing management is aligned with corporate priorities and the needs of local communities.

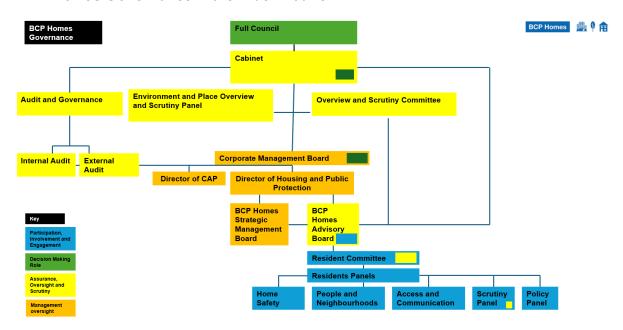
The board is composed of elected members, residents, and independent specialists who work together to oversee the activities of BCP Homes. The primary purpose of the Advisory Board is to provide oversight to the operational delivery of the housing landlord service, ensuring it meets the council's strategic objectives. The board also makes recommendations on housing strategy, policies, and the annual Housing Revenue Account (HRA) budget, which are then considered by the BCP Cabinet and Council.

The Advisory Board acts in an advisory capacity on all matters related to services provided through the HRA. It ensures compliance with regulatory standards and provides assurance to the council on key matters contained within housing legislation and regulatory changes. The board serves as the main operational board for the council in reviewing and ensuring that the council is prepared for and meets all standards as defined by the Regulator of Social Housing and the Housing Ombudsman. It also acts as a formal link between the Council's Cabinet and its tenants and leaseholders, ensuring that regulatory expectations are met and that residents are fully engaged in service oversight and improvement.

The board is made up of 11 members, including four independent members, four residents (two each from Poole and Bournemouth), and three elected members. The council aims to achieve diversity in the board's membership, including both tenants and leaseholders among the resident representatives. The independent members are selected based on their specialist skills and knowledge relevant to the aims of BCP Homes. The board meets at least six times per year.

Terms of Reference for the BCP Homes Advisory Board can be found at here.

BCP Homes Governance in the wider Council



Overviewof Housing Governance, Scrutiny, and Audit Functions

The council's housing governance framework is supported by strong leadership, transparent decision-making, robust audit processes, and effective scrutiny mechanisms. The Council's Constitution sets out the decision making framework for the council overall and can be viewed here

Cabinet

Cabinet provides strategic leadership, proposes budget and policy frameworks, and makes key decisions as set out in the council's constitution. Decisions that involve spending or saving over £500,000 or have a significant impact on two or more electoral wards are included in the Cabinet Forward Plan.

Overview and Scrutiny

Overview and Scrutiny Committees review Cabinet decisions, monitor implementation, advise on policy, and support effective service delivery;

- The Overview and Scrutiny Board oversees major areas including finance, regeneration, and community safety, scrutinising budgets and reporting annually to Full Council.
- Specialised committees focus on Health and Adult Social Care, Children's Services, and Environment and Place, each ensuring statutory requirements are met and that policies serve the community's needs.
- The Environment and Place Committee plays a pivotal role in scrutinising housing, sustainability, planning, and flood risk management.

Housing Strategy Steering Group

Formed in April 2025, this cross-party group monitors progress of the Housing Strategy Delivery Plan (2025–2027), recommends priorities for review, and supports the development

of future housing strategies. It reports annually to Cabinet and collaborates with the Environment and Place Overview and Scrutiny Committee.

Audit and Governance Committee

The Audit & Governance Committee independently oversees audit, assurance, and reporting practices, ensuring risk management, strong internal controls, and effective financial reporting. It supervises both internal and external audit processes for comprehensive assurance.

Internal and External Audit

Internal Audit: Provides independent assurance on the efficiency and compliance of council housing services, evaluates internal controls, risk management, and helps drive continuous improvement.

External Audit: Offers independent scrutiny of financial management, asset control, and service quality. Recent external assessments, such as the Big 6 Management Plans, ensure compliance in key areas like water, asbestos, electrical, fire, gas, and lift safety.

Leadership Oversight

Oversight within the council's leadership is provided through our structure and functions of leadership and management boards, each playing a distinct role in governance, strategic planning, and service delivery.

Corporate Management Board

The Corporate Management Board acts as the council's senior leadership team, comprising the Chief Executive, Chief Operations Officer, corporate directors for Children's Services, Marketing, People and Culture, Finance, IT, Law and Governance, and other key roles. Together, they drive strategic direction and oversee day-to-day operations across all departments.

Corporate Strategy Board

This board ensures the council's corporate strategy is effectively delivered. Its responsibilities include:

- Reviewing performance and managing risk to track progress against strategic goals.
- Identifying and addressing trends in performance.
- Sharing best practices between departments.
- Owning delivery of key actions and maintaining accountability.
- Supporting improvement in underperforming areas.
- Conducting annual evaluations to refine priorities.

The Strategy Board helps align operational activity with long-term objectives, ensuring services remain responsive and focused on outcomes for residents.

BCP Homes Strategic Management Board

Chaired by the Director of Housing & Public Protection, this board oversees the council's landlord functions and the management of housing services. Its key functions include:

Managing and monitoring major projects affecting service delivery.

- Ensuring senior staff accountability and robust risk management.
- Safeguarding assets and ensuring financial integrity.
- Setting budgets, business plans, and maintaining high standards in stock and asset management.
- Promoting a positive culture and embedding equality, diversity, and inclusion.
- Setting and upholding the values, vision, mission, and strategic objectives of BCP Homes.

The board oversees planning, compliance, investment, and risk, ensuring BCP Homes remains effective and aligned with residents' needs.

This structure supports effective governance, transparency, and a strong focus on delivering quality outcomes for the community. The Terms of Reference for this Board can be viewed at appendix 1.

Consumer Standards BCP Self Assessment and Improvement Plan

In August 2024, the council commissioned the Housing Quality Network (HQN) to conduct a deep dive review and self-assessment against the Consumer Standards. The findings, presented in early 2025, highlighted significant progress but also identified fundamental elements requiring urgent attention.

In response, BCP Homes developed an ambitious Delivery Plan for 2025/26, focusing on key improvement themes. The plan emphasised the need for a review of governance arrangements to ensure enhanced councillor oversight and tenant involvement in decision-making processes.

In July 2025, Cabinet received a report on the performance of BCP Homes against the Consumer Standards, including Tenant Satisfaction Measures, an update on the self assessment and review by HQN. Cabinet resolved to approve the Delivery Plan and actions required to improve performance. Papers from this Cabinet meeting can be viewed here.

Review Approach

The approach to this review has been shaped by a broad and thoughtful process, drawing on multiple sources of expertise, experience, and feedback. Central to the review are the requirements set out by the Regulator of Social Housing, whose standards serve as the benchmark for all our governance efforts. The findings from the Housing Quality Network's deep dive further inform our direction, offering both a critical external perspective and actionable insights.

To ensure our practices reflect the best in the sector, we have examined national models of good governance, seeking out lessons that resonate with our local needs. The past three years of delivering the BCP Homes Advisory Board have also provided valuable firsthand experience, highlighting what works well and where improvements can be made.

Consultation has been a vital component throughout, involving not just the BCP Homes Leadership Team but also staff, Advisory Board Members, councillors, and the Senior Council Leadership Team. Resident voices have been gathered through committee and panel discussions, ensuring that those most affected by our decisions are heard and considered.

Importantly, the review maintains a clear focus on resourcing and capacity—recognising that the governance structure must be supported by sufficient expertise and time commitment to ensure robust oversight. At every stage, we have kept in mind the evolving needs of BCP Homes as a landlord, looking towards a future where effective governance underpins safe, accountable, and responsive housing services.

In summary, this review is not just a technical exercise but a collaborative process grounded in regulatory requirements, best practice, lived experience, and the views of our community. Our aim is to build a governance approach that is comprehensive, sustainable, and fit for the challenges ahead.

What do other councils do?

Across local councils, the governance structures supporting social housing reveal a spectrum of models, each shaped by local priorities, traditions, and resources. A review of practices elsewhere highlights both consultative forums and formal oversight arrangements, as well as variations in resident and councillor involvement.

Bolsover operates a Housing Liaison Board that is consultative in nature, comprising councillors and residents, and visibly integrated into the governance framework. Complementing this, Bolsover also convenes a Customer Service Scrutiny Committee which covers housing, enhancing their oversight.

Chesterfield utilises a Housing Advisory Board made up of residents and councillors, but notably, this body does not possess decision-making authority. This consultative approach is echoed in Waverley Borough Council's Landlord Services Advisory Board, which similarly includes councillors and residents without direct powers to implement decisions.

Dacorum and High Peak councils both rely heavily on councillor-led forums: Dacorum through its Housing and Community Overview and Scrutiny Committee, which focuses on review and scrutiny, and High Peak with a dedicated Housing Board comprised exclusively of councillors.

In Lambeth and Westminster, housing governance is strengthened by dedicated scrutiny bodies—the Housing Scrutiny Sub-Committee in Lambeth, and a Scrutiny Committee in Westminster—both staffed by councillors and tasked with in-depth review and oversight.

Mansfield has recently introduced a new Housing Board, distinguished by an independent paid chair and membership including the Portfolio Holder, residents, the Chief Executive, and the Director, demonstrating a broader commitment to inclusive governance.

Medway's HRA Governance Group takes a different approach by bringing together officers and Portfolio Holders, focusing on internal expertise and leadership in their oversight model.

West Lancs stands out with its Landlord Services Working Group, which encompasses councillors, officers, and residents, fostering a collaborative environment for governance and service improvement.

Wealden is notable for its Wealden and Tenants Together Housing Board, which combines residents, councillors, and independent members, further encouraging broad representation.

This comparative assessment underscores the diversity in governance models across councils: some emphasise consultative engagement and inclusivity, while others maintain a tighter focus on councillor-driven oversight or adopt mixed structures to strengthen scrutiny and accountability. The presence or absence of decision-making powers, as well as the degree of resident involvement, are key factors that shape the effectiveness and responsiveness of each approach.

Findings

Key Points

Strengths: Clear commitment to regulatory compliance, a strong resident voice on the Advisory Board, and established performance reporting mechanisms.

Challenges: Need for greater integration of the Advisory Board into the Council's formal governance structure. Resident engagement is sometimes fragmented, and the feedback loop between resident input and decision-making could be strengthened. Capacity constraints in servicing governance processes can delay actions and responses.

Opportunities: Streamlining committee structures, clarifying roles and reporting lines, and improving communication channels will support more responsive, accountable, and agile governance. Enhancing oversight by Cabinet and Corporate Management Board will provide greater assurance that regulatory standards are being met and sustained.

Findings Outline

BCP Homes Advisory Board

The governance structure of BCP Homes demonstrates a dedication to robust oversight, guided by the standards set by the Regulator of Social Housing. Effective governance is characterised by transparent decision-making, regular performance monitoring, and meaningful resident involvement. Distinctively, BCP Homes is among a select group of local authorities to include independents, alongside councillors, the portfolio holder, staff, and residents, on its Advisory Board. BCP Homes officers further underpin this with strong resident engagement through established committees and panels.

Formal processes are in place for reporting performance, risk, and compliance to both the Advisory Board and Cabinet. Nonetheless, there is scope to further strengthen oversight by

increasing the frequency and depth of reporting, particularly on regulatory compliance and health and safety matters, to the Cabinet and Corporate Management Board. The Advisory Board's remit should be clearly defined to ensure it complements, rather than duplicates, work already covered by other areas such as Finance, Information Governance, Housing Strategy, new homes delivery, and staffing.

Challenges to accountability and responsiveness stem from delays in responding to Advisory Board requests and action points, largely due to capacity constraints faced by the BCP Homes team in servicing a complex and demanding work programme. To address this, a more proactive and transparent approach to delivery planning is needed, with regular meetings aligned to the wider council governance timetable. It is recommended that the frequency of Advisory Board meetings be reduced to four per year. This adjustment would better match the available capacity, allowing for a more focused set of requirements and ensuring that meetings are purposeful, well-prepared, and able to drive meaningful outcomes. By concentrating on the most critical issues at each meeting, the Board can maintain robust oversight without overextending resources, and support timely follow-up on action points. The planned restructure of BCP Homes, scheduled for implementation in January 2026, aims to enhance support for resident engagement, compliance, performance management, and governance.

It is also vital that officers and members understand the Advisory Board's role; dedicated development time and regular reviews against the Terms of Reference are recommended. Reviewing the standing agenda and forward plan can help ensure key areas—such as budget oversight and resident committee input—are addressed.

Currently, the Advisory Board's exclusion from the formal governance structure and its reliance on a single Portfolio Holder for Cabinet liaison result in gaps in scrutiny and challenge. Greater integration within the council's governance structure will improve accountability, though the Advisory Board's role should remain advisory, not decision-making, in keeping with the council's democratic arrangements.

A disconnect has been identified between the Advisory Board's terms of reference—which empower referrals through formal decision-making and scrutiny structures—and current practice. Achieving greater clarity of purpose and ensuring all parties understand the Board's role would address these gaps, improving its contribution to governance and overall efficiency.

Publishing Advisory Board papers on the council website, in addition to making them available to all councillors, would further improve transparency and resident engagement. Introducing a forward plan for BCP Homes decision-making and reporting would provide a structured overview of upcoming issues, creating a clear "golden thread" of information and supporting active participation from all stakeholders.

Independent advisory board positions are currently voluntary and appointed for their diverse skills and experience. As current terms end, future recruitment will focus on specific expertise to strengthen scrutiny and advisory capacity, with consideration given to introducing remuneration packages to attract and retain highly qualified candidates.

Governing Body and Executive Oversight

Existing plans for extending the scope and regularity of reporting to Cabinet and the Corporate Management Board (CMB) are positive steps towards enhancing oversight and accountability. To further promote transparency, it is suggested that this reporting programme

be included on the BCP Homes webpages. This will provide residents and stakeholders with clear and accessible information about upcoming decisions and reports.

Additionally, the new Housing Strategy Steering Group presents an excellent opportunity for further consideration of BCP Homes' performance and its alignment with the broader housing strategy. This group can play a pivotal role in ensuring that housing management is integrated with the council's strategic objectives. It is also recommended that there be a greater role for lived experience in this space, ensuring a broad range of resident perspectives and feedback are actively considered in shaping the overall strategic direction of the council's approach to housing. This will not only enhance the effectiveness of the governance framework but also strengthen trust and engagement with the community.

Assurance is a fundamental requirement of the governance framework for BCP Homes, ensuring that operations are conducted transparently, responsibly, and in alignment with regulatory standards. While baseline assurance is already part of the current arrangements, there is a need for improvement to meet the evolving expectations of stakeholders and regulatory bodies. Enhancing assurance levels involves leveraging both internal and external opportunities. Internally, this includes regular audits, performance monitoring, and resident feedback mechanisms. Externally, it involves engaging with independent auditors and regulatory bodies to gain objective insights and validation. Establishing an annual assurance programme that is systematically reported through the governance structure—from the Residents Committee to the Advisory Board, Corporate Management Board, Overview and Scrutiny, and finally to the Cabinet— would further ensure continuous oversight and improvement. This structured approach not only strengthens accountability but also fosters a culture of continuous improvement and trust among residents and stakeholders.

Resident Engagement

Resident engagement is essential for responsive governance. While efforts to consult tenants and leaseholders are underway, current arrangements result in fragmented committee structures, risk inefficiency and limit the impact of resident voices through the higher levels of the governance structure. A coordinated approach that streamlines committee roles, clarifies the distinct functions of the Residents Committee, Resident Panels, and the Advisory Board, and addresses potential overlaps, will foster greater inclusivity and ensure that resident feedback is central to decision-making.

There is an opportunity to make relatively simple changes to the resident engagement structure within the overall governance framework by formalising reporting and links, rather than making significant changes to the purpose of the various elements. By channelling all resident feedback through the Residents Committee to the Advisory Board and Cabinet, a clear and consistent 'golden thread' could be created, ensuring residents' voices inform decision-making and oversight. This streamlined approach will enhance the clarity and effectiveness of resident engagement, ensuring that residents' perspectives are consistently integrated into decision-making processes and oversight activities.

The current structure of the residents committee and panels is not sufficiently linked to the advisory board and visa versa. The potential for duplication between the residents committee and the residents panels has also been raised. In addition, the ongoing role and function of the scrutiny panel requires clarification having been set up as a temporary measure during a significant period of policy alignment. There is a need to ensure the role of scrutiny is clear and duplication is avoided. In order to strengthen the role of resident scrutiny and provide clear ownership, the resident committee could hold responsibility for

this and for ensuring there is a conduit for all resident panel activity reported through to the Advisory Board.

Resident engagement can be strengthened by formalising reporting lines and links within the governance framework, rather than altering the core functions of existing groups. The Residents Committee should coordinate all resident panel activities and hold responsibility for scrutiny, with its chair regularly reporting to the Advisory Board and attending meetings where possible. In turn, the Advisory Board should act on these recommendations and a representative should attend Residents Committee meetings to maintain effective communication.

Improving the Use of Data and Insight to Inform Strategy and Policy

The Regulator of Social Housing now requires landlords to demonstrate robust oversight that ensures tenants are safe, listened to, and treated with respect. Councils must evidence understanding of their housing stock, respond effectively to complaints, and use data to drive improvements. These standards include the need for landlords to demonstrate robust oversight, ensure tenant safety, and use data to drive improvements. The regulator emphasizes the importance of understanding the condition of tenants' homes and using data to inform decision-making and policy development. BCP Council's approach to data and insight involves developing the capability to use data to drive strategy, service design, performance monitoring, and continuous improvement. This includes ensuring data governance and protection, sharing data across services, and using data to understand customer needs and improve service delivery.

Best practices for using data and insight to inform strategy and policy include:

- Building a Culture that Values Data: Leaders should set an example by incorporating data in decision-making and targeting resources to maximize the value of data for decision-making, accountability, and the public good.
- 2. **Using Data to Guide Decision-Making**: Data should be used effectively, routinely, transparently, and appropriately in policy, planning, and operations to guide decision-making. Sharing the data and analyses behind decisions is crucial.
- 3. **Turning Data into Policy**: Data-driven policy actions help with evidence-based decision-making, supporting proactive policy decisions rather than reactive ones. This involves using data analytics and visualisation to design policies that save time and resources and demonstrate deeper impact.

Although BCP Homes has begun to harness data and insights within its operations, its progress is currently constrained by the pending implementation of a new housing management system. This forthcoming system, scheduled to be operational from 2026, promises to unlock substantial opportunities for advancement in data-driven decision-making and service delivery.

To ensure BCP Homes is prepared to fully benefit from the new system, several key initiatives are being undertaken. In the interim, the organisation is focusing on refining its data management practices. Efforts include conducting regular audits to maintain data accuracy and currency, as well as introducing robust interim data governance policies to improve accessibility and reliability. These measures are designed to lay a solid foundation for future enhancements.

Recognising the importance of capability, BCP Homes is investing in staff training to bolster data literacy across the board. The aim is that, once the new system becomes active, staff

will be well-equipped to utilise its advanced features and maximise its impact on service delivery.

Stakeholder engagement sits at the heart of these preparations. BCP Homes is actively consulting with residents and other key stakeholders to identify their specific data requirements. Through ongoing feedback sessions and consultations, the organisation seeks to ensure the new system is tailored to genuinely meet the needs of its users.

As part of a careful transition, pilot projects are being launched to trial the new system's capabilities. These pilots serve to highlight any potential challenges early, enabling BCP Homes to address issues proactively and ensure a smooth, minimally disruptive full-scale rollout.

Finally, a continuous improvement framework is being embedded to regularly review and enhance data practices and policies. This approach ensures BCP Homes remains agile and aligned with evolving best practices in data management.

By embracing these strategies and complying with the Regulator of Social Housing's requirements, BCP Homes is strengthening its governance framework, heightening accountability, and amplifying residents' voices. The result will be more effective service delivery, greater trust, and a housing management system that is both responsive and inclusive.

Conclusion

In conclusion, BCP Homes demonstrates a clear recognition of the significance of housing regulation and is committed to embedding a culture of continuous improvement, underpinned by the development of an explicit tenant and resident engagement strategy linked to governance. Alongside these efforts, the organisation is making considerable strides in strengthening its use of data and insights to guide decision-making, policy development, and operational planning. By refining data management practices, investing in data literacy training, and engaging with stakeholders to identify data requirements, BCP Homes is laying the groundwork for a more robust, evidence-based approach. The forthcoming housing management system, supported by interim data governance measures and pilot projects, is set to unlock substantial opportunities for data-driven service delivery and enhanced accountability.

To ensure effective oversight and meaningful engagement, it is essential that sufficient expertise and time are dedicated to these efforts, and that mechanisms are established to synchronise resident involvement with the Council's democratic timeline. Transparent sharing of data and the evidence behind decisions will further confirm that resident perspectives are genuinely shaping outcomes. The findings from the HQN report and ongoing discussions with stakeholders reinforce the value of integrating data-driven insights into governance, highlighting opportunities to enhance scrutiny, clarify decision-making processes, and streamline policy approval. Collectively, these targeted improvements will enable BCP Homes to deliver a governance structure that is not only robust but also more inclusive, responsive, and attuned to the needs of its residents.

Recommendations and Options

1. Strengthen Governance Integration and Oversight

Recommendation: Further embed the Advisory Board within the Council's governance structure, enhancing its role to strengthen transparency, influence, and accountability, and provide greater assurance.

Recommendation: Establish and implement a formalised assurance framework that includes both internal and external audit support.

Options for Implementation:

- Redefine the Advisory Board as the "Housing Board" with explicit terms of reference and delegated authority for scrutiny and oversight.
- Develop a clear governance map, showing all relevant committees, reporting routes, and escalation points for housing issues.
- Clarify and the Advisory Board's purpose and remit to ensure its role within the council's governance structure is clearly understood by both board members and supporting officers, thereby closing existing gaps and enabling the Board to contribute more effectively to decision-making and oversight.
- Ensure regular (at least quarterly) reporting of compliance, risk, and performance to Cabinet and the public.
- Increase reporting to Cabinet, including annual reports on Tenant Satisfaction Measures, Regulatory Compliance, HRA Delivery Plan, Complaints Handling, Service Improvement, and Compliance.
- Develop an Assurance Framework

2. Enhance Resident Engagement and Influence

Recommendation: Develop a comprehensive resident engagement strategy that empowers tenants and leaseholders to shape services and policies.

Options for Implementation:

- Simplify and clarify the roles of Resident Panels, Committees, and the Advisory Board to prevent overlap and ensure resident feedback is channelled through the Residents Committee to the Board and Cabinet, creating a clear and consistent "golden thread" of resident input in decisionmaking.
- Create regular forums or meetings for chairs of Resident Panels to coordinate agendas and ensure alignment of resident-led priorities.
- Publish clear records of how resident feedback has informed decisions, with regular updates to all residents.
- Ensure the Resident Engagement Strategy reflects the role of residents in BCP Homes' governance and decision-making, incorporating findings from the Governance review.

3. Improve Communication and Feedback Mechanisms

Recommendation: Establish transparent, two-way communication between the Advisory Board, Resident Committees, Panels, and the wider resident community.

Options for Implementation:

- Ensure all governance bodies are listed on the Council's democratic webpages, with meeting agendas and minutes published in a timely manner.
- Implement a feedback system so residents receive timely, transparent responses to issues raised and understand the impact of their contributions.
- Ensure the resident voice is reflected in all decisions and oversight requested of the Cabinet.
- Consult on revised Terms of Reference with the Advisory Board, Residents Committee, and Resident Panels.

4. Clarify Decision-Making and Delegation

Recommendation: Agree a delegation framework for housing policies and strategies, identifying which decisions require Cabinet or Council approval and which are delegated to senior officers.

Options for Implementation:

- Streamline policy approval so Resident Panel feedback flows through the Resident Committee as the main conduit, ensuring the resident voice is represented throughout the decision-making structure up to Cabinet.
- Clarify the role of the Advisory Board as a consultative body within the decision-making structure.

5. Build Capacity and Expertise

Recommendation: Ensure governance arrangements are supported by sufficient staff and specialist expertise to fulfil oversight responsibilities and regulatory requirements.

Options for Implementation:

- Review resource allocation for servicing the Advisory Board, resident engagement, and regulatory reporting.
- Invest in governance training for all board and committee members (including residents and independents).
- Consider appointing independent chairs or members with targeted expertise where necessary.
- Implement a revised governance structure to ensure effective use of capacity in supporting meetings and requests.

6. Enhanced Use of Data and Insight

Recommendation: To enhance the use of data and insight in informing strategy and policy, BCP Homes should focus on several key areas. While we have made strides in utilising data, the implementation of the new housing management system in 2026 presents a significant opportunity for further improvement.

Options for Implementation:

 Enhance current data management practices by ensuring data is accurate, up-todate, and easily accessible. This will involve regular data audits and the implementation of interim data governance policies.

- Invest in training for staff to improve their data literacy and ability to use data effectively. This will ensure that when the new system is implemented, staff are ready to leverage its full capabilities.
- Engage with residents and other stakeholders to understand their data needs and ensure that the new system is designed to meet these needs. This will involve regular consultations and feedback sessions.
- Implement pilot projects to test the new system's capabilities and identify any potential issues before full-scale implementation. This will help to ensure a smooth transition and minimize disruptions.
- Establish a continuous improvement framework to regularly review and update data practices and policies. This will ensure that BCP Homes remains at the forefront of best practices in data management and use.

7. Monitor, Evaluate and Sustain Improvement

Recommendation: Embed regular review and evaluation of governance effectiveness, aligning outcomes to the priorities of BCP Council, the Regulator, and residents.

Options for Implementation:

- Establish annual governance self-assessment, informed by external and resident feedback.
- Introduce performance metrics specifically linked to resident satisfaction, regulatory compliance, and council objectives.
- Publish an annual governance and resident engagement report, setting out achievements, challenges, and action plans.

Conclusion

In conclusion, this Review highlights the importance of strong governance, transparency, and resident involvement in social housing management. The review identifies areas where improvements can be made, such as clarifying the role of the Advisory Board, enhancing resident engagement, and ensuring effective communication and feedback mechanisms.

By implementing the recommendations and options outlined in the review, BCP Homes can strengthen its governance framework, improve accountability, and ensure that residents' voices are heard and acted upon. This will ultimately lead to better service delivery, increased trust, and a more responsive and inclusive housing management system.

Improvement Theme	Action	Implementation Timescale
1.	Develop and publish a clear governance map, showing all relevant committees, reporting routes, and escalation points for housing issues.	In train
Strengthen Governance Integration and Oversight	Deliver a structured Advisory Board development programme that clearly defines and communicates the Board's purpose and remit within the council's governance structure. This will involve: (a) holding a facilitated workshop with board members and supporting officers to clarify roles and responsibilities; (b) producing and disseminating a governance charter that outlines the Advisory Board's function, reporting and referral routes; and (c) evaluating the effectiveness of the programme through feedback surveys and a formal review at the next annual away day, with outcomes reported to Cabinet.	March 26
	Increased reporting in to Cabinet and CMB is in place for 2025/26 and confirmed on the Forward Plan. Annual reports include;	October 25
ر بر بر	 Annual Tenant Satisfaction Measures and Regulatory Compliance Update Annual HRA Delivery Plan BCP Homes Annual Complaints Handling and Service Improvement Report Annual BCP Homes Compliance Report – to be enhanced to provide greater oversight of data methodology and progress relating to the condition of the council's housing stock HRA Budget Setting 	
	Quarterly reporting of BCP Homes performance was approved by Cabinet in July. It is proposed that this regular reporting includes a formal report from the Chair of the Advisory Board (the Portfolio Holder for Housing and Regulation) who, alongside reporting on how the council's landlord function is performing, will address resident priorities, an update on the work of the Advisory Board for the period and recommendations on matters for formal referral to Overview and Scrutiny/Cabinet.	January 2026
	To further support enhanced oversight and assurance, BCP Homes performance should be regularly reported to the Corporate Strategy Board quarterly.	December 2025
	Develop greater monitoring of diverse needs and how these are met within the BCP Homes service by developing an Insights Framework and including equality, diversity and inclusion data within quarterly performance reports throughout the governance structure.	December 2025
	Devise an Annual Audit Plan Assurance Framework to reflect Internal and External Audit plans informed by risk assessment and regulatory self assessment.	December 2025

Improvement Theme	Action	Implementation Timescale
2.	Development of Resident Engagement Strategy and clear delivery plan.	October 2025
Enhance	Completion of Communications Strategy and Plan.	March 2026
Resident Engagement and Influence	Conduct a review of current terms of reference for all resident panels, committees, and the Advisory Board to identify areas of overlap and ambiguity.	March 2026
	Implement a formal process where all resident feedback and recommendations are channelled through the Residents Committee before being escalated to the Advisory Board and Cabinet, ensuring a consistent and transparent "golden thread" of resident input throughout the decision-making structure.	March 2026
	Establish a quarterly coordination forum for chairs of Resident Panels, facilitated by the Residents Committee, to align agendas, share priorities, and eliminate duplication of effort.	March 2026
	Develop a schedule and terms of reference for these meetings, and ensure minutes and action points are circulated to all relevant parties.	March 2026
	Maintain a central record of all resident feedback, committee recommendations, and subsequent actions or decisions taken by the Advisory Board and Cabinet.	Enhance existing
	Provide quarterly updates to all residents, summarising key issues raised, actions taken, and outcomes, using multiple communication channels (e.g., newsletters, website, community meetings).	April 2026

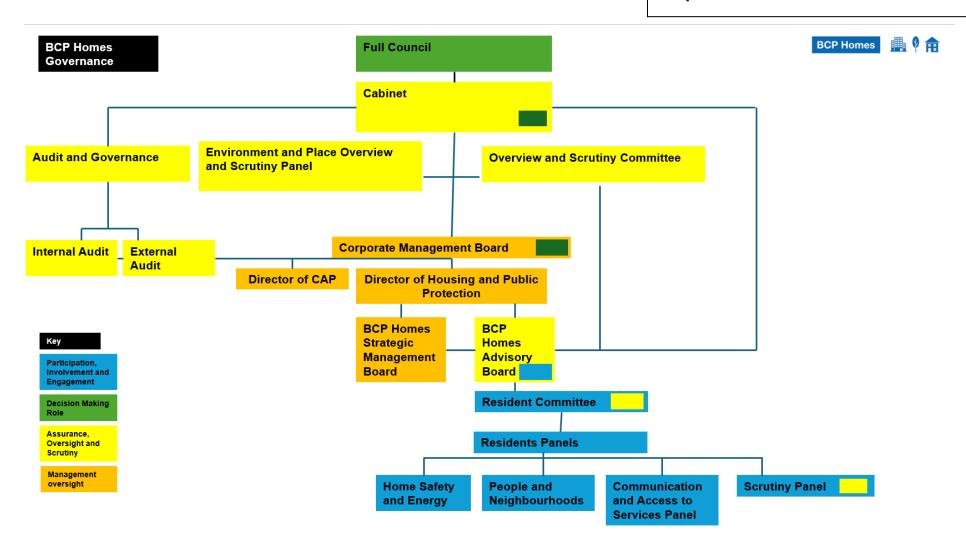
Improvement Theme	Action	Implementation Timescale
3.	Ensure governance structure and bodies are listed on the Council's democratic webpages, with terms of reference, meeting agendas and minutes published in a timely manner.	Nov/December 2025
Improve Communication and Feedback	Implement a feedback system so residents receive timely, transparent responses to issues raised and understand the impact of their contributions.	January 2026
Mechanisms	Embed mechanisms to ensure that residents' views are considered and represented in all decisions and oversight matters presented to the Cabinet.	January 2026
	Conduct a consultation on revised Terms of Reference with the Advisory Board, Residents Committee, and Resident Panels to ensure clarity of roles and effective collaboration.	December 2025
	Retain the Scrutiny Panel and provide training and development opportunities to enhance this as an area of critical importance to involved residents.	March 2026
	Establish and clarify the role of scrutiny within the Resident Committee to support effective oversight. Promote ongoing collaboration and communication between all resident engagement bodies and the Council.	March 2026
4 .	Produce a framework which sets review periods for all BCP Homes policies and strategies and maps consultation requirements and planning as well as where decision making sits within the respective hierarchy of the council.	December 2025
¹ Clarify Decision- Making and	Ensure staff and involved residents are briefed on the decision making structure.	December 2025
Making and Delegation	Publish the decision making framework on the website.	December 2025
	Ensure the resident voice is consistently represented throughout the decision-making process up to Cabinet by ensuring this is presented in each Cabinet report.	December 2025

Improvement Theme	Action	Implementation Timescale
5.	Deliver a development programme for Advisory Board and key officers to clarify roles, responsibilities, and expectations.	December 2025 - March 2026
Build Capacity and Expertise	Review and implement an amended agenda and forward plan, ensuring inclusion of key areas not previously prioritised.	April 2026 onwards
	Amend meeting schedule to four meetings per year to enable more focused preparation and effective use of resources	April 2026 onwards
	Assess requirements for independent advisory members; explore targeted recruitment and consider renumeration packages to attract needed expertise.	January 2026
	Conduct a review of resources dedicated to servicing the Advisory Board, supporting resident engagement, and regulatory reporting; adjust as necessary for effectiveness.	December 2025 - March 2026
	Deliver governance training to all board and committee members, including residents and independents, to enhance capacity and understanding.	December 2025 - March 2026
9 7 8	Review the composition of the Board and, where necessary, appoint independent chairs or members with specific skills to strengthen governance and scrutiny.	December 2025 - March 2026
6.	Review data management practices and develop a data audit programme.	March 2026
Enhanced Use of Data and	Devise and implement data governance policies.	March 2026
Insight	Increase staff capacity to support improved performance and data management including analytical capacity.	March 2026
	Undertake a skills audit and work with the council's data and insight team to identify training and coaching opportunities.	March 2026
	Work with residents to explore use of data and how this can inform our collective priorities and actions.	March 2026

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7.	In addition to regular reporting to cabinet on performance and compliance we will ensure that an annual self assessment of the regulatory standards is completed and reported throughout the BCP Homes Governance structure		
Monitor, Evaluate and	from Residents Committee, to Advisory Board, to Corporate Management Board, through Overview and Scrutiny and finally, to Cabinet.		
Sustain Improvement	Align programme to July TSM and Regulatory Performance Update.	May - July 2026	
	Recruitment to additional capacity to support rolling programme of self assessment.	January 2026	

Proposed New Governance Model



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We want to be more than just a landlord. We want to put our residents at the heart of everything we do. We strive to provide our residents with excellent service, safe and sustainable homes and opportunities to thrive in their communities.



Introduction

This strategy seeks to empower our residents to improve their services and neighbourhoods, by **informing**, **listening** and **involving** them.

Our aims are to:

- Ensure residents are well-informed about services and opportunities to get involved and provide access to information and services in ways that suit their needs
- Understand the views and needs of all our residents and act to improve and shape services around them
- Engage residents in decision-making processes and support them to take an active role in their communities
- Strengthen a culture within BCP Homes that values good communication and actively listens to our residents' views and needs
- Make engagement activities as accessible as possible to different groups, ensuring inclusivity in all our communications, meetings and events
- Enable residents to hold us accountable by being transparent in our processes and decision-making
- Work together with residents, staff, and other partners to continuously improve services and engagement activities

This strategy sets out how we will do this, our commitment to meaningful communication and engagement and what we will do to improve. Residents of our high-rise properties should also refer to our Resident Engagement for High-Rise Buildings Strategy which outlines more specifically how we will engage with them about their building's safety.



Our residents

We need to understand who our residents are to ensure that we can meaningfully **inform**, **listen** and **involve** them in what we do.

Our Resident Involvement Co-ordinators already work to help residents attend meetings and will continue to help make it easier for others to become involved in our decision making.

We try to make our engagement activities as accessible as possible to different groups, for example by arranging taxis for people with mobility issues or childcare for those with children so they can join meetings.

We also offer meetings at different times of day as well as the option to join us online. Our printed communications are available in a range of formats such as large print and different languages and some more complex documents are available in easy read versions too.

We already know a great deal about our residents from when they first applied for a home and through surveys that we carry out. Understanding who lives in our properties helps us keep our services and engagement activities relevant and accessible to everyone. We are very careful about how we use and share this information and ensure that it is anonymised for the purposes of this strategy.

We know we still have gaps in our understanding and some of the improvement actions in this strategy will help with this. We encourage residents to update their details with us whenever their circumstances change and will be asking tenants when we visit them to carry out a tenancy review.

Who lives in our homes?



10,600 homes managed by BCP Homes



11% of our homes are leasehold



89% of our homes are tenanted



55% of our rented homes are flats



57% of tenants are under 55



20% of tenant households have children under 18



14% of tenants live in sheltered housing



40% of tenants have a condition that limits their day-to-day activities a lot*



37% of our rented homes are in areas of high deprivation



78% of tenants have use of internet*

National context

In 2020 following consultation and engagement with social housing residents across the country, the government published <u>The charter for social housing residents: social housing white paper</u>. This set out what was needed to ensure that residents in social housing are safe, listened to, live in good quality homes and have access to a complaints procedure when things go wrong.

It resulted in the Social Housing (Regulation) Act 2023 which seeks to improve social housing by making landlords more open and accountable to residents. The Act introduced new and revised consumer regulations that require all social landlords to show how they engage with residents and respond to their feedback, ensuring residents' voices are heard and acted upon.

The Act also introduced Tenant Satisfaction Measures, which means social housing landlords must survey residents every year and report on how happy they are with services. This is to help identify areas for improvement and ensure resident feedback is acted upon.



Summary of regulatory standards



Safety and Quality standard

To ensure that landlords have good stock information that informs their repairs and maintenance service, meet the decent homes standard, ensure the health and safety in the home and communal areas, provide an efficient, effective and timely repairs service and assist tenants with adaptations.



Transparency, Influence and Accountability standard

To ensure that residents are treated with fairness, have fair access to services, residents' views are considered in decision making, information on services is provided to residents to enable them to understand what to expect, provide performance information to residents to enable scrutiny and ensure complaints are handled fairly and effectively.



Neighbourhood and Community standard

Ensures maintenance of shared spaces, cooperation with local partners to promote wellbeing, tackling antisocial behaviour and providing safer neighbourhoods, dealing with domestic abuse effectively.



Tenancy Standard

Ensures homes are let in a fair and transparent way, support to maintain tenancies, appropriate tenancies or other terms of occupation, support to carry out mutual exchanges.





Resident feedback

This strategy is based on feedback from residents, best practice in the social housing sector and analysis of the information we hold about our residents and services including surveys, compliments and complaints and comparisons with other social housing landlords. In developing the strategy and identifying how we can engage better with residents, we have worked with our residents' panels, staff, senior leaders and the BCP Homes Advisory Board.

Residents said they want:

- An honest, prompt response to enquiries
- To be kept informed about progress, especially about complaints, anti-social behaviour or when major works are happening
- To give us their views through surveys and online engagement, although some residents are not confident using technology
- More contact from housing officers in person
- To encourage younger people to engage more
- More feedback about the difference resident engagement has made
- To find information more easily on the council's website
- More activities in sheltered schemes
- More use of notice boards in BCP buildings like libraries and community centres to promote opportunities and events such as neighbourhood inspections
- Use large smart screens in more resident meetings so people can join in online

We surveyed residents when BCP Homes was first formed. These where the things that most residents said were important:



90% Repairs services in their home



72%Keeping
neighbourhoods
clean and tidy



59% Improvements to their home



56%Managing the behaviour of other tenants and residents

Tenant Satisfaction Measures Survey findings

In our 2024 survey of over a thousand tenants, four out of five **(81%)** people said they were happy with the service they receive from us. We are pleased to see that satisfaction with our services compares well with other social landlords, particularly our repairs **(81%)** and maintenance **(79%)** services.

However, we know there is still room for improvement, especially in these areas:

68%

Maintenance and cleaning of communal areas

40%

Complaint handling

66%

BCP Homes contribution to the neighbourhood

56%

Addressing anti-social behaviour

We have been busy making changes and will be monitoring progress in future surveys to see the difference this makes to residents.



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Guiding principles

We will ensure our **communication** and **engagement** activities are **effective** and **meaningful**, by following these core principles:



Clear

We will use simple language and avoid jargon so everyone can understand the information we share



Accessible

We will seek to understand how residents prefer to communicate and engage in ways that meet their needs. We will use digital technologies whilst recognising not everyone is comfortable with them



Honest

We will be open and honest about our performance, explain our decisions and show how residents' feedback has influenced us



Representative

We will engage with residents who are representative of those affected by our decisions



Timely

We will communicate promptly and allow enough time for feedback



Informed

We will use information and feedback from residents to continually improve our engagement and services



Our approach

Our goal is to empower our residents to improve services and neighbourhoods, by **informing**, **listening** and **involving** them. We do this using lots of different communication and engagement methods to meet the needs and preferences of residents of all backgrounds and abilities. These include:



Digital Communications

- Dedicated BCP Homes web pages updated frequently with news, information and events
- Regular updates on Facebook and Instagram



- Important information is sent out via letter
- BCP Homes News magazine showcasing latest news and information, posted to residents' twice a year
- Newsletters, posters and leaflets posted through your door and on noticeboards in our sheltered housing schemes and community noticeboards
- Our printed communications are also available via email or in other formats on request



Meeting

 Informing residents about specific issues affecting their homes such as major improvements

Events

Raising awareness of our services or those offered by partner organisations



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Listen (3))

Consultation

We hold meetings or attend events to ask residents for their views.

Focus groups with people from specific backgrounds or life experience.

Online via Facebook and the council's website.

Resident surveys by post, telephone or online including our quarterly tenant satisfaction survey

Face to face

Tenancy reviews to help us understand and keep up to date with our residents' individual needs.

Coffee mornings and social events to meet and chat with our residents.

Our staff are trained to act or pass on any feedback they receive from residents when they meet them in their homes and neighbourhoods

Feedback

Understanding and resolving residents' issues as well as learning from compliments and complaints to make improvements to our services.

Recognising what we do well.





Providing residents with opportunities to influence and scrutinise our strategies, policies and services including:

- BCP Homes Advisory Board whose membership includes residents, councillors and independent representatives with relevant housing knowledge and experience
- Residents Committee
- Communications and Access to Services Panel
- Homes Safety and Energy Panel
- The People and Neighbourhood panel
- Scrutiny Panel
- Reading Group
- Annual Residents Conference
- Training for our involved residents

Neighbourhood inspections, skip days and litter picks involving residents to help improve their local environment.

Community activities to provide residents with skills and opportunities to connect with neighbours and improve their quality of life, including:

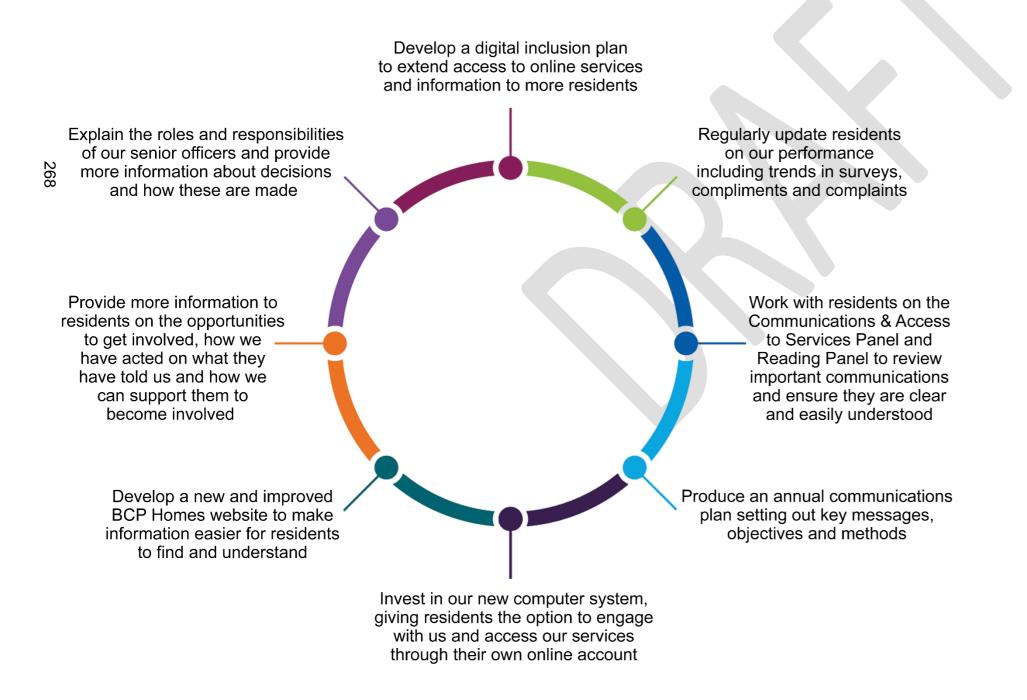
- Yearly garden celebration
- Activities, training and events held in our sheltered housing schemes and community centres



How we will improve

Working together with residents, staff and the BCP Homes Advisory Board, we have identified a number of improvement actions to help us better **inform**, **listen** and **involve** our residents:









Train and guide staff to establish a culture where active resident engagement and communication is standard practice across all teams



Work with other council services to create a new engagement section on the council's website, making it easy for residents to find and take part in all the council's engagement activities as well as ones just for BCP Homes



Develop a plan of resident engagement focused on areas of highest priority or lower resident satisfaction. Use this information to identify and track improvements



Encourage more younger residents, ethnic minorities, and those with disabilities to engage with us



Increase the number of neighbourhood inspection days and other opportunities for residents to engage with us in their communities



Make it easier for residents to complain when things go wrong and keep them informed of progress



Make changes
to our governance
arrangements that
enable councillors to
understand how we are
meeting our obligations,
shows where decisions are
taken and how residents
are involved in these

Develop and agree a new set of service standards with residents so they know what to expect from us and can hold us to account

Create a training programme to enhance residents' skills and knowledge, empowering them to actively engage with BCP Homes and their community

Create a scheme for residents to bid for funding for small neighbourhood improvements and community initiatives Encourage residents to develop community projects and activities to improve lives and neighbourhoods

Promote community
events, activities and
volunteering opportunities
to encourage our residents
to get involved



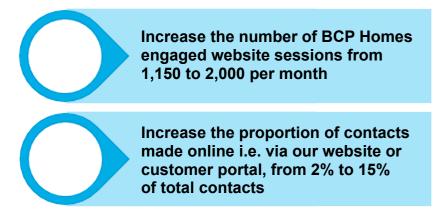
How we will monitor and review this strategy

We will develop a detailed action plan and monitor our progress in delivering it, together with residents involved in our governance structure. We have also set ourselves targets to ensure our actions make a real difference to residents.

By the second year of this strategy, we aim to achieve **resident** satisfaction levels amongst the best 25% of social landlords for:



Within the lifetime of this strategy, we also want to:



If we see a lack of progress towards these targets, we may need to make changes to our strategy or action plan. Residents will be consulted before we make any significant changes.

We will review the strategy as a matter of routine at least every 3 years.



Contact us

Telephone: 0800 028 1870

Email: bcphomes@bcpcouncil.gov.uk.

Online: bcpcouncil.gov.uk/contact-us

Talk to a visiting member of BCP Homes staff or visiting us at: Kinson Hub, Dolphin Centre Hub or Bournemouth Civic Centre

In writing: BCP Homes, Kinson Hub, Wimborne Road, Bournemouth, BH11 9AW

Inform4	Produce an annual communications plan setting out key messages, objectives and methods	Produce a rolling 12 month communications plan		TP / SW	Dec-25	Dec-25	Not started
		Design workshops with staff and residents		SD	Jan-26	tbc	Not started
		Develop resident portal to requirements		SD	tbc	tbc	Not started
		3. Testing of new portal		SD	tbc	tbc	Not started
Inform5	Invest in our new computer system, giving residents the option to	4. Staff training		SD	tbc	tbc	Not started
IIIIOIIII	engage with us and access our services through their own online account	5. Data migrations		SD	tbc	tbc	Not started
	account	Plan promotion to residents and add to communications plan		SD	tbc	tbc	Not started
		7. Portal goes live		SD	Dec-26		Not started
		8. Review potential / need for a mobile app		SD	tbc	tbc	Not started
	Provide more information to residents on the opportunities to	Promote RI to other teams and at resident events	Inform 4	SW	Oct-25	Ongoing	Not started
Inform6	get involved, how we have acted on what they have told us and how we can support them to become involved	Implement a process for capturing what teams have done in response to residents feedback	Improvement Plan ref G1 (4), R2 and R7 Listen 6	TP	Nov-25	Dec-25	Not started
		Review expenses policy and promote		sw	May-26	Oct-26	Not started
Inform7	Explain the roles and responsibilities of our senior officers and provide more	Set out the requirements for information to be published.	Improvement Plan ref G8.	RD	Oct-25	Nov-25	Not started
	information about decisions and how these are made	2. Agree information to be published and place on council website.	Improvement Plan ref G9	RD	Oct-25	Nov-25	Not started
Inform8	Develop a digital inclusion plan to extend access to online services	Understand the links with the council's Smart Place programme and strategy.	Improvement Plan ref R11	KJ / TP	Apr-26	tbc	Not started
IIIIOIIIII	and information to more residents	Create a plan to link in with the councils proposed digital strategy.	Improvement Plan ref R11	KJ / TP	tbc	tbc	Not started

		1.Review and revise the criteria for programmed and adhoc reviews including those for high-rise residential buildings. To include also properties with no recent repairs' visits or with excessive repairs visits.	DT (RD)	Aug-25	tbc	On track
		Identify other means of collecting data to bridge gaps in data in shorter term.	DT (RD)	tbc	tbc	
Listen1	their support needs, and their communication preferences, and use this information to adapt services	3. Establish a process for recording data consistently and reporting on performance.	DT (RD)	tbc	tbc	Not started
		Update training to staff on the purpose of tenancy reviews and collection of data.	DS	tbc	tbc	
		5. Include how we are gathering data and understanding our residents needs including outcomes from TRV's in report on resident engagement to Advisory Board.	DS	tbc	tbc	Not started
		Deterimine requirements for staff training, identifying different training requirements for different job roles / teams.	TP	Apr-26	Jun-26	Not started
Listen2	Train and guide staff to establish a culture where active resident engagement and communication is standard practice across all teams	Develop and/ identify training opportunities and resources and promote to staff	KBM / SW	Jun-26	Sep-26	Not started
		Include information on website which explains to residents what they can be expected to be consulted / informed about	TP	Jun-26	Jun-26	Not started

	Work with other council services to	Implement new BCP Council engagement platform		LS	tbc	tbc	Not started
Listen3	create a new engagement section on the council's website, making it easy for residents to find and take	Populate with BCP Homes engagement and consultation opportunities		sw	tbc	tbc	Not started
	part in all the council's engagement activities as well as ones just for BCP Homes	Identify how this will be updated on an ongoing basis		sw	tbc	tbc	Not started
		4. Promote to residents		sw	tbc	tbc	Not started
	Develop a plan of resident engagement focused on areas of	Review existing data and resident feedback to identify priorities.		TP	Nov-25	Dec-25	Not started
Listen4	highest priority or lower resident satisfaction. Use this information to identify and track improvements	Undertake further consultation as necessary to understand issues.		ТР	Dec-25	Feb-26	Not started
		3. Develop an action plan and implement		TP	Mar-26	Mar-26	Not started
		Identify / set up meetings rooms with smart screens to enable hybrid meetings		sw	Nov-25	Dec-25	Not started
	Encourage more younger	Implement SMS survey capability as part of new IT system	Improvement Plan R13	SC / TP	Oct-25	tbc	Not started
Listen5	residents, ethnic minorities and those with disabilities to engage with us	3. Approach youth and disabled groups and groups frequented by minority ethnic groups to engage with their members, identify key issues of interest and opportunities to increase engagement with these groups	Links into Listen 4	КВМ	Oct-25	Jan-26	Not started
		Develop a plan to increase engagement with these groups		КВМ	Jan-26	Feb-26	Not started

		Set out purpose and objectives for estate inspections to improve resident engagement.	Improvement Plan ref R9	DS	May-25	Sep-25	Completed
		2. Review how residents can get involved in neighbourhood inspections, what they involve and how these are published.	Improvement Plan ref R9				
				DS	May-25	Sep-25	Completed
Listen6	Increase the number of neighbourhood inspection days and other opportunities for						
	residents to engage with us in their communities	Communicate outcomes of estate walkabouts to residents.	Improvement Plan ref R9 Inform 4 and 6				
				DS	May-25	Sep-25	On track
		Identify where additional neighbourhood resident inspections would be useful		MS	Oct-25	Nov-25	Not started
		5. Identify meaningful locations for displaying promotional posters and who can best post and remove them.	Inform 4	MS / SW	Nov-25	Dec-25	Not started
	Make it easier for residents to complain when things go wrong	Provide facility for residents to raise complaints on new residents portal once implemented		RC	tbc	tbc	Not started
Listen7	and keep them informed of progress	Promote residents' rights through a communications campaign	Inform 4	RC	tbc	tbc	Not started
Involve1	Create a training programme to enhance residents' skills and knowledge, empowering them to	Consult involved residents about their training needs		sw	Dec-25	Jan-25	Not started
	actively engage with BCP Homes and their community	Create programme of training and skills and knowledge building for involved residents		sw	Jan-26	Feb-26	Not started

	Create a scheme for residents to	Research how other such schemes work		MS	Mar-26	Mar-26	Not started
Involve2	bid for small neighbourhood improvements and community initiatives	Establish a process, guidance and associated documentation		MS	Mar-26	May-26	Not started
		Publicise scheme to staff and residents	Inform 4	MS	Mar-26	May-26	Not started
Involve3	Encourage residents to develop community projects and activities to improve lives and neighbourhoods	Identify resources available to support residents as well as examples of other residents' projects to showcase	Inform 4	КВМ	Oct-25	Nov-25	Not started
Involve4	Promote community events, activities and volunteering opportunities to encourage our residents to get involved	Identify and include in Communications Plan	Inform 4	sw	Oct-25	Ongoing	Not started
	Make changes to our governance arrangements that enable	Review governance arrangements with key stakeholders and provide outcomes that meet regulatory requirements to Corporate Management Board for discussion and to agree future direction and steps.		KD	tbc	tbc	Completed
Involve5	councillors to understand how we are meeting our obligations, shows where decisions are taken and how residents are involved in these	Agree and commence implementation of any new governance arrangements in line with the council's constitution.		KD	tbc	tbc	Not started
	residents are involved in these	3. Obtain Cabinet approval		KD	tbc	tbc	Not started
		4. Implement changes to governance arrangements	Inform 4	SD / RC	tbc	tbc	Not started
	Develop and agree a new set of	Complete draft service standards and agree consultation.		RD	Sep-25	Oct-25	Some challenge
Involve6	liney know what to expect from us	Implement any changes to draft standards following consultation		RD	Oct-25	Dec-25	Not started
	and can hold us to account	Set out the performance indicators that are required to demonstrate effectiveness and outcomes.		RC	Oct-25	Dec-25	Not started
		Publish new service standards.	Inform 4	RC	Jan-25	Jan-25	Not started























This policy can be made available in a variety of alternative formats and languages on request. If you would like more information about this or would like to request an alternative format or language, please call us on 0800 028 1870 or email: BCPHomes@bcpcouncil.gov.uk

Introduction

BCP Council wants all residents in our high-rise buildings to feel safe in their homes, and for residents (including leasehold owners who rent out their properties) to be informed and involved in decisions which affect their building.

Following the Grenfell tragedy in 2017, the Government launched a major review of safety in all higher risk residential buildings, which resulted in the Building Safety Act 2022. Enabling residents to play an active part in the continued safety of their building is a key focus of the legislation.

This strategy outlines BCP Council's approach to engaging with residents who live in our high-rise buildings. A high-rise building is defined by the Building Safety Act as a building over 18 metres, or seven storeys tall. The strategy forms part of a wider approach to resident engagement outlined in our Resident Engagement and Communications Strategy.

BCP Council is responsible for six high-rise blocks of flats containing 374 homes, all of which are within a mile's radius of Poole town centre. Currently 45 of these homes are owned by leaseholders, including 16 which are rented to private tenants.

We continue to invest in our high-rise homes and have invested in the region of £26 million on a range of improvement works over the last five years. This includes improvements to the fabric, safety and energy efficiency of the buildings and tenants' homes.



This strategy aims to:

- Provide a wide range of opportunities for residents to be involved in decisions about their building's safety or to voice their concerns
- Ensure we understand and consider the individual needs and preferences of our residents when we make decisions or communicate with them about building safety
- Identify the core building safety information to be shared with residents and provide a variety of ways for residents to access it
- Explain how more detailed information about building safety will be made available to residents on request
- Establish how the strategy's effectiveness will be monitored and reviewed



Understanding our Residents

Resident safety is our top priority. It is essential that we know who lives in our highrise buildings and that we understand the needs of every household. This is especially important for disabled or vulnerable residents who may need extra assistance in an emergency or support to stay safe in their home, as well as for anyone who needs information in other formats or languages.

We will capture household information and communication preferences from new residents at sign-up and take every opportunity to keep this information up-to-date including:

- Annual visits to all our high-rise tenants to identify and support with any issues
- Confirming the details we hold on record when residents contact us or request a housing service
- Through surveys and consultations
- Publicity to encourage residents to tell us about any changes

Residents' information is recorded securely in our systems in line with the Data Protection Act and General Data Protection Regulations. It is used to assess safety risks, support evacuation in an emergency, and to engage with households about their individual needs.



Sharing building safety information

We are committed to sharing key building safety information with residents in an accessible, transparent, and user-friendly way. We will compile a complete list of information and how it is shared and review this regularly in consultation with residents.

Information we will routinely share includes:

- Key roles, responsibilities and contact details
- Residents' own safety responsibilities and what to do in an emergency
- How to report concerns or make a complaint
- Full safety case reports which identify the fire and structural risks in a building and how they are managed. Further information on safety case reports can be found at <u>Preparing a safety case report - GOV.UK.</u>
- A summary of the fire risk assessment and risk reduction measures
- Current relevant fire risk assessments
- Emergency response and evacuation plans
- Details as to how building safety equipment in the building is managed.
- The schedule for any planned maintenance or repairs of building and fire safety equipment.
- The outcome of any building safety inspection checks
- Fire prevention and detection advice
- Consultation and engagement opportunities
- Resident engagement strategy for high-rise buildings
- Fire Safety Policy

Additional information residents can request includes:

- External wall survey reports
- Building compliance certificates e.g. electrical safety tests
- Previous relevant fire risk assessments
- Previous relevant safety case reports.

When tenants move into a property, they are fully briefed on building safety arrangements, which includes the provision of a building safety pack specific to their building. Leaseholders receive the same information when purchasing a property.

We will use various means of communication to ensure residents can continue to access information in ways that suit them, including:

- · Leaflets and letters
- Text messages and emails
- On our website including links to other resources such as Dorset and Wiltshire Fire and Rescue fire prevention advice
- Physical and electronic notice boards in blocks
- Training housing and maintenance staff and our contact centre colleagues to answer queries and provide support where needed

In accordance with our Vulnerable Residents Policy, we will consider what further support our residents with additional support or communication needs may require. We will consider all reasonable adjustments to ensure effective and tailored communication, such as making documents available in other languages and formats like large print and audio or engaging a British Sign Language interpreter. Residents can also ask that correspondence is sent to someone who has 'delegated authority' to act on their behalf.

We will also consult with residents on our Reading Group to ensure that key communications are provided in plain English and are easy to understand.



Listening to Residents

We will provide numerous ways for residents to give feedback, shape decisions and participate in our governance structures. These include:

- Regular surveys of all residents
- Annual residents meeting
- Aiming to have a high-rise resident representative on one or more Resident panels

We will continue to comply with all statutory responsibilities for consultation including consultation with leaseholders for major works. We will consult in a variety of ways to enable residents to engage with us in the way that suits them best, including meetings or drop-in sessions and surveys.

When implementing new building safety measures, we will consult with residents about:

- The reasons behind the work
- The schedule for the work
- The expected duration of the work
- Areas of the building affected by the work
- Who will carry out the work
- The best time to carry out the work to limit disruption.

We will give at least three weeks' notice of consultation events and surveys will also run for a minimum of three weeks.

How residents can raise concerns

Residents are strongly encouraged to report any concerns they have about building safety.

Contact us:

By phone on **0800 028 1870**

By email to buildingsafetymanager@bcpcouncil.gov.uk

Online via the building safety page on our website

By talking to a visiting member of BCP Homes staff or visiting us at the Kinson Hub, Dolphin Centre Hub or Bournemouth Civic Centre.

In writing to: BCP Homes, Kinson Hub, Wimborne Road, Bournemouth, BH11 9AW

All reported concerns will be referred to the Building Safety Manager to ensure they are actioned according to priority.



How we will monitor and review this strategy

In developing this strategy, we have consulted with residents from some of our highrise blocks as well as key staff and our BCP Homes Advisory Board.

We will continue to monitor the number and nature of responses we get to future consultation and engagement activities, as well as any concerns or complaints raised.

If the feedback shows a lack of satisfaction or participation, we may need to make changes to our strategy.

We will review the strategy as a matter of routine:

- at least every 2 years
- after significant alterations to the property
- after any high-risk health and safety incident
- after any changes in building safety law or regulations

Residents will be consulted before we make any significant changes to this strategy.



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CABINET



Report subject	Vehicles and Plant Replacement-Building Maintenance and Construction Works Teams
Meeting date	29 October 2025
Status	Public
Executive summary	This report relates to the purchase of vehicles and plant to fulfil service delivery requirements. Vehicle purchase as opposed to lease or rental will ensure best value for money, and also allows for vehicles to be fitted out to meet essential health and safety, and operational requirements.
	The building maintenance service currently has fifteen vehicles on long term hire in order to meet the longer term demand resulting from the insourcing of services for;
	 Damp and Mould investigation and treatment Water quality testing Repairs and maintenance for the Poole area (previously Poole Housing Partnership) Increased budget for kitchen and bathroom refurbishments Requirement to meet EPC to C standard
	The service has also expanded it's disabled adaptations fitters in order to meet demand and delivery targets within Grant funded disabled adaptations work.
	Additionally, the Construction Works Team currently have one hire vehicle for a bricklaying post that has now been filled.
	The need for vans is based on the longer-term needs of BCP Homes, which are supported by budget provision within the HRA (20 vehicles) and the requirement for an extra vehicle for the Construction Works Team (CWT).
	These purchased vans will replace the currently rented vehicles and also provide for additional posts necessary to fulfil service requirements. Each operative typically requires a van to satisfy the requirements of their role, including safe tool and materials transportation and storage, and out of hours response.
	The Construction Works Team plant replacement strategy recommends the purchasing of a JCB 535/125 or equivalent

	Telehandler and 9 Tonne Excavator, partly funded by the sale of three existing, older items of plant that are nearing the end of their usable life. There is a requirement to prudentially up to £46,000 to meet the funding shortfall. This will be repaid over the next three years from income generated by the team through the work it delivers. This will ensure that the service avoids high rental costs, have the right specification plant for the works undertaken, can partly fund the new vehicles through resale of old plant and have reliable safe plant for future development.	
	The repayment of the prudential borrowing required for both areas will be fully funded by the service and included within its recharging rates to services and customers. Both the Building Maintenance and Construction Works Team operate on a full cost recovery basis.	
	It is RECOMMENDED that Cabinet recommends that Audit and Governance Committee:	
Recommendations	a) Approves the use of prudential borrowing not exceeding £525,000 for 21 vehicles to be purchased by fleet management to support the work of the Building Maintenance and Construction Works Team service. These vehicles to then be managed within the council's fleet management strategy.	
	It is RECOMMENDED that Cabinet and Audit and Governance Committee:	
	 b) Note that CWT plant purchases with up to £46,000 prudential borrowing requirement have been progressed under urgency powers due to health & safety considerations. 	
Reason for recommendations	To ensure the vehicle and plant requirements of the council's maintenance and construction teams is provided in a cost effective and safe way, allowing the services to contribute to the council's wider aims, whilst being self-funded.	
Portfolio Holder(s):	Cllr Mike Cox, Portfolio Holder for Finance	
Corporate Director	Glynn Barton, Chief Operating Officer	
Report Authors	Matti Raudsepp, Director of Customer & Property Jenny Mauger, Head of Building Maintenance Max Creed, Head of Construction	
Wards	All	

Classification	For Recommendation
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Introduction

1. The in-house Building Maintenance Team (IHT) and Construction Works Team (CWT) are internal teams that sit within Customer and Property. The Building Maintenance Team is a team of 170 staff that undertake the repairs, maintenance, compliance and refurbishment of the 9612 BCP Homes properties, as well as voids works and repairs for Housing Options, maintenance work for corporate buildings and disabled adaptations work for private residents through the Disabled Facilities Grant. Its turnover is approximately £20m a year. The Construction Works Team undertake refurbishment and new builds for BCP Homes, corporate buildings and for external social value projects that are externally funded. CWT had a turnover of £8m in 2024-25. The two teams work closely together and share staff and expertise across many areas of their work.

Vehicles

2. BCP Homes repairs and maintenance has undergone a consolidation of contracts that has led to a number of services being insourced to the in-house Building Maintenance service. This was in order to meet the heightened regulatory requirements set out in the Housing White paper, to support the harmonisation of service delivery and standards, and to respond to feedback from residents as part of the TSM (Tenant Satisfaction Measures) that began in 2023. This feedback showed significantly higher levels of customer satisfaction, response times and perception of safety for the areas of work undertaken by the In-house team, which at that time were focused soley on the Bournemouth area.

	Poole 23/24	Bournemouth 23/24	Q1 2025
Overall satisfaction with repairs	76%	90%	84%
Satisfaction with time taken to undertake repairs	75%	89%	85%
ls your home well maintained	76%	87%	80%
Do you live in a safe home	77%	87%	87%

- 3. From August 2024 the Building Maintenance service started undertaking repairs, maintenance, electrical testing and gas servicing for the BCP Homes Poole area housing stock. Some staff were Tupe'd into the service from existing contractors but this was not sufficient to meet demand that had previously been subcontracted by outgoing contractors. Staff have had to be recruited to meet the shortfall.
- 4. In November 2024 the Building Maintenance service became responsible for mould inspections and associated remedial works to the Poole housing stock. From April 2025 the service became responsible for testing water quality for the Poole stock. From August 2025 a greater proportion of the kitchen and bathroom replacement contract will also be delivered internally the service. In addition to these changes workload has increased due to follow on work from increased stock condition surveys, work to harmonise property standards across BCP Homes and increased demand levels due to changes in the national regulatory backdrop for social housing.
- 5. The Building Maintenance service provides excellence in compliance, upper tier levels of customer satisfaction, and below average costs per repair, whilst allowing full integration with BCP Homes ICT Systems and pursuance of wider social aims, such as within trade apprenticeships. The increase in work described above has resulted in a requirement for additional vehicles to support new staff.

Safety

- 6. The safety of commercial vehicles and load carrying is an important consideration for all fleet operators. Spot checks can lead to on-the-spot fines and potential prosecution. Vehicles can be immobilised until the load is removed, the fine is paid and it is deemed safe. Drivers are personally liable. Unsafe loads can impact both our VOSA licence and the personal driver's licence and accountability. Whilst the service regularly re-enforces safe loading in toolbox talks to staff, we must ensure that vehicles are suitably equipped to support this. Hire vehicles are not properly racked meaning that plant and materials can be loose in the back of the cab. This is potentially unsafe and can lead to movement, impact, spillage and unsafe storage of materials like glass and chemicals.
- 7. We expect our operatives to meet high safety standards and this is monitored through hundreds of unannounced inspections by our in-house health and safety team every year. We have a duty of care to mitigate the risks of unsafe storage and transportation, and it is therefore preferable to operate fleet that is suitably equipped and prepared for the work staff are employed to do.

Security

8. Break ins to trade vehicles and theft of tools remains an ongoing issue countrywide. Our council owned vehicles have extra security and locks fitted to deter theft. This is not the case with hire vehicles. It is not economical to insure tools and plant. Every theft can prove costly both to the service and the operative in terms of plant and equipment that has to be replaced. Whilst at present operatives have to replace their

own owned tools this becomes a more difficult expectation if they are not provided with a vehicle with secure storage.

Efficiency and customer satisfaction

9. The service will always aim to increase efficiency by reducing repeat visits and ensuring the right van stock is available to complete the most basic repairs for that trade. If stock cannot be properly organised it leads to delays trying to find the right material and equipment and inefficiency when people return to merchants if it isn't found. This can add £50 of operative time to a repeat job, plus the administrative overhead of rebooking and the detriment to customer satisfaction. Whilst the service has upper quartile levels of customer satisfaction, the most common response where a customer is not satisfied is if we were not able to fix on first visit.

Performance management

10. Our owned vehicles once purchased are then included in the overall fleet management system. Part of this ensures that all vehicles are tracked and allocated to a specific driver with up to date information. This is very important as it means that vehicle usage can be checked and monitored by managers and transport staff. Tracking data has formed part of disciplinary investigations, including gross misconduct - it is essential that this is available.

Plant

- 11. The Construction Works Team Plant Replacement Program 2025-2027 is shown at Appendix B. The team owns various plant bought through re-investment of income over a number of years. In order to ensure that the team can continue to provide an efficient and safe service to its clients it needs to sell three older bits of plant and buy a newer Telehandler and 9 Tonne Excavator. This will require a maximum £46,000 borrowing requirement that will be repaid within three years though it's income generation.
- 12. The purpose of the Plant Replacement Program 2025-2027 is to;
 - Avoid high-cost rental machines which may not be suitably specified for the work required, and which staff may require additional training to operate.
 - Sell plant no longer required while it has some residual resale value, to offset the cost of newer, more reliable plant.
 - Invest in safer, more environmentally friendly plant that with a higher resale value.
 - Reduce unproductive down time on breakdowns, and inefficiency caused by under specified machines.
 - Equip the team to support the council with a wide range of works including demolitions and new build that can otherwise prove extremely expensive for services to procure separately.
- 13. A five year CWT Plant Strategy is being developed to assess depreciation, budget, year on year investment and replacement based on lifespan/usage/cost. However, due to the pressing health & safety and operational implications of continuing to rely on aging plant a decision has been made via a Officer Decision Record to progress their

replacement urgently. With regard to these specific items this report aims to ensure transparency to that decision, and to allow for the appropriate governance process and involvement of Audit & Scrutiny Committe in relation to the associated borrowing requirements.

Procurement Options

14. Option 1 – Prudential borrowing for purchase

Strengths	Weaknesses
 Best value for money Own the assets Costs borne by the service through income no – impact to general fund or HRA budgets Safest option Most efficient option in terms of operations 	Need to prudentially borrow
Most efficient option in terms	

15. Option 2 - Continue to rent vehicles

trengths	Weaknesses
No borrowing	 More expensive than buying Do not own assets Cost at end of hire Less safe for operatives and other road users (safe storage) Inefficient operationally Risk of budget overspend on HRA work or cost overruns on projects

16. Option 3 – Lease

Strengths	Weaknesses
No borrowing	 Costs in line with hire 12 month lead time Do not own assets Cost at end of lease Risk of budget overspend on HRA work or cost overruns on projects

Summary of financial implications

- 17. In 2025/26 newly combined budgets for Repairs and Maintenance across BCP Homes were created and an open book pricing arrangement entered into with the Housing Revenue Account, through BCP Council's teckal company BBML, (Bournemouth Building and Maintenance Limited). The number of staff budgeted for in each of the areas of work and overhead costs were calculated. These allow for £8000 of vehicle costs per operative, the cost is recovered through the hourly rate or through direct recharges through the open book model, depending on the client.
- 18. The service currently has 15 operatives whose vehicle requirements are being met through hire vehicles, the excess costs of which puts pressure on the agreed hourly rates, budgeted costs and fleet management costs. If not resolved this will lead to cost overruns for BCP Homes within these areas. Overheads and hourly rate charges allow for a cost of £8000 per annum for the repayment of prudential borrowing, fleet management and fuel. The true cost is adjusted once actual costs are received from fleet. The estimates below do not include fuel costs which would apply to both hired and owned vehicles. This allows for the purchase of a vehicle over 9 years which is then sold with a capital receipt retained within Fleet Management.
- 19. CWT currently has a requirement to purchase one vehicle for a new member of staff who is currently in a hire vehicle. This is an income generational post and the cost is being met through increased demand for bricklaying and difficulty subcontracting in this area.
- 20. Consequently, approval is being sought to purchase, via borrowing, a total of 21 vans to meet Building Maintenance and CWT needs. It is anticipated that Fleet Management will be able to procure these vehicles incrementally at a cost not exceeding £525,000 although this will be dependent on availability and cost variances over the procurement timescale. Procurement completed in this way avoids long lead in times for brand new vehicles and the higher cost of new vehicles compared to low mileage preowned.
- 21. The table below sets out the current and lifetime cost of hire in comparison to purchase showing the vehicle purchase saving per annum and over the lifetime of vehicles.
- 22. The estimated cost of one vehicle is £25,004 therefore the total maximum borrowing requirement is £525,000. The cost of borrowing is calculated assuming the low risk interest rate of 5.5% over a 9 year lifecycle.

	Hire cost per annum per vehicle	Insurance damage per annum per vehicle	Cost per vehicle per annum	Cost per vehicle over 9 years	Residual vehicle value	Net cost per vehicle over 9 years	Net cost of 21 vehicles over 9 years
	£	£	£	£	£	£	£
Cost of a hire vehicle	8,332	750	9,082	81,738	-	81,738	1,716,498
	Prudential borrowing repayment per vehicle	cost of repairs and maintenance per vehicle					
Cost of purchasing a £25,0004 vehicle	4,153	2,600	6,753	60,781	(4,000)	56,781	1,192,401
Vehicle purchase sav	vings		(2,329)	(20,957)	(4,000)	(24,957)	(524,097)

- 23. The Construction Works Team Plant Replacement Program 2025-2027 is shown at Appendix B. The team owns various plant bought through re-investment of income over a number of years. In order to ensure that the team can continue to provide an efficient and safe service to its clients it needs to sell three older bits of plant and buy a newer Telehandler and 9 Tonne Excavator. This will require a maximum £46,000 borrowing that will be repaid within three years through its income generation.
- 24. The annual repayment is calculated using the low risk interest rate of 5.5%.
- 25. Borrowing to be repaid through income, decreased hire and upkeep costs over next three years.
- 26. The replacement of telehandler and excavator have been progressed under the emergency powers due to health and safety considerations.

Telehandler replacement	Current Telehandler Re-sale Value	Two Year Old Telehandler Low Hours Cost	Maximum Prudential Borrowing Requirement	Interest Over Three Years	Annual Repayment including principal
	£24,000	£60-70,000	£46,000	£7,590	£17,863

Excavator replacement	Resale Value of Current Plant	Cost of low usage 15 Tonne Cat	Maximum Prudential Borrowing Requirement	Interest Over Three Years	Annual Repayment
	£70-75,000	£70-75,000	0	0	0

Summary of Legal Implications

27. The purchased vehicles and plant would be owned by BCP council. A Purchase Decision Record will be completed to demonstrate value for money for each purchase. The vehicles once bought will be included in the overall Fleet Management Strategy of BCP Council.

Summary of human resources implications

28. No human resource implications apply

Summary of Sustainability Impact

29. When vehicle and plant purchases are made, an assessment is undertaken to try to find the most environmentally sound option. As technology improves newer plant / vehicles are more efficient. Where possible for vehicles electrical vehicles are bought, depending on what is feasible in terms of charging for its particular use.

Equalities

30. Equalities impacts do not apply.

Summary of risk assessment

31. Risk is relatively low as the prudential borrowing will be used to buy plant and vehicles that will only depreciate gradually over the repayment period. Any purchases will be subject to a Procurement Decision Record to ensure best value. The budgets that drive the demand for these vehicles are longer term Housing Revenue Accounts budgets that are relatively secure and funded through the rental receipts of BCP Homes residents. Given the breadth of work undertaken by the internal delivery team any adjustment in budgets can be addressed through the re-allocation of staff to budget area.

Summary

- 32. It is considered preferable to prudentially borrow and spot purchase 21 vehicles through fleet management. Costs will be borne by the service and will be visible through the open book model with HRA, with hourly rates charges to other clients. Low mileage vehicles will be sought through the market at the lowest possible cost whilst having suitable racking and security that can help meet first time fix and customer satisfaction KPIs, whilst having lower overall maintenance and repairs costs for fleet.
- 33. CWT plant requirements will be met from securing appropriately specified preowned low hours machines, and a PDR will be completed to ensure best value has been obtained.

Appendices

Appendix A Building Maintenance In House Team vehicle requirements

Appendix B CWT Plant Replacement Requirements

Appendix A – Building Maintenance In House Team Vehicle requirements

HRA Budget	Budget	Budget	Staff	Vehicle
	Description	(K)	Required	Shortfall
Responsive	Elec Repairs	624	6	2
	Responsive Mould	846	8	4
Capital	Bathrooms	500	6	2
	Kitchens	1800	20	12
			-	
			10	tal - 20 vehicles

Appendix B

Construction Works Team (CWT) t/a Seascape Construction

Plant Replacement Requirements 2025-2027

Introduction

This report aims to set the current position of CWT with regard to construction plant assets and set out a strategy for the ongoing replacement.

The aim is to ensure that a considered replacement programme is in place that allows CWT to:

- Adapt to constantly changing client led service requirements
- Ensure a modern fleet of construction plant that is resilient
- · Reduce current high maintenance costs
- Ensure efficiency and reduce downtime due to breakdowns and faults
- To ensure safety of equipment and that it is appropriate for the task
- Ensure a modern fleet that limits CO2 emissions where possible

Background

CWT was set up originally as internal department to service larger value Commercial and Domestic, New Build and Refurbishment projects within BCP Council and externally via Seascape South Ltd.

Prior to BCP formation and Fleet Centralisation, the team had invested in directly owned plant needed to support the activities of the department. Decision to purchase outright was taken due to the high ongoing costs of rental.

A financial strategy for replacement has not yet been formulated for CWT and the need to replace several items of directly owned plant is now urgent due to reliability and safety issues that will be prohibitively expensive to repair, as well as being unsuitable for current workload. Some of the larger items of plant are now ageing and newer machines produce far less CO2.

All CWT owned and operated plant costs are recovered through the work undertaken, and costs applied directly to the job or recovered through the overhead applied. There is currently no direct cost or budget for BCP general fund.

Current plant owned and operated is selected due to need and regular use. Due to changing nature of the type of work undertaken it is not possible or efficient to own every piece of equipment needed and the plant asset list details the equipment that is used regularly. Specialist plant for particular jobs that is not used regularly is hired when required.

Plant Asset List

The table below lists the current construction plant assets owned and maintained by CWT.

Kabco Welfare Unit
Kabco Welfare Unit
AJC Easy cabin Welfare unit 16 ft
AJC Easy cabin Welfare unit 12 ft
Ifor William plant trailer 2.8 T

Ifor William 3.5 caged tipper		
Wessex Trailer 2.6 cage tipper		
Ifor Williams 1.5 t caged tipper		
Kubota U-27-4 Zero T/S digger		
Thwaites 1 ton High lift dumper		
AJC Easy cabin GENERATOR		
JCB Telehandler 535/95 WP15 VUC		
CAT 308E2.CR 9 Tonne Excavator		
Forklift Samuk		
Thwaites 3 ton power swivel dumper		
Kubota U48-4 – Excavator		
JCB Roof Truss extension JIB		
Telehandler lifting hook		
Kubota U17-3		
Kubota KX015-4		
Kubota U27-4		
Venari Welfare Unit		
Venari Storage Unit		
JCB Excavator 15 Tonne		
Ifor Williams Tipper Trailer 3.5ton		

Strategy

CWT operates a variety of construction plant and due to this, the strategy will vary depending on the equipment.

Generally, across the fleet, replacement strategy will be driven by the number of hours the machine has reached instead of age. We would look to replace any machine that is in excess of 3500hrs due to the reliability and wear. This said, if a machine is proving unreliable at hours less than this and with excessive repair costs, it may be financially more efficient to replace. CWT needs a flexible approach to replacement depending on the nature and amount of work it is required to undertake.

Urgent Replacement Requirement

JCB 535/95 Telehandler – This item of plant is a 8 tonne, 4 wheel drive, off road lifting equipment capable of lifting loads to 9.5m height and is essential for CWT daily operations. The telehandler has been in operation for over 7 years with a great deal of work on the seafront and is now deteriorating rapidly with rust generally, but specifically showing in the roll over protection in the cab. It has issues tracking straight on the highway and erratic operation when lifting. The machine is approaching 4000hrs and will require significant investment to bring up to a satisfactory level. The machine is also now not fit for purpose for the works being undertaken.

CWT are urgently seeking a replacement such as a JCB 535/125 or equivalent which has the capability of lifting 12.5m in height but also has stabilizer's and hydraulic self-levelling which

improves the safety of operation dramatically. The current failing machine does not have this facility.

CWT's Health and Safety manager has also raised concerns regarding the continued operation of this machine.

Telehandler Funding proposal – Current machine will still have a market value of £15,000-£20,000. Proposal is to replace with a less than two year old second hand machine with low hours. A replacement is likely to cost between £60-70,000. CWT would be seeking approval and funding of up to £46,000 to balance the difference following the disposal of the old machine.

CAT 308E2.CR 9 tonne Excavator – This item of plant is a mid sized 360 degree excavator that is used for major ground works, demolition, deep drainage and fast loading of muck away lorries. It has recently also been supporting the FCERM team in cliff support and drainage. This machine is 7 years old and over 3500hrs and is becoming unreliable on a regular basis. Over £4,000 has been spent on repairs in the last 3 months (also a labour cost with breakdowns) with the machine still requiring further investment. On top of this, two of the four buckets it has are worn out and will need replacement imminently at cost of a further £3,000.

CWT are urgently seeking approval to replace with a similar 9 tonne machine, likely a second hand, less than 2 year old low hour machine that will also need new FOPS cab protection system and new two finger rotating selecta grab.

Excavator Funding Proposal – CWT are currently operating this 9 tonne machine along with a 15 tonne JCB excavator. It is proposed to dispose of the 15 tonne excavator (as it has completed its contacts) that has a value of around £50,000 and the 9 tonne Cat Excavator that has a value of around £20-25,000, and use the balance £70-75,000 to fund a single newer low hour machine. This proposal requires no additional funding.

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CABINET



Report subject	Adult Social Care Prevention Strategy	
Meeting date	29 October 2025	
Status	Public Report	
Executive summary	The Adult Social Care Prevention Strategy (2025-2030) sets out 5 key strategic priorities to reduce, delay or prevent the need for long term care and support for people living in Bournemouth, Christchurch and Poole.	
	The strategy has been shaped by the views and experiences of local people, carers, the voluntary and community sector and partners. It aims to develop a sustainable approach to prevention in adult social care. The strategy emphasises early intervention, the promotion of wellbeing, and collaboration with key partners, to not only prevent the development of long-term needs, but also to enhance the overall quality of life for people living in the BCP Council area.	
Recommendations	It is RECOMMENDED that Cabinet:	
	A) approves the Adult Social Care Prevention Strategy, contained in Appendix 1 to this Report	
	B) approves an investment of £203,000 on-going funding for the ASC Prevention Strategy, to counteract the effect of temporary funding not being available from April 2026 and protect the current level of service delivery	
	C) approves an investment of a further £441,000 over a 3-year period (£147,000 per year in 2026/27, 2027/28 and 2028/29) to be drawn down via flexible use of capital receipts in order to increase the total ASC Prevention Strategy envelope to the required level	
Reason for	The Strategy:	
recommendations	i) Delivers a sustainable, preventative approach to delaying, reducing, or preventing the need for long-term care and support services. It contributes to improved outcomes for people while generating financial benefits for adult social care through more effective demand	

ii)	management Meets the requirements of the Care Act (2014)
iii)	Supports the priorities of the Corporate Strategy and Adult Social Care Strategy; and
iv)	Supports the Fulfilled Lives transformation programme

Portfolio Holder(s)	Councillor David Brown – Health and Wellbeing
Service Director	Zena Dighton, Interim Director of Adult Social Care Commissioning
Report Authors	Emma Senior, Strategic Commissioning Manager for Prevention and Wellbeing
Wards	Council-wide
Classification	For Decision

Background

- 1. BCP Council is facing increasing demand for adult social care services. There was an increase in new requests of support of 28% from 2022/23 to 2023/24 for people aged 18-64, and an increase of 7% for older people aged 65+.
- 2. The number of residents aged 65 and over is set to increase by 15% between 2018 and 2028. By 2028, 24% of the local population will be aged 65+. Living longer does not always equate to living healthier lives. While healthy life expectancy in the BCP area is better for both males and females compared to nationally, the difference between life expectancy and healthy life expectancy shows that locally, people may live between 15 to 18 years in ill health.
- Mental health conditions such as depression and anxiety are the leading cause of disability in those aged 15-49, accounting for around a fifth of disability in this age group in the BCP Council area.
- 4. In order to manage this increase in demand, we need to shift the focus from crisis management to prevention and enable people to live happier, healthier and independently for longer.
- 5. In February 2025 we began engagement with local communities, the voluntary and community sector, the local market and the adult social care workforce, to understand their needs, preferences, aspirations and ideas for a new adult social care approach to prevention.

- 6. We delivered 30 presentations at community events, team meetings and conferences and met with over 30 different Voluntary and Community Sector organisations to hear their views.
- 7. We produced a series of surveys and offered 1:1 support and easy read copies, to which we received 180 responses.
- 8. We held a multi partner prevention event which brought together 117 key partners and stakeholders. We shared insights from public health and our adult social care fulfilled lives programme, celebrated best practice from voluntary and community sector organisations and hosted workshops to explore key questions about prevention and our developing priorities.
- 9. Overall, we had a combination of over 400 attendees at various events who collaboratively shaped the priorities of the adult social care prevention strategy.
- 10. The 5 key strategic priorities for the Adult Social Care Prevention Strategy are:

Priority 1: A change in culture

- Strengths based and holistic approaches
- Equality and diversity
- Co-production
- Language and listening

Priority 2: Living and ageing well

- Falls Prevention, strength and balance
- Better physical health
- Financial stability and security
- Age friendly communities

Priority 3: Individual resilience to build on wellbeing

- Information, advice, guidance and self-education
- Supporting people with sight and/or hearing loss and impairment
- Hoarding and self-neglect
- Self-funders and people on the cusp of eligibility
- Supporting Carers
- Occupational Therapy and Care Technology

Priority 4: Supporting the Workforce

- Workforce wellbeing
- Staff development and training
- Leadership commitment
- First, think prevention
- Integration, collaboration and communication

Priority 5: Connecting Communities

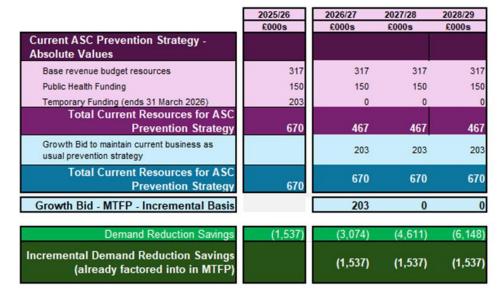
- Connection and a sense of belonging
- Addressing health and social inequalities
- Community first

- Safety and security
- Supporting the voluntary and community sector
- 11. The strategy identifies the areas where success will be measured and a detailed action plan with timescales is provided in appendix 2.
- 12. The Health and Adult Social Care Overview and Scrutiny Committee reviewed the strategy on 23 September 2025 and supported the recommendations to Cabinet.

Summary of financial implications

- 13. Current preventative services are based on short term contracts revised and renewed every year. These are limited in scope and do not offer the sustainability required to support long-term preventative initiatives. To achieve meaningful and lasting outcomes, a long-term, sustainable financial commitment is essential, one that embraces an 'invest to save' approach.
- 14. The Commissioning expenditure budget includes an identified £317,000 of ongoing funding to support the ASC Prevention Strategy. Additionally, £150,000 of Public Health funding is currently allocated to the service unit to enhance the budget envelope. In the 2025/26 financial year, a further £203,000 of temporary funding, expiring in March 2026, is supporting current preventative services. Ongoing funding is required to replace temporary funding streams that have been utilised over the last few years and maintain the level of preventative support necessary to meet the demand anticipated in the Medium Term Financial Plan.
- 15. The ASC Prevention Strategy estimates that a total commitment of £817,000 is required to fully realise the Strategy's potential. In addition to the above resources defined in point 2, an investment of £441,000 is sought, spread over 3 years (£147,000 per year), to secure the full budget envelope for the ASC Prevention Strategy. This will offer additional savings to the Adult Social Care budget once the services are fully embedded in practice, with the aim of £1,050,000 per annum of demand led savings by 2030, realised in annual increments. The table below outlines the current funding, additional investment as a proof of concept and savings to be realised, in absolute figures and an incremental format.

ASCPrevention Strategy - current funding, additional investment and demand avoidance savings



	itional ASC Prevention Strategy - olute Values
	ar - Invest to Save - Time limited one-off enue budget resources (proof of concept)
	Total Additional Resources for AS Prevention Strates
	Additional Demand Reduction Saving
ncre	mental Demand Reduction Saving MTFP Forma

Total	2029/30	2028/29	2027/28	2026/27
£000s	£000s	£000s	£000s	£000s
44	0	147	147	147
44	0	147	147	147
(2,060	(1,050)	(680)	(330)	0
	(370)	(350)	(330)	0

16. Using best practice and tools that have been developed by other Local Authorities to measure the benefits of preventative services, we will work with our data analytics and management information colleagues to create our own BCP Council bespoke benefits realisation methodology. This will evaluate both the financial impact and the broader societal value of preventative initiatives within the ASC Prevention Strategy. The tool will enable ongoing measurement of effectiveness and success, ensuring that the strategy delivers its intended outcomes and achieves the additional savings target.

Summary of legal implications

- 17. Under The Care Act (2014) and associated statutory guidance, the first two general duties placed on local authorities are to promote individual wellbeing and to prevent, reduce or delay the development of needs for care and support, for people and carers.
- 18. The strategy aims to support and encompass the statutory duties placed on the local authority to people and carers living in Bournemouth, Christchurch and Poole.

Summary of human resources implications

19. To ensure the successful delivery of the Adult Social Care Prevention Strategy, it is essential that the senior commissioning officer for prevention and wellbeing

post is extended beyond its current funding period, which ends on 30 April 2026 and is currently funded by transformation funding. Continued investment in this role will maintain the strategic capacity to implement the strategy and embed prevention across adult social care.

Summary of sustainability impact

- 20. A decision impact assessment report has been produced and is showing a positive impact on:
 - Communities and culture
 - Economy
 - Health and Wellbeing
 - Learning and Skills
 - Transport and Accessibility

Summary of public health implications

21. The Adult Social Care Prevention Strategy will improve the health and wellbeing of people living in Bournemouth, Christchurch and Poole. Priority 2 focuses on enabling people to live and age well and priority 3 supports individual resilience to build on wellbeing.

Summary of equality implications

- 22. An Equality Impact Assessment (EIA) screening tool has been completed and reviewed by the EIA Panel. A copy is contained in appendix 3 to this report.
- 23. The priorities of the Adult Social Care Prevention Strategy will have positive equality implications. Throughout its implementation, the experiences of people with different needs will continue to be considered to ensure that everyone can access preventative support to remain as independent as possible and live healthier happier lives.

Summary of risk assessment

- 24. If a dedicated fund for preventative services cannot be identified, there is a significant risk that current commissioned preventative services e.g. the BCP Handyvan Service, will need to be decommissioned. These services play a vital role in reducing long-term demand on statutory provision and improving outcomes for people.
- 25. The absence of a financial commitment would undermine the ability to plan and deliver preventative work effectively, potentially leading to increased pressures on adult social care services and missed opportunities for early intervention.
- 26. A lack of sustained investment would also compromise our ability to meet our statutory requirements under the Care Act (2014), to delay, reduce, or prevent the development of long-term care and support needs.
- 27. Continued funding is also vital to support the delivery of the Fulfilled Lives programme, as prevention is a key element underpinning its success.

28. As the priorities of the strategy were developed through engagement with people, carers and the voluntary and community sector, if these are not supported there is a risk of reputational damage to BCP Council for not taking into account the views of the people the strategy has been written for.

Background papers

None

Appendices

- 1. The Adult Social Care Prevention Strategy
- 2. The Adult Social Care Prevention Strategy Action Plan
- 3. Equality Impact Assessment Screening Tool for the Adult Social Care Prevention Strategy

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Our Adult Social Care Prevention Strategy







2025-2030

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Foreword

As Interim Director of Adult Social Care Commissioning, I am proud to introduce our Adult Social Care Prevention Strategy for 2025–2030. This strategy marks a pivotal moment in our journey to embed prevention at the heart of everything we do, ensuring that people across Bournemouth, Christchurch and Poole can live healthier, happier, and more independent lives.

Prevention is not a single intervention, it is a mindset, a commitment to act early, to listen deeply, and to work collaboratively. It means recognising the strengths of individuals and communities and investing in the support that helps people thrive before crisis occurs. This strategy reflects that ethos, shaped by the voices of over 400 residents, carers, professionals and partners who shared their experiences and aspirations with us.

Adult Social Care Commissioning are deeply committed to delivering the ambitions set out in this strategy. It aligns with our wider commissioning principles and the Adult Social Care Strategy and will guide how we work with our partners the community and voluntary sector, health, and beyond. Together, we will build a system that is proactive, inclusive and personcentred.

I would like to thank everyone who contributed to this strategy. Your insights have helped us define what good looks like and how we will measure success. Prevention is everyone's business, and with this strategy, we take a bold step forward in making it a reality.



Zena Dighton
Interim Director of Adult Social Care Commissioning
BCP Council

Introduction

Preventative services delay, reduce or prevent the need for long term care and support, enabling people to stay healthier, happier, and independent for longer. This, in turn, reduces demand on health and adult social care services. Prevention is also more cost-effective than crisis management: the Department of Health & Social Care's 2018 paper "Prevention is Better than Cure" found that every £1 spent on prevention delivers around £14 in social value.

This strategy outlines BCP Council's plan to developing a sustainable preventative approach in adult social care. It emphasises early intervention, the promotion of wellbeing, and collaboration with key partners to not only prevent the development of long-term needs, but also to reduce health and social inequalities and enhance the overall quality of life for people living in Bournemouth, Christchurch, and Poole.

To shape this strategy, we actively engaged with residents and stakeholders to gather their valuable insights. Through a series of engagement events, we collaboratively developed the vision, areas of focus, and ambitions of the strategy.

Our collective definition of Prevention in Adult Social Care

Throughout our engagement, we asked local people, carers, communities and partners: 'What does Prevention mean to you?'. It was clear that everyone shared the same vision for a future where people can live happier, healthier and more independent lives. We combined over 400 responses to develop a shared definition of prevention:

"Prevention in adult social care means taking early, proactive steps to help people stay healthy, independent, and safe for as long as possible. It focuses on supporting wellbeing, reducing risks, and avoiding crises by providing timely information, practical support, and community-based services. By working together with individuals, carers, and partners, adult social care helps people make informed choices, stay connected, and live well at home, reducing the need for hospital stays or long-term /care."



This Prevention Strategy is a key component of BCP Council's broader vision, alligning with our Corporate Strategy and the Adult Social Care Strategy, by focusing on helping people and carers stay healthy and independent for longer. Throughout the delivery of our approach, we are committed to continue working closely with partners across public health, housing, the voluntary sector, the NHS, care providers, and local communities.

<u>BCP Council's Corporate Strategy</u> sets out the council's direction and vision to create a place "where people, nature, coast and towns come together in sustainable, safe and healthy communities" with two key priorities:

Our People and Communities: everyone leads a fulfilled life, maximising opportunity for all.

Our Place and Environment: vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment.





Putting people, carers and families first

We will listen and build good relationships with people, so we understand what matters to them.



Living in a place called home

We will help people to connect with their family, friends and community, in a place where they feel safe and at home.



Developing how we work.

We are creative and innovative with solutions and resources. We understand and measure the impact we are having. <u>BCP Council's Adult Social Care Strategy</u> sets out our fouryear plan to transform services, focusing on prevention and wellbeing.

Our Vision: Supporting people to achieve a fulfilled life, in the way that they choose, and in a place where they feel safe.

A fulfilled life looks different for everyone—whether it's living independently, building social connections, or accessing care. Our teams use a strength-based approach to understand what matters most to each person and how best to support them.

BCP Council has also signed up to the Social Care Future mission statement:

"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."

This reflects our commitment to supporting people to live fulfilled lives. It aligns with our strategic priorities, shifting away from process-driven systems towards compassionate, strengths-based practice. The vision helps us focus on what truly matters to individuals: living in the place they call home, surrounded by what they love, and connected to their communities



National Context

Our Adult Social Care Prevention Strategy, influenced by national changes, applies to all adults. With an ageing population and rising disability rates, the UK must shift from reactive to proactive care to ensure sustainability and better outcomes for people, carers and communities

With people living longer, the 85+ population is set to grow by 75% in 20 years, and care demand for over-65s could rise by 80%. However, longer life often means living with complex conditions. Disability is also rising among working-age adults, and unpaid carers face growing pressures. Without a shift toward prevention, this trend is unsustainable for adult social care.

The Association of Directors of Adult Social Services (ADASS) Spring Survey 2025 found that in 2024/25, 80% of councils overspent on adult social care and most directors lack confidence in meeting legal duties for prevention and wellbeing.

The Local Government Association (LGA) report – "Earlier action and support: The case for prevention in adult social care and beyond" shows how investing in prevention is both ethical and cost-effective by highlighting that early support could save councils £3.17 for every £1 spent, with potential national savings of £7.6 billion.

The Care Act 2014 imposes a statutory duty on local authorities to promote wellbeing, prevent or reduce care needs, and offer clear information and support to adults and carers – ensuring care is fair, person-centred, and focused on helping people achieve what matters most to them

Prevention is better than cure (2018) focuses on promoting good health to reduce the need for intensive social care. By addressing root causes and promoting early intervention, it aims to keep people healthier for longer, reduce health inequalities, and use social care resources more effectively.

'Prevention is about helping people stay healthy, happy and independent for as long as possible. This means reducing the chances of problems from arising in the first place and, when they do, supporting people to manage them as effectively as possible. Prevention is as important at seventy years old as it is at age seven.'

Fit for the future: 10 Year Health Plan for England is part of the government's health mission to build a health service fit for the future. It sets out how the government will reinvent the NHS through 3 radical shifts:

- hospital to community
- analogue to digital
- sickness to prevention

£774m

Total overspend by councils on their adult social care budgets in 24/25

74%

of directors have partial or no confidence budgets are sufficient to meet legal duties for prevention and wellbeing.





Local and Strategic Context

The 3 Conversations and Fulfilled Lives programme

Since 2022, we've been using the 3 Conversations (3Cs) approach in adult social care, with support from Partners
4 Change, to shift from traditional care management to a more person-centred, strengths-based way of working.

3Cs seeks to enable us to think more preventatively and creatively in our work with people, focusing on building relationships, understanding what matters to people, and supporting them to live fulfilling lives – moving away from simply assessing for services – and aligning with our Care Act duties.



"The core purpose of adult care and support is to help people to achieve the outcomes that matter to them in their life." – <u>Care Act guidance 1.1</u>

Adult social care plays a key part in the **Dorset Integrated Care System (ICS)**, a partnership of health, care, and community organisations working together to improve wellbeing and outcomes across the region.

Integrated Neighbourhood Teams (INTs) in Dorset brings together professionals from health, adult social care, housing, and the voluntary sector to deliver joined-up, personcentred support in local communities. Their goal is to improve experiences and create a more equitable, integrated care system.

The FutureCare Programme aims to transform urgent and intermediate care in Dorset by 2027, creating a more integrated, people-centred system. It focuses on reducing unnecessary hospital admissions and helping people recover at home or in community care more quickly.



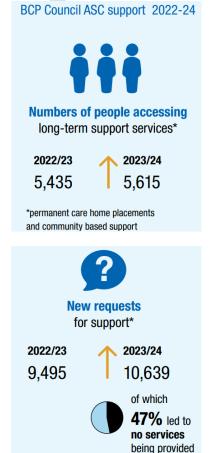
Our Population

Formed in April 2019 as part of Local Government Re-organisation, Bournemouth Christchurch and Poole Council is the tenth largest urban local authority. The area is home to just over 400,000 residents, which is predicted to grow to 403,600 by 2028. Alongside this growth, the area has one of the highest proportions of older people with high levels of care needs in the country and some of the most deprived areas, emphasising a need to prevent, reduce or delay the onset on long-term needs developing.

Overall, however, people living in Bournemouth, Christchurch and Poole generally live for longer than the national average. The area also has a strong and independent voluntary sector.

This strategy has been supported by data from various sources including the Dorset Insight and Intelligence Service (DiiS), the State of Ageing in Bournemouth, Christchurch and Poole (2024) report and BCP Council's Joint Strategic Needs Assessment (JSNA). These highlight key health and wellbeing priorities, such as health inequalities, economic inactivity, and mental health, guiding targeted strategic action.

- Life expectancy at birth is 83.5 years for females and 79.4 years for men in the BCP Council area, which is higher than the national average
- 1,315 people are registered as blind or sight impaired. Over half are over 75 and 555 have an additional disability
- There are 2474 people with a learning disability and 3660 autistic people in the BCP Council area
- 22% of the population are over 65 years old, 4% higher than the national average
- There are 33,352 unpaid carers in BCP Council area, with 2.5% of residents providing 50 hours or more of care per week
- There are 1050 serving armed forces personnel and 15,894 veterans
- Over 80 languages are spoken in the BCP Council area
- Around 12% of BCP Council residents say they feel isolated
- There is a projected increase of 17% of people living alone in the BCP Council area by 2043
- Admissions to hospital for alcohol related conditions are higher in BCP (890 per 100,000 population) compared to England (626 per 100,000)
- The BCP Council area has 657 registered charities and over 2,600 Voluntary and Community Sector groups



*Requests for support from ASC include

support with rehabilitation, admissions to care homes.

community-based support, occupational therapy

Introducing our Priorities for Prevention



"All of these priorities are important areas. Some areas already having strong development work in progress which will be a benefit. This is a strong strategic approach that will complement, support and further strengthen what is already happening across Adult Social Care" – VCSE Member

Priority 1: A change in culture

Focus Area	Objective
Strengths based and Holistic approaches	Leverage the skills and talents of individuals and communities to promote independence, resilience and sustainable positive outcomes.
Equality and Diversity	Promote equal opportunities to create a more inclusive and supportive environment for all individuals.
Co-production	Support the implementation of BCP Adult Social Care's Co-production Strategy and create opportunities for people to support the development of preventative initiatives.
Language and listening	Foster a more inclusive and supportive environment by using empowering language and addressing key issues that create barriers in access.

Priority 2: Living and ageing well

Focus Area	Objective
Falls Prevention, strength and balance	Reduce the risk of falls and improve physical health and independence among older people and adults with physical conditions and mobility limitations through targeted interventions.
Better physical health	Promote physical activity in adult social care to improve health and wellbeing.
Financial stability and security	Work alongside our Communities Team and partners to ensure adults and families have access to financial assistance and advice to maintain a dignified standard of living.
Age friendly communities	Continue to work in partnership with the Age Friendly Network to support the development of Age Friendly Communities across Bournemouth, Christchurch and Poole.

Priority 3: Individual resilience to build wellbeing

Focus Area	Objective
Information, advice, guidance and self-education	Empower individuals and the provider market to prevent, delay or reduce the need for long-term care by providing accessible, timely, and inclusive information, advice, and self-education resources that promote healthy behaviours, early intervention, and informed decision-making.
Supporting people with sight and/or hearing loss and impairment	To promote independence, inclusion, and wellbeing for individuals with sight and/or hearing impairments by ensuring timely access to preventative support, accessible services, and inclusive community opportunities.
Hoarding and self-neglect	Work with partners to identify and co-ordinate multi-agency approaches to identify, engage, and support individuals who hoard or self-neglect, reducing risk and promoting safety, wellbeing, and independence.
Self-funders and people on the cusp of eligibility	Enhance support for self-funders and individuals near the eligibility threshold by improving access to information, advice, and community resources that promote independence, financial resilience, and wellbeing.
Supporting Carers	Strengthen early identification and support for unpaid carers by improving access to information, advice, direct payments and wellbeing services, enabling them to maintain their caring role, avoid crisis, and live well alongside caring.
Occupational Therapy and Care Technology	Promote independence and prevent the escalation of care needs by expanding access to Occupational Therapy and Care Technology that supports daily living, enhances safety, and empowers individuals to manage their health and wellbeing at home.

Priority 4: Supporting the workforce

Focus Area	Objective
Workforce wellbeing	To strengthen workforce wellbeing in adult social care, ensuring a resilient, motivated, and high-performing workforce capable of delivering preventative, high-quality support.
Staff development and training	Empower the adult social care workforce through accessible, high- quality learning and development opportunities that embed preventative approaches and promote continuous improvement.
Leadership commitment	Cultivate strong, compassionate leadership that prioritises workforce wellbeing, fosters a culture of continuous learning, and drives the delivery of preventative, person-centred support.
First, think prevention	Embed a prevention-first mindset across the adult social care workforce by strengthening access to community-based knowledge, training, and leadership support that empowers practitioners to act early and innovatively.
Integration, collaboration and communication	To strengthen workforce capacity for prevention by fostering integrated, collaborative, and communicative partnerships across health, social care, and community sectors.

Priority 5: Connecting Communities

Focus Area	Objective
Connection and a sense of belonging	Strengthen community cohesion and social connectedness to reduce loneliness and isolation, enhance mental and physical wellbeing, and build resilient, inclusive communities
Addressing health and social inequalities	To reduce health and social inequalities by strengthening community connections, improving access to inclusive and person-centred care, and building trust with underserved groups - ensuring that all individuals, regardless of background or circumstance, can access the support they need to live healthier, more independent lives.
Community first	Enable people to live independently at home for longer by prioritising community-based, person-centred support to reduce avoidable admissions, delayed discharges, and reliance on long-term residential care through integrated, localised, and accessible services
Safety and security	Promote safer, more secure communities by raising awareness of personal and digital safety, strengthening partnerships with key stakeholders, and empowering residents to maintain their safety and security through community-led safety initiatives.
Supporting the voluntary and community sector	Support and strengthen the sustainability, diversity, and capacity of the voluntary, community, and social enterprise (VCSE) sector by embedding supportive commissioning practices and promoting collaborative relationships - ensuring the sector can thrive as a key partner in prevention and wellbeing.

Strategy Coproduction and Engagement

From November 2024 to May 2025, we engaged with residents, carers, professionals, and partners to shape this strategy. By exploring prevention from multiple perspectives, we gained valuable insights into people's experiences and the vital role of communities, the VCSE sector, and care teams in preventing and reducing long-term support needs.

We produced a series of surveys and offered 1-1 support and easy read copies, to hear the experiences and views of local communities, residents, carers, workforces and local organisations that support people to live well.

We attended various events and held in depth discussions to share our vision which enabled us to identify gaps and opportunities and gain valuable feedback.

Our ASC multi-partner prevention event

On 23 May 2025, we celebrated our first ASC multi-partner engagement event that brought together 113 key partners and stakeholders to collaboratively shape our ASC Prevention Strategy. On the day, 17 stall holders joined us to share the work they do, and we heard insights from Public Health and the Fulfilled lives programme. We also celebrated best practice in engaging ways and hosted tabletop and open space workshops to explore key questions about prevention and our priorities.

The event gave us the opportunity to share the priorities and areas of focus we have identified throughout our engagement, and we have received strong support for our vision.

- 95% agreed or strongly agreed with the priority: A change in culture
- 96% agreed or strongly agreed with the priority: Individual resilience to build wellbeing
- 96% agreed or strongly agreed with the priority: Living and ageing well
- 100% agreed or strongly agreed with the priority: Supporting the workforce
- 100% agreed or strongly agreed with the priority: Connecting communities

Comments we received about our approach included:

"Looks a great strategy and priorities. Looking forward to working with you on it"

"Fabulous aspirational approach."

"I think it's hugely positive and moving in the right direction, maybe it's also about giving people the tools to swim...rather than rescue them."

"All important areas. Some areas already having strong development work in progress, which will hopefully benefit from a strong strategy"

Positive responses on the event with strong support for more like this:

"Fantastic event, great workshops and networking opportunities. Thank you."

"Perfect length of event, kept me captivated throughout, more should be like this"



180 responses to our combined surveys



Met with over 30 VCSE organisations and community groups



Gave over 30 talks and presentations at events, team meetings and conferences



A combination of over 400 attendees from various events



113 attendees at our Multi-Partner Prevention event

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Measures of success

What does good look like?



INCREASE

The proportion of adults who say they find it easy to access information and advice



INCREASE

The proportion of people who report they have as much social contact as they would like



INCREASE

The number of people offered care technology



INCREASE

The proportion of people who use services who say those services have made them feel safe and secure



INCREASE

The proportion of new clients who receive short term support to maintain their independence, develop skills and continue living at home for longer.



INCREASE

Engagement and partnership working with the VCSE sector, health and other partners



INCREASE

Co-production with local people, carers and communities from all backgrounds



INCREASE

The overall satisfaction of people and carers with social services



INCREASE

The proportion of people who feel their health and wellbeing has improved because of the support from preventative services



INCREASE

The awareness of community resources and services that can support people



INCREASE

Investment into preventative services and interventions



INCREASE

Workforce confidence and satisfaction in their roles and ASC culture



INCREASE

Awareness and confidence from people in underserved groups, to find and use local services and support that meet their individual needs



REDUCE

The proportion of people referred to LTC locality teams for a care act assessment 323



REDUCE

The spend on long-term traditional services

From strategy to action

What will we do?

2025-26

Celebrate success by recognising the achievement of preventative outcomes through 'our stories of difference'.

Create focus groups with local people, carers, and stakeholders to co-produce preventative interventions and form a strategic steering group to monitor preventative outcomes.

Support the Age Friendly Network to align initiatives with the WHO Age Friendly Communities Framework.

2026-27

Create a framework for measuring preventative outcomes consistently

Raise awareness of support for people who hoard or self-neglect to reduce stigma and work with cross sector partners to identify opportunities.

Enhance workforce and public knowledge of community assets through joint campaigns, awareness raising and regular prevention updates.

Use the ASC Research Champions network and work with partners to identify research opportunities and funding.

Collaborate with ongoing preventative programmes and projects, such as Integrated Neighbourhood Teams

Partner with public health, communities and housing teams to ensure consistent messaging and raise public awareness

Promote information, advice, and selfeducation through targeted campaigns in various formats, using relatable and empowering language

2027-28

Work with partners and the local market to increase opportunities for peer support within communities and tackle barriers that prevent people from accessing their communities (i.e. Transport)

Boost ASC workforce knowledge of community assets by developing a prevention area on our ASC Intranet, sharing resources and hosting webinars

2028-29

Utilise data to identify at risk adults and collaboratively provide targeted support.

Create connect and collaborate forums for the ASC workforce and VCSE Partners to network, collaborate and share learning.

Review the information, advice and guidance provided to self-funders to ensure people have access to clear and effective resources to help them manage their own care and support.

Work with our learning and development team to identify learning opportunities for the workforce as well as the VCSE, provider market and communities.

Embed Occupational Therapy and Care Technology into early intervention pathways and equip staff, individuals, carers and communities with the knowledge and tools to use these services confidently and effectively.

2029-30

Collaborate with communities and local markets to enhance local assets for wellbeing, offering alternatives to traditional care services like microenterprises

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From strategy to action

What outcomes do we want to achieve?

People stay at home safely for longer and have access to home adaptions, small works, reablement and care technology

Unpaid carers feel recognised and are supported to take a break from their caring role

Relationship focussed wellbeing support is available to prevent hospital admissions and support safe discharges

Professionals have the tools to connect people to community support and can collaborate effectively with partners

People with sight and/or hearing loss are connected to community services and offered solutions that can support them to live fulfilled lives

People at a higher risk of loneliness and isolation are identified and connected back into their communities

People can regain, build, and maintain skills to stay independent for longer with less support from, or without the need for, long term services

People at a greater risk of addiction are identified in communities, hospitals and primary care and are connected to specialist and community support

Peer support networks and long-term relationship-focussed support is available for people who hoard or self-neglect to reduce risk, prevent hospital admission, support safe discharge and enable people to stay at home for longer.



Our ASC Prevention Strategy will be supported by a robust action plan to monitor, track and measure progress in our focus areas.

It will detail how each service area prioritises prevention and ensures consistent outcome reporting, allowing us to track changes over time

The action plan will also clarify the roles of different professionals, departments, and programmes and how they link in with Adult Social Care, reinforcing the ethos that 'prevention is everyone's business'



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With thanks...

Prevention is everybody's business, and we recognise that prevention cannot be delivered in isolation. Successful delivery of this strategy will only be achieved through collaborative working to provide a joined-up approach for our residents and communities across Bournemouth, Christchurch and Poole.

In developing this strategy, we have shared our aspirations with many key stakeholders to understand their thoughts and hear their feedback. This has helped shape our areas of focus which we feel will have the greatest impact and improve outcomes for local people, carers and communities.

Throughout the implementation of this strategy, we are committed to continue working in equal partnership with our partners and local residents to ensure their voices are central to everything we do.

We would therefore like to extend our thanks everyone who has contributed, supported and acted as a critical friend in the development of this strategy.



We hope you find the Adult Social Care Prevention Strategy useful, interesting and informative and would welcome and questions or comments that you may have.

We would also be interested to hear about your experience of services or what you would like to see improved.

To let us know e-mail comments.adultsocialcare@bcpcouncil.gov.uk





	New action
Key	Strengthening current practices
	Finer detail

Priority 1: A change in culture action plan						
Focus Area & Objective	Action	Start	Outcomes	Measures		
Strengths-based and holistic approaches Leverage the skills and talents of individuals and communities to foster independence, resilience and sustainable positive outcomes.	Support the implementation of the 3 Conversations model across Adult Social Care and approaches that consider the whole person, focusing on individuals' abilities, resources, and potential. Increase awareness of preventative services for practitioners by: Creating an ASC Intranet Prevention Page Sharing blogs and good news stories from preventative services through the ASC news pages Holding quarterly connect and collaborate	2025 2026 2025 2026	Reduce the proportion of people referred to LTC locality teams for a care act assessment	ASC intranet prevention page live and available to all ASC practitioners Number of page hits on the ASC intrane prevention page Number of views of preventative news updates and blogs Connect and collaborate forums running on a quarterly basis Attendance rates and repeat participation at quarterly connect and collaborate forums		
	forums with the VCSE sector and ASC colleagues to share details of commissioning updates, funding opportunities and showcase stories of difference Hosting 2 x yearly webinars that educate practitioners about preventative interventions and services	2026		Feedback from attendees at connect an collaborate forums via survey to measure the effectiveness of communication and understanding of services available Attendance rates at prevention webinars Feedback from attendees at prevention		



Equality and diversity Promote equal opportunities to create a more inclusive and supportive environment for all individuals	Ensure service specifications and tenders outline how our commissioned services are flexible, personalised and adapt to individual needs and preferences Regularly monitor Equality, Diversity and Inclusion (EDI) data within our commissioned services through quarterly monitoring meetings. Collaborate with VCSE services that are connected to underserved communities by attending existing meetings and events. The aim will be to raise awareness of available services, listen to people's experiences and perspectives, and identify any barriers they face in accessing support. Raise awareness of forums and coproduction groups within underserved communities to increase diversity of membership through targeted campaigns and attendance at existing meetings and events.	2025 2025 2026	Increase awareness and confidence among people, especially those from underserved groups, in finding and using local services and support that meet their individual needs	Quarterly monitoring reports from commissioned services, including EDI data, case studies and evidence of how they are flexible, personalised and adapt to individual needs and preferences Number of meetings and events attended with underserved communities Number of people reporting increased awareness of and trust in services via survey after engagement Number of people reporting they feel more confident in accessing services via survey after engagement Increased diversity of membership of forums and co-production groups
Co-production Support the implementation of BCP Adult Social Care's Co-production Strategy and create opportunities for people to support	Create focus groups with local people, carers, and stakeholders to co-produce preventative interventions and form a strategic steering group to monitor preventative outcomes. Promote co-production opportunities through our networks and channels (ASC Your Voice forum, PIER Network, Age friendly network, People First Forum etc) to	2025 2026	Increase co-production with local people, carers and communities from all backgrounds	Number of focus group meetings held annually Attendance rates at focus group meetings Number of Prevention Strategic Steering Group meetings



the development of preventative initiatives.	ensure everyone has an equal opportunity to be involved.			Membership of the Prevention Strategic Steering Group Number of co-production opportunities created and promoted People attending groups and forums reporting that they feel their views were listened to in surveys following engagement People attending groups and forums reporting that they feel included in shaping services in surveys following engagement
The language we use and how we listen Foster a more inclusive and supportive environment by using empowering language and addressing key issues that create barriers for individuals accessing services	Promote information, advice, and self-education through targeted campaigns in various formats, using relatable and empowering language Raise awareness of health literacy through the ASC intranet news page, the connect and collaborate forums with the VCSE sector and ASC colleagues, and the Prevention webinars.	2027	Increase the overall satisfaction of people and carers with social services	Number of targeted campaigns promoted through ASC intranet news page, the connect and collaborate forums with the VCSE sector and ASC colleagues and the Prevention webinars. Number of people reached through campaigns, events, and digital platforms



	Priority 2: Living and ageing well action plan					
Focus Area and Objective	Actions	Start	Outcome	Measures		
Falls prevention, strength and balance Reduce the risk of falls and improve the physical health and independence among older adults and adults with physical conditions and mobility limitations through targeted interventions.	Link in with falls prevention programmes across BCP and relevant sectors and share knowledge with ASC practitioners (Communities, public health, health, VCSE etc) Promote self-help mechanisms specifically designed to prevent falls, including balance and stability exercises and raise awareness about the benefits of falls prevention and strength training through: System and partner networks News updates The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues Prevention webinars.	2028	Increase the proportion of people who feel their health and wellbeing has improved because of the support from preventative services	Number of falls prevention programmes identified and shared with ASC practitioners Number of people presenting at A&E after a fall Number of views on falls prevention related information pages for both the ASC Intranet Prevention page and VCSE Prevention information hub Number of people supported through:		
Work with partners to identify innovative solutions for preventing falls, such as Bournemouth University research project – DIALOR – with Help and Care	2027		Housing adaptions Quarterly contract monitoring reports showing case studies relating to falls prevention			
	Continue to commission a community Handyvan service that reduces the risk of falls by providing small household jobs and repairs that enable people to live safely in their own homes for longer	2026		Proportion of people who respond to the ASCOF survey to say services have made them feel safe and secure		
	Utilise care technology, reablement, occupational therapy and housing	2025				



	adaptions in innovative ways to reduce the risk of falls			
Better physical health Promote physical activity in adult social care to improve health and wellbeing.	Work with the VCSE sector and internal departments and teams to identify, support and promote physical health programmes across BCP and relevant sectors (Communities, public health, health, VCSE etc) through: System and partner networks News updates The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues Prevention webinars.	2027	Increase the proportion of people who feel their health and wellbeing has improved because of the support from preventative services	Quarterly monitoring reports of commissioned preventative services showing that people feel their health and wellbeing has improved because of the support Number of physical health programmes identified and shared Number of views on physical health related promotion on the ASC Intranet prevention pages and the VCSE Prevention information hub
Financial stability and security To work alongside our Communities Team and partners to ensure adults and families have access to financial assistance and advice and maintain a dignified standard of living.	Utilise data to identify at risk adults and collaboratively provide targeted support. Continue to collaborate with stakeholders and monitor the prevalence of older adults who are financially wilnerable through the DiiS system partnership group. Work with the Communities team to promote information, advice and guidance to support people who may be struggling financially through: System and partner networks News updates	2028 2025 2028	Increase the awareness of community resources and services that can support people	Number of DiiS financially vulnerable pensioners working group meetings Number of views of cost-of-living support pages on the ASC intranet
	 News updates The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues 			





	Prevention webinars.			
Age friendly communities Continue to work in partnership with the Age Friendly Network to support the development of Age Friendly Communities across Bournemouth, Christchurch and Poole.	Support the Age Friendly Network to align initiatives with the WHO Age Friendly Communities Framework by: Attendance at Age Friendly Steering Group Meetings and Age Friendly Forums and feedback at team meetings Aligning initiatives through collaborative projects that achieve mutual aims. Promoting Age Friendly updates and training opportunities through the ASC Intranet page and VCSE prevention information hub.	2025 2025 2025 2026	Increase engagement and partnership working with the VCSE sector, health and other partners Increase the proportion of people who report they have as much social contact as they would like	Number of Age Friendly steering group meetings attended Number of Age friendly Forums attended Number of joint projects and initiatives ASC Attendance at age friendly training Proportion of people who respond to the ASCOF survey to say they have as much social contact as they would like

Priority 3: Individual resilience to build wellbeing action plan

Focus Area and Objective	Actions	Start	Outcome	Measures
Information, advice, guidance and self- education	Promote information, advice, and self- education through targeted campaigns in various formats, using relatable and empowering language	2027	Increase the awareness of community resources and services that can support people	Proportion of people who use services responding to the ASCOF survey to say they find it easy to find information about services
Empower individuals and the provider market to prevent or delay the onset of	Partner with public health, communities and housing teams to ensure consistent messaging and raise public awareness	2026		Proportion of carers who respond to the ASCOF survey to say they find it easy to find information about services
long-term conditions by providing accessible, timely, and inclusive	Utilise both physical and digital platforms and social media to reach wider audiences with preventative messages, services and opportunities for self-education, and work	2025		



information, advice, and self-education resources that promote healthy behaviours, early intervention, and informed decision-making.	with partner organisations that specialise in these areas, such as our commissioned service providers, LiveWell Dorset and ICS partners. Support the integration of the ASC directory into CAN's Service Finder database to develop a shared dataset of local assets, services, and support networks.	2026		Number of people reporting increased awareness of, and trust in, services via survey after engagement Number of people reached through campaigns, events and digital platforms Successful integration of the ASC directory with the CAN Service Finder
Supporting people with sight and/or hearing loss and impairment To promote independence, inclusion, and wellbeing for individuals with sight and/or hearing impairments by ensuring timely access to preventative support, accessible services, and inclusive community opportunities.	Provide tailored preventative support, such as assistive technology, skills training, and community navigation by: Implementing the innovation phase of the care technology transformation Commissioning a service that offers community navigation support and training for people with sight and/or hearing loss and impairment and access to resources. Raise awareness and understanding among staff and the public to reduce stigma and promote inclusion through: The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues Prevention webinars. Ensure commissioned services are accessible, including physical spaces, communication formats, and digital platforms by monitoring efforts to improve	2025	Increase the proportion of people who feel their health and wellbeing has improved because of the support from preventative services	Number of people supported by the sight and hearing team annually Quarterly monitoring reports from the service that provides community navigation, training, and resources for individuals with sight and/or hearing loss or impairment, highlighting impact through case studies and people's feedback and the number of people supported Quarterly monitoring reports from preventative commissioned services, including case studies and evidence of how they are accessible, personalised and adapt to individual needs and preferences



	accessibility through quarterly monitoring meetings.			
Hoarding and Self-Neglect Work with partners to identify and co-	Raise awareness of support for people who hoard or self-neglect to reduce stigma and work with cross sector partners to identify opportunities	2026	Increase the proportion of people who feel their health and wellbeing has improved because of the support from preventative services	Number of ASC practitioners hoarding drop ins held annually Attendance at ASC practitioner hoarding drop ins
ordinate multi- agency approaches to identify, engage, and support individuals who	Conduct a needs analysis for people that hoard or self-neglect to determine whether there is a gap in provision that needs to be met	2026		Needs analysis completed to determine if there is a gap in service provision that needs to be met
hoard or self- neglect, reducing risk and promoting safety, wellbeing, and independence.	Collaboratively identify practices and evidence-based approaches, explore opportunities, review policies and procedures across services and promote a consistent, joined-up response with a multidisciplinary working group.	2026		Number of views on the hoarding support pages and guidance on the ASC intranet and VCSE Prevention Information Hub
	Support practitioners and partner sector workforces to gain a better understanding of identifying and supporting those who hoard or self-neglect by promoting training and guidance through: System and partner networks ASC News updates The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with	2028		
	the VCSE sector and ASC colleaguesPrevention webinars.			



Self-Funders and people on the cusp of eligibility Enhance support for self-funders and individuals near the eligibility threshold by improving access to information, advice, and community resources that promote	Review the information, advice and guidance provided to self-funders to ensure people have access to clear and effective resources to help them manage their own care and support. Collaborate with independent living advisors, system partners and the VCSE Sector to identify and explore opportunities to support self-funders at the connect and collaborate forums Provide clear and consistent information and advise to guide self funders, on the	2028 2027 2027	Increase the proportion of adults who say they find it easy to access information and advice	Number of people supported by independent living advisors Number of views on public facing information pages for self-funders Proportion of people and carers responding to the ASCOF survey to say they find it easy to find information about services
independence, financial resilience, and wellbeing.	and advice to guide self-funders on the BCP Council webpages Work with partners to review research on self funders and those with reducing assets to inform a more timely and preventative approach	2025		
Supporting carers Strengthen early identification and	Implement the BCP Carers Strategy 2022- 2027 and support the implementation of the Pan Dorset Carers Vision – Together with Carers	2025	Increase the overall satisfaction of people and carers with social services	Number of carers identified by the BCP Carers Support Service Attendance rates and repeat participation at the Dorset Carers
support for unpaid carers by improving access to information, advice, and wellbeing	Supporting Carers Week and Carers Rights Day campaigns through co- producing campaigns and events with carers and partners	2025		Partnership Group meetings Attendance rates and repeat participation at the Pan Dorset Carers Steering Group meetings
services—enabling them to maintain their caring role, avoid crisis, and live	Attendance and involvement in the Dorset Carers Partnership Group and Pan Dorset Carers Steering Group	2025		Proportion of carers responding to the ASCOF survey to say they are satisfied with social services
well alongside caring.	Jointly raising awareness of preventative carers services through:	2027		



	 System and partner networks News updates The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues Prevention webinars. 			Proportion of carers responding to the ASCOF survey to say they find it easy to find information about services
Occupational therapy and care technology Promote independence and prevent the escalation of care needs by expanding access to Occupational Therapy and Care Technology that supports daily living, enhances safety, and empowers individuals to manage their health and wellbeing at home.	Embed Occupational Therapy and Care Technology into early intervention pathways and equip staff, individuals, carers and communities with the knowledge and tools to use these services confidently and effectively. Collaborate with Occupational Therapy teams by attending OT colleague events and the ASC Research Champions network meetings and feedback in team meetings Use data and lived experience to evaluate impact of occupational therapy and care technology, and share stories of difference Implement the innovation phase of the care technology transformation to increase pathways into the service and support more people to access it	2026 2026 2026	Increase in number of people offered care technology Increase the proportion of new clients who receive short term support to maintain their independence, develop skills and continue living at home for longer.	Number of visits to the ASC intranet Care Technology Information Hub Number of referrals to the care technology service from different teams Number of people supported through Occupational Therapy Case studies showing the impact and outcomes for people who have used care technology or who have received occupational therapy Evidence the impact of care technology in delaying, reducing or preventing long- term care and support needs via PowerBI reporting



	Priority 4: Supporting the workforce action plan					
Focus Area and objective	Objective and actions	Start	Outcome	Measures		
Workforce wellbeing To strengthen	Enhance workforce and public knowledge of community assets through joint campaigns, awareness raising and regular prevention updates	2026	Increase workforce confidence and satisfaction in their roles and ASC culture	Attendance rates and repeat participation at quarterly connect and collaborate forums		
workforce wellbeing in adult social care to ensure a resilient, motivated, and high-	Celebrate success by recognising the achievement of preventative outcomes through 'Our Stories of Difference'.	2026		Feedback from attendees at connect and collaborate forums via survey to measure their awareness of community assets		
performing workforce capable of delivering preventative, high- quality care.	Improve internal communication channels to the ASC workforce related to wellbeing by: • Sharing regular news updates and	2026		Attendance rates and repeat participation at the monthly commissioning drop-in sessions		
quanty care.	 blogs Hosting commissioning drop-in sessions Hosting connect and collaborate 			Feedback from the ASC Workforce on the ASC Intranet prevention page Number of visits to the ASC Intranet		
	forums Hosting prevention webinars			Prevention Page		
	Promote Cross-Team Collaboration and encourage inter-team projects through connect and collaborate forums and	2026		ASC Colleagues reporting they are aware of preventative services via annual workforce survey		
	commissioning drop ins to build relationships and reduce silos.			Number of submitted 'stories of difference' relating to preventative outcomes		
	Create or strengthen staff-led wellbeing and interest groups (e.g., carers network, mental health champions)	2025		Number of staff-led wellbeing and interest groups		
	Work with the Staff Involvement Group (SIG) to listen and respond to feedback	2026		Number of SIG Meetings held annually		



	and engage staff in co-designing service improvements			
Staff development and training	Work with our learning and development team to identify learning opportunities for the workforce as well as the VCSE, provider market and communities.	2028	Increase the awareness of community resources and services that can support people	ASC Colleagues reporting they have access to learning opportunities via annual workforce survey
Empower the adult social care workforce through accessible, high-quality learning and development opportunities that	Equip practitioners with tools and frameworks to identify early signs of need (case studies and scenario-based learning) that highlight early intervention as part of the 3 Conversations Model roll out	2025	Increase workforce confidence and satisfaction in their roles and ASC culture	Number of ASC Research champion meetings held annually and membership of the ASC Research Champions Network Stories of difference, and good news articles highlighting innovation
embed preventative approaches and promote continuous improvement in care delivery.	Attend the ASC Research champions network to encourage experimentation with new evidence-approaches and grow research capacity by encouraging more people to become ASC Research Champions	2028		Number of staff accessing optional learning and development opportunities
	Encourage staff to explore personal and professional development courses, including those focussed on staff wellbeing, prevention and early intervention through: System and partner networks News updates The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues Prevention webinars.	2026		



Leadership commitment To cultivate strong, compassionate leadership that prioritises workforce wellbeing, fosters a culture of continuous learning, and drives the delivery of preventative, person-centred care.	Create a framework for measuring preventative outcomes consistently Use the ASC Research Champions network and work with partners to identify research opportunities and funding. Strengthen place-based and cross-sector collaboration by continuing to have regular meetings with health, housing, voluntary sector, and community groups Empower leaders to build cross-sector relationships and champion holistic prevention by embedding it into strategic and commissioning priorities, collaborative forums, and everyday decision-making	2027 2026 2026 2025	Increase investment into preventative services and interventions Reduce the spend on long-term traditional services	A long-term budget in place for preventative services The creation of a framework for measuring preventative outcomes Number of ASC Research champion meetings held annually and membership of the ASC Research Champions Network Staff have an awareness and understanding of our collective definition of prevention via feedback after engagement ASC Colleagues reporting they are aware of preventative services via feedback after engagement Number of commissioned services that prevent, reduce or delay the need for
First, think PREVENTION To embed a prevention-first mindset across the adult social care workforce by strengthening access to community-based	Boost ASC workforce knowledge of community assets by developing a prevention area on our ASC Intranet, sharing resources and hosting webinars Enhance workforce and public knowledge of community assets through joint campaigns, awareness raising and regular prevention updates	2027 2026 2026	Increase the proportion of new clients who receive short term services to maintain their independence, develop skills and continue living at home for longer. Reduce the proportion of people referred to LTC locality teams for a care act assessment	ASC intranet prevention page live and available to all ASC practitioners Number of visits to the ASC Intranet Prevention page Attendance rates and repeat participation at quarterly connect and collaborate forums Feedback from attendees at connect and collaborate forums via survey to



knowledge, training, and leadership support that empowers practitioners to act early and innovatively.	Gather and use feedback, case studies, and data to promote preventative practices through: News updates The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues Prevention webinars.			measure their awareness of community assets ASC colleagues reporting they are aware of preventative services via feedback after engagement Number of people reached through campaigns, events, and digital platforms
Integration, collaboration and communication To strengthen workforce capacity for prevention by fostering integrated, collaborative, and communicative partnerships across health, social care, and community sectors.	Create connect and collaborate forums for the ASC workforce and VCSE Partners to network, collaborate and share learning. Identify and collaborate with ongoing preventative programmes and projects, such as Integrated Neighbourhood Teams Boost ASC workforce knowledge of community assets by developing a prevention area on our ASC Intranet, sharing resources and hosting webinars in partnership with stakeholders	2028 2026 2027	Increase engagement and partnership working with the VCSE sector, health and other partners	The creation of quarterly connect and collaborate forums for the ASC workforce and VCSE Partners. Attendance rates and repeat participation at quarterly connect and collaborate forums Feedback from attendees at connect and collaborate forums via survey to measure the effectiveness of how well they support collaboration, communication, and shared understanding of commissioning
	Raise awareness of roles and services that bridge sectors (e.g. link workers, community connectors) through: The ASC Intranet Prevention page The VCSE Prevention Information hub connect and collaborate forums with the VCSE sector and ASC colleagues Prevention webinars.	2028		Number of preventative programmes the Prevention Steering Group are engaged with (representative attendance) Feedback from the ASC Workforce on the ASC Intranet prevention page via survey



	Use feedback, case studies, and data to assess the effectiveness of integrated approaches and share learning across teams and partners to drive continuous improvement	2025		Number of visits to the ASC Intranet Prevention Page Stories of Difference relating to integrated working and joint commissioning
	Priority 5: Conn	ecting co	mmunities action plan	
Focus Area	Objective and actions	Start	Outcomes	Measures
Connection and a sense of belonging Strengthen community cohesion and social connectedness to reduce loneliness and isolation, enhance mental and physical wellbeing,	sense of selonging support circles, interest-based clubs, community events and intergenerational activities that build trust and shared identity. Hold quarterly connect and collaborate forums with the VCSE sector and ASC colleagues to showcase stories of difference and promote community	2027	Increase the proportion of people who report they have as much social contact as they would like	Proportion of people who respond to the ASCOF survey to say they have as much social contact as they would like Number of meetings and events attended with groups at a higher risk of loneliness Quarterly monitoring reports from commissioned services including case studies and feedback about how people have been supported to connect back
and build resilient, inclusive communities Collaboration networks of loneling LGBTQ+ provide in awarene	Collaborative with organisations and networks to reach groups at a higher risk of loneliness (e.g. carers, young adults, LGBTQ+ individuals, older people) and provide targeted outreach to promote awareness of services	2027		into their communities
	Commission services that support people at a higher risk of loneliness and isolation and connect them back into their communities	2026		



Community first Enable people to live independently at home for longer by	Work with partners and the local market to increase opportunities for peer support within communities and tackle barriers that prevent people from accessing their communities (i.e. Transport)	2027	Increase the awareness of community resources and services that can support people	Number of referrals made by hospital staff into the Care Technology service Successful integration of the ASC directory with the CAN Service Finder
prioritising community-based, person-centred support following hospital discharge— reducing avoidable admissions, delayed	Embed Occupational Therapy and Care Technology into early intervention pathways and equip staff, individuals, carers and communities with the knowledge and tools to use these services confidently and effectively	2029		Quarterly contract monitoring reports from commissioned services detailing outcomes that show a reduced risk of admission to hospital
discharges, and reliance on long-term residential care through integrated, localised, and accessible services.	Collaborate with communities and local markets to enhance local assets for wellbeing, offering alternatives to traditional care services like microenterprises	2029		Quarterly contract monitoring reports from commissioned services detailing outcomes that facilitate discharge from hospital
	Support the integration of the ASC directory into CAN's Service Finder database to develop a shared dataset of local assets, services, and support networks.	2026		
	Commission services that connect people into community support following hospital discharge and to prevent hospital admission	2026		
	Commission community services that reduce the risk of hospital admission by enabling people to live safely in their own homes for longer and reduce the risk of falls	2026		



	Create a referral pathway into the Care Technology service for hospital staff	2026		
Safety and security Promote safer, more secure communities by raising awareness of personal and digital safety, strengthening partnerships with key stakeholders, and empowering residents to maintain their safety and security through community-led safety initiatives.	Collaborate and strengthen links with the BCP Safeguarding Adults Board and key partners such as Dorset Police, BCP Safer Communities, health, housing, communities team and voluntary and private sector organisations. Promote, raise awareness and support personal and digital safety alerts, community-led safety initiatives, resources, events and local and national campaigns ('Just Don't', Friends Against Scams and Take Five to Stop Fraud), to empower residents and give them confidence and a raised awareness through provider networks, community hubs, libraries, and digital platforms.	2027 2026	Increase the proportion of people who use services who say those services have made them feel safe and secure Increase the awareness of community resources and services that can support people	Number of people reached through campaigns, events, and digital platforms Proportion of people who respond to the ASCOF survey to say services have made them feel safe and secure
Addressing health and social inequalities To reduce health and social inequalities by strengthening community connections, improving access to inclusive and person-centred care, and building trust with underserved	Utilise data to identify at risk adults and collaboratively provide targeted support. Analyse data from the Dorset Intelligence and Insight Service (DiiS), Public Health, State of Ageing Report and the Census to identify where people are who need targeted support due to barriers in accessing care, social isolation, or unmet health and wellbeing needs. Create safe spaces within those communities for dialogue, such as in café's, community hubs, faith and cultural spaces and local clubs to obtain feedback,	2028 2028 2028	Increase awareness and confidence among people, especially those from underserved groups, in finding and using local services and support that meet their individual needs	Number of people engaged through community spaces Geographic coverage of engagement activities mapped against areas of identified need Number of people reporting increased awareness of and trust in services via survey after engagement Improvement of self-reported wellbeing scores via survey after engagement



groups—ensuring that all individuals, regardless of background or circumstance, can access the support they need to live healthier, more independent lives.	raise awareness of services and rebuild trust with communities that have experienced discrimination or exclusion.			
Supporting the VCSE sector	Create connect and collaborate forums for the ASC workforce and VCSE Partners to network, collaborate and share learning.	2028	Increase engagement and partnership working with the VCSE sector, health and	Annual partnership surveys to measure satisfaction, trust and impact
To support and strengthen the sustainability, diversity, and capacity of the voluntary, community, and social enterprise	Hold quarterly connect and collaborate forums with the VCSE sector and ASC colleagues to share details of commissioning updates, funding opportunities and showcase stories of difference	2028	other partners	Attendance rates and repeat participation at quarterly connect and collaborate forums Feedback from attendees at connect and collaborate forums via survey to measure the effectiveness of how well they support collaboration,
(VCSE) sector by embedding supportive commissioning	Develop a VCSE information hub to share updates, opportunities, and changes in policy or commissioning.	2025		communication, and shared understanding of commissioning priorities
practices and fostering collaborative relationships - ensuring the sector can thrive as a key partner in prevention and wellbeing.	Involve VCSE partners in strategic planning, service design, and evaluation through co-production and advisory roles when designing new resources, projects and services, via task and finish groups.	2025		Number of page hits on VCSE Information hub

















How we will measure success

Success comes in many forms and looks different to all individuals being supported by, working with or working within Adult Social Care. We measure our success using a variety of resources to ensure that we are meeting our legislative duty as well as ensuring the people we support, their carers, our stakeholders and our staff are satisfied with the way we work.

The Care Quality Commission assess adult social care against their duties under the Care Act (2014), this includes how the local authority works with people, partners and the local community to promote independence and support people to prevent, reduce or delay the need for care and support.

The Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people. The ASCOF is used both locally and nationally to set priorities for care and support, measure progress and strengthen transparency and accountability.

People's views and feedback are integral in understanding how we are performing, and we use several methods to obtain these. Further to this, we welcome any compliments and complaints and use these as a means to better understand quality and strive for positive change.

We are committed to **equality**, **diversity and inclusion** within adult social care. We will continue to actively seek feedback during the duration of the strategy from a diverse range of people, including people of all ages, people with sight and hearing impairment, people with disabilities, and carers. This will ensure everybody is fairly represented.

We use **internal performance data and analytics** to give real time information on our performance, identify potential issues and put measures in place to rectify them, as well as work on continuous improvement.

We conduct regular **contract monitoring reviews** with commissioned service providers to analyse the impact services have on people's lives.

Workforce data and staff satisfaction measures enable us to better understand our workforce and colleagues and ensure they are effectively supported in their line of work.

Monitoring collaboration and partnerships between stakeholders will enable us to strengthen relationships and continuously improve our means of communication.

It is well evidenced that early intervention is more cost effective than crisis management and understanding our **expenditure** on long-term services versus preventive efforts (capital and revenue) will enable us to gain a clearer understanding of what works well.

Further to this, monitoring the **funding sources** for preventative services will enable us to have a better understanding of investment into prevention, along with the measurement of outcomes.

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Equality Impact Asse	essment: Conversation Screening Tool	
VAR ('- ! . !		
What is being reviewed?	Adult Social Care (ASC) Prevention Strategy	
What changes are being made?	The creation of an ASC Prevention strategy for individuals over the age of 18.	
•	It is aimed at people before they use ASC services or during early interactions with Adult Social Care, enabling people to live independently for longer, delaying, reducing or preventing the development of longer-term needs for support.	
	The strategy could affect anyone who may be at a higher risk of developing care and support needs such as older adults who may be at a higher risk of loneliness and isolation.	
	A separate EIA will be completed for implementation of the strategy and any potential equality impacts.	
Service Unit:	Adult Social Care	
Participants in the conversation:	Eliza Atyeo, Senior Commissioning Officer - Prevention and Wellbeing Mike Lynton, Policy Officer and ASC EIA Champion Emma Senior, Commissioning Manager – Prevention and Wellbeing	
Conversation date/s:	05/12/2025 12/02/2025 05/08/2025	
Do you know your current or potential client base? Who	The Adult Social Care Prevention Strategy will apply to all residents over the age of 18 living in the BCP conurbation.	
are the key stakeholders?	The strategy impacts people with low level needs for support who engage with Adult Social Care Services, including unpaid carers, now or in the future. It also includes individual who may not be in contact with Adult Social Care but are at a higher risk of developing support needs.	
	The Adult Social Care and Commissioning workforce are key stakeholders.	
	The Voluntary and Community sector, NHS, public health and Dorset Healthcare are also key stakeholders as they will be key to the delivery of the strategy.	
Do different groups have different	Yes.	
needs or experiences?	The creation of the strategy is to ensure people that are provided with preventative support and interventions at the earliest opportunity. The engagement process for the strategy has included surveys, focus groups, workshops, discussion panels and engagement events to obtain feedback on the proposed strategy.	
	The engagement aims to be inclusive for all BCP residents, local communities, business and services, the provider market, commissioned services, health colleagues and BCP staff to ensure that feedback is received from as broad a range of needs and experiences as possible.	

Surveys and presentations were also developed in easy read with the support from the Service Improvement Team and People First Forum. Consideration will be given to providing future information in easy read, accessible formats and translated versions of the consultation and strategy documentation.

The Department of Health and Social Care Paper <u>Prevention is better than cure (2018)</u> outlines a vision for public health focused on prevention. It emphasises creating conditions for good health to reduce the need for intensive social care. By addressing root causes and promoting early intervention, it aims to keep people healthier longer, reduce health inequalities, and use social care resources more effectively.

'Prevention is about helping people stay healthy, happy and independent for as long as possible. This means reducing the chances of problems from arising in the first place and, when they do, supporting people to manage them as effectively as possible. Prevention is as important at seventy years old as it is at age seven.'

General Population of BCP:

The ONS 2021 Census results for BCP give a resident population of **400,300**. This is an increase of **5.6**% compared with the 2011 Census and is **0.8**% higher than the mid-2020 population estimates.

Table 1 -	Table 1 - Usual Resident Population ³						
	1981	1991	2001	2011	2021	Change 2011-21	% 2011- 21
BCP	294,634	325,247	346,546	378,888	400,300	21,412	5.7%
SW	4,252,005	4,609,424	4,928,434	5,288,935	5,701,200	412,265	7.8%
SE	7,029,680	7,500,054	8,000,645	8,634,750	9,278,100	643,350	7.5%
England	45,771,917	47,055,204	49,138,831	53,012,456	56,489,800	3,477,344	6.6%

Census-2021-First-Release-Briefing-Paper

The ASC Prevention Strategy is aimed at all adults over the age of 18. The strategy seeks to ensure that local residents are supported at the earliest point to prevent them from going on to develop longer-term support needs. The estimated target population cannot be quantified due to the diversity and variety of circumstances that lead to an individual having contact with social care services or the voluntary and community sector.

The BCP areas population is expected to reach **403,600 by 2028**, a **growth of 2% since 2018**. This growth rate is slower than previously predicted and will be driven mainly by migration, including internal, international and cross-border moves.

Impact on protected characteristics:

<u>Age</u>

BCP has an older age profile with more residents over 65 and fewer under 16 compared to the national average. Specifically, 16% of the local population are aged 0-15 versus 18% for England and 22% of residents over 65 compared to the national figure of 19%.

Further to this, over two fifths of the current BCP population is aged 50 and over (41%); and 3.4% are aged 85 and over. This compares to 38% and 2.5% respectively for England.

In the BCP area there are:

Age	Number
0-15	65,903
16-64	250,032
65+	88,115

There is significant variation in numbers of older people within the older age bands. There are:

- A large cohort in their mid 70s born in the post war baby boom;
- Higher numbers in their mid to late-50s the 60s baby boomers;
- A higher proportion of women, particularly from age 85 onwards. 53% of the population aged 65-84 are female, compared to 61% of those aged 85+.

This variation has implications for current needs and demand for services as well as an impact on future population trends.

Projections

Due to rising life expectancy and the transition into retirement of the 60s Baby Boom cohort, we have a growing number of older people. The number of over 50s could increase by around 17,000 people over the next decade – a 10% increase.

- By 2028, residents over 65 will make up 24% of the population, increasing by 12,400 people or 15%. Those over 85, currently 3.5% of the population will also increase.
- The number of residents aged 0-15 will drop by 4,500 (-7%)
- the working age population (16-64) will remain mostly unchanged, decreasing by just 106 people.

This shift in age distribution, especially the rise in older adults, will impact council services in the coming decade, particularly Adult Social Care.

Relationship between age and wellbeing

Previous research has shown the relationship between age and personal well-being to be U-shaped. That is, our sense of personal well-being is highest among younger people and older people and is lowest among people in their middle years. This is reflected in the ONS Annual personal well-being estimates for 2022 - 2023.

- A greater proportion of adults aged 50 to 54 and 55 to 59 years reported low levels of life satisfaction (7.9% for both groups) and low levels of happiness (10.3% and 10.9%, respectively).
- The greatest proportion reporting high levels of anxiety (25.1%) were also those aged 50 to 54 years. Anxiety remains fairly high until the ages of 65 to 69 when it begins to dip.

While the highest proportion reporting low levels of feeling things done in life are worthwhile (6.8%) were those aged 85 to 89 years.

Married or in a civil partnership

in 2022, there were 1,844 opposite-sex marriages and 70 same-sex marriages in the BCP Council area. Both figures were higher compared to 2021 when it is likely that pandemic restrictions impacted the number of ceremonies.

There were 15 same-sex civil partnerships and 47 opposite-sex civil partnerships in 2022 in the BCP Council area.

Legal partnership status

The 2021 Census showed that in the BCP area, the largest percentage of usual residents ages 16+ are married or in a registered civil partnership (43%) with 37.5% never married and never in a civil partnership and 11% divorced or having had a civil partnership dissolved. 2% were separated but still legally married or in a civil partnership and 7% were widowed or a surviving civil partner.

No different needs have been identified at this time in relation to the ASC Prevention Strategy.

Pregnant or maternity

Modifiable risk factors in pregnancy can have health impacts on both mother and child. Smoking, alcohol and substance misuse, poor nutrition, and obesity, both before and during pregnancy, are all associated with adverse child health outcomes, and are more common in deprived areas. Breastfeeding is a protective factor for infant survival, particularly for infants born preterm.

- Rates of obesity and smoking in pregnancy and smoking at delivery in BCP are similar or better than for England overall, however, significant social inequalities exist. National data suggest women living within the three most deprived deciles experience significantly higher rates of obesity and smoking in pregnancy and at delivery.
- Rates of alcohol related admissions for females under 40 in BCP is significantly worse than the national average, and the highest in the Southwest. Rates have been rising since 2015/16. Social inequalities are also evident with Index of Multiple Deprivation (IMD) deciles 1, 2 & 4 having significantly worse rates nationally.

Maternal lifestyle risks and behaviour PIs and inequalities, BCP 2018-19²¹

	ВСР	England	South West	Inequalities maternal deprivation	Inequalties ethnicity	Inequalities age of mother
Folic acid supplements before pregnancy (2018/19)	34.7%	27.3%	32.0%	IMD deciles 1-4 sig worse	Mixed, Asian & Black sig worse	Age <40 sig worse
Obesity in early pregnancy (2018/19)	19.6%	22.1%	21.0%	IMD deciles 1-3 sig worse	White & Black sig worse	-
Smoking in early pregnancy (208/19)	12.4%	12.8%	13.3%	IMD deciles 1-3 sig worse	White sig worse	-
Smoking status at time of delivery (2018/19)	10.5%	10.4%	11.0%	NA	NA	NA
Alcohol-related admissions for females <40 rate per 100,000 (2018/19)	435.4	261.7	323.4	IMD deciles 1, 2, 4 sig worse		
Babies first feed breastmilk (2018/19)	79.7%	67.4%	75.3%	IMD deciles 1-3 sig worse	White sig worse	Age <30 sig worse

Compared with England	Better	Similar	Worse
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Late booking and poor attendance at antenatal care are associated with poor outcomes for mothers and babies. NICE recommends antenatal booking by 10 weeks of pregnancy, but significant inequalities exist in timely access to care.

• The proportion of women who access antenatal care within 10 weeks of pregnancy in BCP is significantly below the national and Southwest average:

BCP	55.4%
Southwest	63.5%
England	57.8%

Risk factors for late initiation of antenatal care include mothers living in the more deprived areas, ethnic minority groups (Mixed, Asian and Black ethnic groups in particular), high parity, age of mother especially <20, and living in temporary accommodation.

RFF

☐ Commissioning - Long Term Conditions & Disabilities - Health inequalities in BCP Nov 2021.pdf - All Documents

Disability

The Equality Act defines disability as a physical or mental impairment that has a "substantial and long-term adverse effect" on the ability to carry out normal day-to-day activities.

BCP Census 2021 - Number of disabled people in household			
Category	Number	Percentage %	
Total / All households	173,842	100%	
No people disabled under the Equality Act in household	117,229	67.4%	
1 person disabled under the Equality Act in household	45,244	26.1%	

2 or more people disabled under the Equality	11,180	6.4%	
Act in household			

Throughout our engagement during the development of our Prevention Strategy, we heard that people with disabilities experience:

Barriers to Access

- Physical and communication barriers in healthcare settings can prevent disabled people from receiving timely and appropriate care.
- Digital exclusion and inaccessible information make it harder to navigate services or book appointments.

Cultural and Attitudinal Challenges

- An outdated "what can't you do" mindset in services can lead to disempowerment and dependency.
- The 3 Conversations Model and similar approaches aim to shift this to a "what can you do" culture, focusing on strengths and potential.

Lack of Involvement in Service Design

• Disabled people are often feel excluded from shaping the services they use, leading to care that doesn't reflect their needs or lived experiences.

National data and research tells us that health and wellbeing outcomes are often poorer for disabled people when compared to the general population:

Health Inequalities

- Disabled people often experience poorer health outcomes and higher rates of avoidable deaths. For example, people with learning disabilities are significantly more likely to die from preventable causes
- Disabled people aged 16 to 64 years had poorer ratings than non-disabled people on all four personal well-being measures; average anxiety levels were higher for disabled people at 4.6 out of 10, compared with 3.0 out of 10 for non-disabled people (year ending June 2021).
- The proportion of disabled people (15.1%) aged 16 years and over in England who reported feeling lonely "often or always" was over four times that of non-disabled people (3.6%) (year ending March 2021).

Ref:

<u>Outcomes for disabled people in the UK - Office for National Statistics</u> <u>Mortality Among Adults With Intellectual Disability in England: Comparisons With the General Population - PMC</u>

When services are inaccessible or unresponsive and individuals are already experiencing poorer health and wellbeing outcomes, preventative care is missed, leading to crises that could have been avoided.

This is also made clear in the CQC's State of Care report 2023/24, which highlights that people with disabilities face significant challenges accessing health and social care services, including long waits, physical and communication barriers, and insufficient capacity in adult social care. The report also emphasises that people with protected characteristics—including

disabilities—struggle to get timely care, often resorting to emergency services or delaying help until conditions worsen.

NICE also reports that people with learning disabilities often miss out on routine health checks and preventative care, contributing to poorer health outcomes.

Disability and age

There are around 16,000 people aged 50 or over in BCP whose health status is bad or very bad. The proportion in bad or very bad health increases to 15% for those aged 75 years and over, from 8% at age 65 to 74.

As the older population increases, the number of people living with ill health and multiple long-term conditions will increase too, generating significant additional demand for future care and support.

Older people are more likely to have multiple long-term conditions (LTC), which may compromise their quality of life. LTCs can present challenges in their social lives, psychological health, and activities related to self-care, domestic lives and mobility. These present difficulties not just for individuals but also for families, and care and support services

In BCP 115 thousand (80%) people aged 55 or over have at least one LTC. The proportion of people with 3 or more LTC increases from 29% aged 55-64 to 82% aged 85+. These can present significant challenges to people's lives. Supporting people to delay the onset and manage their LTCs is vital to maintaining health and independence.

Number of long-term conditions by age group:

Age	0 LTC	1 LTC	2 LTC	3+ LTC
55-64	31%	22%	17%	29%
65-74	19%	17%	18%	46%
75-84	9%	11%	15%	66%
85+	4%	5%	9%	82%

Top 10 long-term conditions 55+ age group

Condition	Number
Hypertension	55,696
Depression	30,265
Cancer	22.832
CKD Stage 3-5	19,924
Diabetes	19,773
Asthma	17,628
Coronary Heart	14,977
Disease	
Arterial Fibrillation	11,149
Osteoporosis	9,753
COPD	7,745

Race & Ethnicity

BCP's population has become increasingly diverse, 82% of the population were White British and 18% from an ethnic minority background, including white minorities.

In 2021 there were approximately 30,100 (5.3%) people born in the EU living in the BCP council area. This is a 60% increase from the 2011 census which showed an EU population of 18,800, equating approximately 5% of the population at the time.

Over 80 languages are spoken in the area with the top 10 being:

Language	Number
Polish	6,563
Portuguese	3,869
Romanian	3,066
Spanish	3,003
Hungarian	1,340
Italian	1,078
Arabic	865
Turkish	864
Russian	785
East Asian	700
Language: All	
other Chinese	

The 2021 Census also shows that our older population is becoming more diverse:

- 6% of older people aged 65+ identified as a minority ethnic group, compared to 12% aged 50-64.
- The majority identify as White: Other White (43%), followed by Asian, Asian British or Asian Welsh (19%).
- There is significant variation in the number and proportion of older people from minority ethnic groups between wards, from just over 1,000 (40%) in East Cliff & Springbourne to around 150 (8%) in Creekmoor.

Throughout our engagement into the ASC Prevention Strategy, and through local and national research, we have heard that people who come from an ethnic minority background have different experiences in their overall health and wellbeing, and access to services:

Ethnic minority groups are more likely to live in deprived areas, which are associated with poorer health outcomes.

 Deprivation affects access to nutritious food, safe housing, education, and employment—all of which influence health.

Experiences of racism, discrimination or a lack of cultural awareness can impact how services are designed and delivered, leading to unequal treatment or barriers to access.

- Language differences, cultural misunderstandings, and lack of culturally appropriate services can make it harder for some ethnic groups to engage with health and social care.
- Some may delay seeking care due to mistrust of the system or previous negative experiences.

Certain ethnic groups are more likely to experience specific health conditions. For example:

 Black African and Caribbean populations have higher rates of hypertension and stroke.

Some conditions may be underdiagnosed in ethnic minority groups due to lack of awareness among healthcare providers or biases in diagnostic tools. This can lead to delayed treatment and worse outcomes.

Furthermore, refugees often face higher levels of trauma and stress that can stem from experiences in their home countries and can be worsened during the asylum process, by media publications, negative reactions on an international scale (such as riots or racism) or concern and fear for the welfare of loved ones.

Ref:

The Health Of People From Ethnic Minority Groups In England | The King's Fund Inequalities by ethnicity | The Health Foundation.

MHF Mental health of asylum seekers and refugees - 2025 report V2.pdf

Religion or belief

In the ONS National Census 2021 the question regarding religion is voluntary, 94% of national population answered the question.

The Southwest is the least religiously diverse region with only 3.2% of usual residents selecting a religion other Christian, not including those that select "no religion".

In the BCP Council area:

Religion	Percentage
Christian	46.8%
Buddhist	0.5%
Hindu	0.7%
Jewish	0.4%
Muslim	1.7%
Sikh	0.1%
Other	0.7%
No religion	42.2%
Not answered	6.9%

Experiences for people of certain religions and cultures can differ and influence their overall health and wellbeing:

Religious beliefs can influence diet, alcohol use, sexual health practices, and attitudes toward medical treatment (e.g. blood transfusions or end-of-life care). These beliefs may affect how individuals engage with health services or adhere to medical advice

 Some groups may struggle to identify caring roles as it is an expectations of the religion or culture. People from some religious groups, especially people of the Muslim and Jewish religion, report experiencing discrimination in their communities, which can lead to mistrust and reduced engagement with services.

• Further to this, with growing conflict between countries and religions, the UK has seen an increase in antisemitism and religious hate crime.

Ref:

Antisemitic Incidents Report January-June 2024 – CST Publications – CST – Protecting Our Jewish Community

A lack of cultural or religious sensitivity in service provision (e.g. gender-specific care, prayer space, dietary needs) can discourage people from seeking support and engaging with services.

- Faith can be a source of resilience, but also a barrier if physical or mental health issues are stigmatised within a religious community.
- Some groups may prefer faith-based support over health and social care services.

Faith communities, however, often play a positive role in promoting health, especially during crises like COVID-19, by disseminating information, hosting clinics, and supporting vulnerable members.

Sex at birth

According to WHO research, sex and gender both impact health outcomes in different ways. Gender affects health throughout life, influencing experiences in crises, disease exposure, and access to healthcare, water, hygiene, and sanitation.

A study by Manual, a wellbeing platform for men, found that in many countries, men are more likely to face greater health risks. However, the UK does not follow this trend. It was found to have the largest female health gap in the G20 and the 12th largest globally.

Gender Health Inequalities

Women's Health:

- Women often face misdiagnosis and longer wait times for treatment.
 Research shows that women with abdominal pain wait 65 minutes in A&E, while men wait 49 minutes. Women are also less likely to get painkillers.
- Women's health concerns are often not taken as seriously. They are 13% less likely to receive pain relief or life-saving drugs after heart attacks.
- Alzheimer's is diagnosed later in women due to better verbal memory.
- Medical research has historically excluded women, leading to knowledge gaps.
- Women with dementia receive less care and support and have worse outcomes.

Impact of Gender Norms:

- Rigid gender roles harm both men and women.
- Women and girls more likely to take on domestic and caregiving roles.

- Men are more likely to take up risky behaviours and habits and avoid seeking help.
- The pressure to be a breadwinner is linked to stress-related illnesses in men
- Men are also at a higher risk of suicide and are less likely to show symptoms of depression or anxiety or talk about how they feel.

Ref:

https://pubmed.ncbi.nlm.nih.gov/18439195/

https://pmc.ncbi.nlm.nih.gov/articles/PMC4831033/

https://journals.plos.org/plosmedicine/article?id=10.1371/journal.pmed.1002805

https://pmc.ncbi.nlm.nih.gov/articles/PMC4800017/

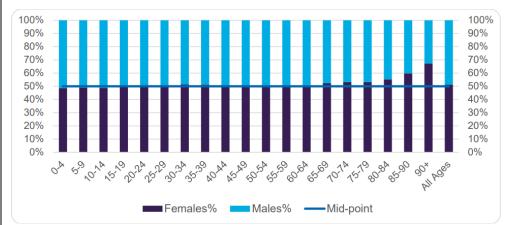
https://www.ucl.ac.uk/news/2016/dec/women-dementia-receive-less-medical-attention

https://pubmed.ncbi.nlm.nih.gov/17522133/

https://hal.science/hal-00477883/document

BCP 2021 Census - Gender:

The population in BCP Council is split by 51% female and 49% male as shown in the chart below. The chart illustrates that while in the younger age groups the percentage of males generally exceeds females, in the older age groups this pattern is reversed.



Census-2021-First-Release-Briefing-Paper

LGBQTQ+Communities

Sexual orientation

BCP 2021 General Population Census Data:

309,329 (92.4%) people aged 16 years and over in BCP answered this question:

Straight or Heterosexual: 88.5% (296,257)

Gay or Lesbian: 1.9% (6,494)

Bisexual: 1.6% (5,358)

Pansexual: 0.2% (829)Asexual: 0.1% (251)

• Queer: **0.0% (75)**

All other sexual orientations: 0.0% (65)

Not Answered: 7.6% (25,580)

Ref:

Sexual-Orientation-Gender-Identity-Briefing-Paper

LGBTQIA+ individuals—including those who identify as gay, lesbian, bisexual, pansexual, asexual, queer, and other sexual orientations—experience distinct challenges in their health wellbeing, and access to health and social care services:

- Mental Health: Higher rates of depression, anxiety, and suicide due to discrimination and stress.
- Chronic Illness & Substance Use: More chronic conditions and higher tobacco, alcohol, and drug use.
- Healthcare Access: Many face discrimination and lack of LGBTQ+ competent care.
- Preventive Care: Lower use of some services (e.g., gynaecological exams), but higher sexual health screening.
- Financial Barriers: More likely to face poverty, housing issues, and trouble affording care.
- Progress: More LGBTQ+-focused mental health support and calls for inclusive healthcare policies.

Ref

KFF Report on LGBT+ Health and Access to Care Frontiers in Public Health: Health Inequalities in LGBTI+ Populations The Hospitalist: Disparities in LGBTQIA+ Healthcare

A report from the House of Commons Women and Equalities Committee highlights several disparities in equality and experiences faced by LGBTQ+people in health and social care

Ref:

LGBT Health and Social Care:

LGBTQ+ individuals often experience worse health outcomes compared to the general population. This includes higher rates of mental health issues, substance abuse, and certain chronic conditions:

Mental Health: 3% of gay/bisexual men attempted suicide (vs. 0.4% of men overall); 80% of trans youth have self-harmed (vs. 10% of youth generally).

Physical Health: Lesbian/bisexual women face higher risks of obesity and heart disease; bisexual women are 4x more likely to have long-term mental health issues.

Sexual Health: Men who engage in sexual activity with other men (MSM) account for 80% of new syphilis cases.

Lifestyle: Gay/bisexual men are less likely to meet dietary guidelines.

Access to Health and Social Care: Many LGBTQ+ people face barriers to care due to discrimination, lack of provider understanding, and fear of being outed. Discrimination from professionals can deter individuals from seeking help.

Data Collection: Lack of comprehensive data on LGBTQ+ health needs makes targeted support difficult

Gender Identity Gender Reassignment

BCP 2021 Census - Gender Identity:

- 1,588 (0.5%) indicated that their gender identity was different from their sex registered at birth:
 - 549 (0.16%) answered "No" but did not provide a write-in response
 - 330 (0.10%) identified as a trans man
 - 291 (0.09%) identified as a trans woman
 - 259 (0.08%) identified as non-binary
 - **159 (0.05%)** wrote in a different gender identity

Ref:

Sexual-Orientation-Gender-Identity-Briefing-Paper

Experiences of trans, non-binary, and gender-diverse people across the UK are varied. This may be due to individual services experience and understanding:

Experiences in Health and Social Care

- Discrimination: 70% of trans and 55% of non-binary people report poor treatment or lack of understanding from healthcare staff. Nearly half say their GP doesn't understand their needs.
- Delays: 90% of trans people face delays in accessing gender-affirming care, with even greater barriers for trans people of colour.
- Fear of Disclosure: Many avoid sharing their identity in care settings due to fear of mistreatment.

Social Care and Community Impact

- Invisibility: Gender-diverse people are often excluded from data, leading to gaps in service design.
- Isolation: Discrimination contributes to mistrust and social isolation.
- Workplace Barriers: 37% of non-binary people hide their identity at work due to fear of discrimination.

Ref:

National LGBT Survey: Summary report LGBTQ+facts and figures | Stonewall

Trans People And The NHS: The Heat Of The Debate Needs The Light Of Evidence | The King's Fund

Socio-economic

Levels of deprivation play a significant role in health inequalities. Deprivation is a measure that assesses areas based on how they fare on multiple fields, including income, employment, quality of environment, health, education, and housing.

BCP is an area of significant disparity with neighbouring areas among the most and least deprived within England.

LSOA's (Lower-layer Super Output Area) refer to the level of deprivation experienced by residents within a specific small area in England, as measured by the English Indices of Deprivation (IMD).

In the BCP area 45,400 people (12% of the population) in BCP live in areas that are among the most deprived 20% nationally, including 8,900 0-16 year olds and 6,200 over 65s.

There is a social gradient to people's health, and the length of time people live is closely related to the extent of disadvantage and deprivation they experience. The difference in life expectancy between the most and least deprived quantiles of LSOAs in the BCP area in 2021 was:

- 6.9 years for males
- 6.4 years for females

Ref:

An overview of health inequalities in BCP – November 2021

In addition to the above, we have also adopted several local characteristics that must also be considered when developing equality impact assessments. These are:

Military veterans

Veterans are defined as anyone over the age of 16 who has served for at least 1 day in His Majesty's Armed Forces (Regular or Reserve) or Merchant Mariners who have seen duty on legally defined military operations. Not everyone will define themselves as a veteran. The term 'service leaver or exarmed forces' can often be used instead.

The 2021 Census shows that there are 1.85 million veterans in England and Wales (3.8% of the over 16 population), with around 2 million estimated across the whole of the UK.

In April 2024, the BCP are was home to 1,070 Ministry of Defence personnel. This included 960 military (UK regular forces) and 100 civilians (full-time equivalent).

It is estimated that 74% of all military personnel national are married or have a long-term partner and that 48% have children they support financially. This equates to around 710 partners and around 460 service personnel with children in the BCP area based of the military figures.

BCP 2021 Census – Military veterans:

BCP is home to both serving military personnel and veterans. There are **15,894 (4.7%)** residents aged 16+ have previously served in the UK armed forces:

- Previously served in regular UK armed forces: 12,743
- Previously served in reserve UK armed forces: 2,443
- Previously served in both UK armed forces: 708
- Total: 15,894
- Has not previously served in any UK armed forces: 319,015

Ref:

Armed Forces - Our people our place - Equality and Diversity - Power Bl

Each veteran's service experience is unique. While many have positive memories, others face challenges that affect their transition to civilian life. Some may not identify as veterans, especially if their experience was negative.

- Diverse Experiences: Female and LGBTQ+ veterans may face unique challenges, including the legacy of exclusion.
- **Family Impact**: Frequent moves, disrupted careers for spouses, and complex family dynamics are common.
- **Transition Challenges**: Leaving service can be sudden, and adjusting to civilian life often requires tailored support and guidance.
- **Pride and Self-Reliance**: Veterans may downplay their needs, focusing on others and avoiding asking for help.
- Access to Services: Many are unfamiliar with civilian systems, expect faster responses, and may face barriers or confusion about what's available.
- Barriers to Support:
 - Stigma around mental health
 - Lack of military-aware professionals
 - Difficulty finding purpose post-service
 - Financial pressures and undervaluing transferable skills
 - Misunderstandings from the public and media

Minority veterans face the same barriers as the majority, but these are often intensified due to their minority status and experiences.

Despite these challenges, veterans bring valuable skills and resilience that can benefit communities.

REF.

Personalising veteran healthcare: recognising barriers to access for minority and under-represented groups of veterans

10 things to know about veterans and their families: desk aid - GOV.UK

Unpaid Carers

A carer is a person of any age who provides or intends to provide on-going, unpaid support to a partner, child, relative or friend. Without this help, the health and wellbeing of the cared for person could deteriorate due to frailty, disability, a serious health condition, mental ill health or substance misuse.

- The carer may live with or apart from the cared for person
- Professional care may also be in place
- The cared for person could be in residential care, however the carer should still be recognised and may still need support

The 2021 Census shows that an estimated 5.0 million usual residents aged 5 years and over provided unpaid care in 2021 in England and Wales.

In BCP, the census found that **33,352** (**8.8%**) of usual residents aged 5 and over were providing unpaid care.

Number of Carers in BCP

- Total: **33,352**
- 1 to 19 hours unpaid care a week: 17,394
- 20 to 49 hours unpaid care a week: 6.334
- 50 or more hours unpaid care a week: 9624

Provides No Unpaid Care: 347,966

Ref:

HOME - Our people our place - Health & Wellbeing - Power Bl

The impact on carers' lives varies depending on the amount of care they provide, their age, and the length of time they have been providing that care. The needs of the individual receiving care and the relationship between the carer and cared for person will also have an impact on the caring experience.

Caring can impact on:

- The ability to access and stay in employment
- Financial resources
- The health and emotional well-being of the family unit
- The ability to access social and recreational activities
- Wider relationships with family and friends

For young carers it can also impact on their:

- Experiences of childhood
- · Health and well-being
- Education and career opportunities
- · Family and peer relationships
- Sense of identity

We also recognise that being a carer can impact on life after caring:

- Adjusting to changing relationships when caring at home is no longer viable
- Social isolation and lack of confidence after a bereavement
- Redefining their identity and purpose
- Having a higher risk of needing care services themselves

Children in care and care experienced young people

In 2025, there are approximately 516 children being looked after by BCP Council.

Data from the Sufficiency strategy for children in care and care experienced young people 2021-2024 tells us that on 31 March 2020 there were:

- 526 children in care (CiC) within the BCP area
- 252 care experienced young people (CEYP) within the BCP area

Further analysis from 2020 shows that of this cohort:

- 59% were boys
- 31% were aged 16+
- 24% were from BAME background
- 7% were Unaccompanied Asylum-Seeking Children (UASC)
- 5% had disabilities
- 14% of children were placed more than 20 miles from home address
- 8% came into care through police protection powers
- 71% were in foster care
- 4% were in semi-independent placements
- 88% had their annual health assessment

- 17% left care through adoption
- 9% moved more than three times in the year 2019-2020
- 70% were in education, employment or training
- 3% were in higher education (7 at university)

Children in care and care leavers can experience a multitude of challenges, including mental health difficulties, social isolation, difficulties with housing and employment, and limited access to support services. These challenges are often exacerbated by past trauma, lack of stability, and inadequate preparation for independent living.

Health and Wellbeing

- Mental Health: Care-experienced young people are more likely to face mental health challenges, including anxiety, depression, and traumarelated conditions. A more integrated and responsive mental health system is needed to support them effectively
- General Wellbeing: By the teenage years, 1 in 6 reported low overall wellbeing.
- Social Relationships: Compared to peers, fewer children in care report having close friendships or feeling able to talk to carers about important matters

Access to Health and Social Care

- Barriers to Support: Children in care often face fragmented services and inconsistent support. There are gaps in continuity of care, especially during transitions (e.g., moving placements or leaving care).
- **Inequality of Entry and Experience:** Children from the most deprived areas are significantly more likely to enter care.
- Kinship and Informal Care (cared for by relatives / informally arranged care without social care involvement): Many children in such arrangements are not formally registered, limiting access to services

REF:

Exploring the Lives of Care Experienced Children and Young People | National Centre for Social Research 10,000 Voices: The views of children in care on their well-being report - Coram Voice Care experienced children and young people's mental health | Iriss

local business or community organisations

There are nearly **15,400 businesses** in the BCP Council area with around **89% considered micro-businesses** employing less that 10 staff, similar to the national average. Around **50 businesses are considered large**, (employing 250 or more people).

The number of businesses in the BCP area increased year on year with the exception of 2019-20 and 2022-23. This is comparison to both national and regional figures where nationally the number increased year on year until 2022 before decline during 2023 and 2024. Regionally, numbers have declined across the southwest from 2022.

In 2023 there were **1,910 new businesses** set up in the BCP area and **1690** business failures.

Ref

HOME - Our people our place - Economy - Power BI

As of April 2021, there were **657 general registered charities** in the BCP Council area and 2,600+ voluntary and community sector groups.

Ref.

Empowering Communities - Summary of VCS and Volunteer Strategy

Covid.19 had a significant impact on our economy and the ways in which organisations conduct their businesses. However the positive responses from many organisations throughout the pandemic saw communities coming together to support each other. Our Prevention Strategy seeks to strengthen this community support and enable people to live a fulfilled and meaningful life in a place they call home.

During our engagement with the VCSE (Voluntary, Community and Social Enterprise), market providers and commissioned services we heard that the commissioning process is overly complex and rigid. Smaller organisations who are less versed in completing bids and applying for tenders feel they are missing out of opportunities as they are competing against larger organisations who have the resources and tools to bid for contracts. Smaller organisations can sometimes provide a more flexible and personalised service. They will be placing more focus into commissioned contracts due to it likely being their largest source of income. Larger organisations will be providing a variety of services and therefore may not be nurturing a commissioned service as closely.

Our prevention strategy recognises that the VCSE sector and local market needs to be supported to thrive, therefore we will be reflecting on our own practices and working with the market to identify ways to make commissioning work for everyone.

We do not see the prevention strategy having any negative impacts on local businesses or community organisations.

Will this change affect any service users?

Yes. The strategy would affect any BCP residents regardless of eligibility for care and support from Adult Social Care.

Feedback received during the engagement may affect the content of the strategy and therefore the direction and focus of the ASC Prevention Strategy.

What are the benefits or positive impacts of the change on current or potential users?

The positive impact of a broad consultation and feedback from a wide range of people with different needs, experiences and opinions will ensure that this is reflected in the focus and approach of the new ASC Prevention strategy.

The strategy aims to recognise services across the BCP Council area (both internal and external) that help to prevent, reduce or delay the development of longer term care needs. This will provide clarity for staff and BCP residents around providing more preventative interventions, reducing the need for longer term care and support, which in turn will improve the person's wellbeing, reduce reliance on carers, and reduce the need for ASC to provide longer term care and support.

The strategy aims to secure longer-term funding for preventative services and interventions, ensuring continuity of service for local residents and security for the VCSE sector.

The strategy may result in new services being commissioned that help to prevent the development of longer-term care needs. The strategy may result in changes being made to current services to improve provision.

The strategy aims to promote partnership working and collaboration with the VCSE sector, market and partners in health sectors to improve communication between the local authority and key stakeholders. This will help to streamline peoples' experiences of support and the pathways they may encounter.

Benefits relating to our priorities and focus areas:

A change in culture

- Strength based approaches helping people to develop more independence and resilience creating sustainable positive outcomes.
- Wider promotion of equal opportunities to create a more inclusive and supportive environment for individuals
- Greater co-production through the implementation of BCP Adult Social Care's Co-production Strategy
- People feeling better able to engage with social care and navigate pathways by ensuring the use of empowering language and addressing key issues that create barriers in access.

Living and ageing well

- A reduced risk of falls and improved physical health and independence among older people and adults with physical conditions and mobility limitations through targeted interventions.
- Wider promotion of physical activity in adult social care to improve health and wellbeing.
- Better access to financial assistance and advice to maintain a dignified standard of living
- Strengthened age friendly communities work through continued collaboration and development

Individual resilience to build wellbeing

- Better access to timely, and inclusive information, advice, and selfeducation resources that promote healthy lifestyles, early intervention, and informed decision-making.
- Services exist that promote independence, inclusion, and wellbeing for individuals with sight and/or hearing impairments by ensuring timely access to preventative support, accessible services, and inclusive community opportunities.
- Enhanced support for individuals who hoard or self-neglect, reducing risk and promoting safety, wellbeing, and independence.
- Enhanced support for self-funders and individuals near the eligibility threshold by improving access to information, advice, and community resources that promote independence, financial resilience, and wellbeing.

- Increased identification of unpaid carers with improved access to information, advice, direct payments and wellbeing services, enabling them to maintain their caring role, avoid crisis, and live well alongside caring.
- Preventing the escalation of care needs by expanding access to Occupational Therapy and Care Technology that supports daily living, to enhance safety, and empower individuals to manage their health and wellbeing at home.

Supporting the workforce

- Improved workforce wellbeing in adult social care
- Greater use and access of learning and development opportunities that embed preventative approaches and promote continuous improvement.
- Compassionate leadership that prioritises workforce wellbeing, fosters a culture of continuous learning, and drives the delivery of preventative, person-centred support.
- A prevention-first mindset embedded across the adult social care workforce with better access to community-based knowledge, training, and leadership support that empowers practitioners to act early and innovatively.
- Greater capacity for prevention with integrated, collaborative, and communicative partnerships across health, social care, and community sectors.

Connecting Communities

- reduced loneliness and isolation and reduced health and social inequalities with more community connections, improved access to inclusive and person-centred support, and increased trust with underserved groups ensuring all individuals can access the support they need to live healthier, more independent lives.
- People are able to live independently at home for longer through community-based, person-centred support that reduces avoidable admissions, delayed discharges, and reliance on long-term residential care through integrated, localised, and accessible services
- safer, more secure communities with awareness of personal and digital safety, and community-led safety initiatives.
- Better partnership working and collaboration with the voluntary, community, and social enterprise (VCSE) sector by embedding supportive commissioning practices and promoting collaborative relationships.

What are the negative impacts of the change on current or potential users?

There are no negative equality impacts identified from the introduction of an ASC prevention strategy.

The engagement has a limited timescale and limited resources meaning that feedback (and therefore the outcome) of the engagement is reliant upon utilising the feedback from people who have chosen to engage in the consultation and may not reflect the views and opinions of all BCP residents.

To ensure representation from all groups we will be working closely with the VCSE sector and cohort specific teams and organisations to engage with local residents from different protected characteristic groups during the development of the prevention strategy actions plan and it's implementation.

Will the change affect employees?

Once implemented, the Prevention strategy would support BCP employees with providing earlier preventative support before a person develops longer term needs. This will mean more preventative interventions but reduce the need for longer term care and support requirements.

The strategy aims to improve communication with the workforce to support them in their roles. This includes regular updates about any changes being made to current services.

Staff will be involved in the development of the prevention strategy action plan to ensure any changes account for the needs of the ASC workforce.

The strategy may result in changes being made to current preventative services, new services being commissioned or existing service being decommissioned – any changes to provision as a result of strategy implementation will have a separate equality impact assessment completed to ensure there is consideration to making content of the strategy accessible and non-discriminatory and that the implemented strategy is inclusive.

Will the change affect the wider community?

Yes. The strategy would affect any BCP residents eligible for care and support from Adult Social Care and also have a positive impact on reducing the need for longer term care and pressure on unpaid carers and use of community resources and services if preventative measures are implemented before becoming longer term enduring care and support needs.

The VCSE Sector is well placed to support a better understanding of need and will be involved in the development of the prevention strategy action plan

The strategy recognises the importance of the VCSE Sector and aims to secure long-term funding for commission services, clarify funding opportunities available for communities and raise awareness to the support available in communities.

The strategy will also impact the wider market and VCSE organisations and may result in an increase in referrals to community based support - we will work closely to identify what services are receiving high demand to gain an understanding of what services are needed locally.

What mitigating actions are planned or already in place for those negatively affected by this change?

We have not identified any negative impacts of the Prevention Strategy, however, to ensure it is fully inclusive and accessible we will:

Inclusivity:

- Easy Read and Large Print Formats: We will work with partners to ensure the prevention strategy can be available in easy read and large print format.
- Translations: we will work with partners to ensure translations into other languages would be available upon request.
- Audible Option for Visually Impaired: We will work with partners to ensure audible and visual options are available upon request.

Engagement and Consultation of the Strategy:

- The majority of engagement will be through mail shots, ensuring that information reaches a broad audience, including those who may not have internet access.
- There will be opportunities to be involved in focus groups throughout the strategies implementation.
- We will engage with key organisations/teams and community groups that's represent people from protected characteristic groups to ensure they can share their views.

Communication:

- We will provide regular updates throughout the prevention strategy implementation to ensure the workforce, wider market and communities are informed about any changes being made.
- We will utilise existing communication channels with the VCSE sector to ensure effective partnership working and work with leading VCSE organisations to reach a wider audience.
- We will look to have regular meetings and collaborative forums with the VCSE sector to share, learn and ensure the sector is aware of any planned changes.
- We will work closely with the communities team to maintain an awareness of, and share information about ongoing schemes, opportunities and funding.
- We will explore options for improving communication within the workforce via the ASC intranet, webinars and forums.

Future strategy implementation will have a separate equality impact assessment completed to ensure there is consideration to making content of the strategy accessible and non-discriminatory and that the implemented strategy is inclusive.

Summary of Equality Implications:

The strategy will have positive impact and all experiences will continue to be considered to ensure that everyone can access preventative support to remain independent and live healthier happier lives.

Impact on Service Users:

- The strategy will affect all BCP residents, not just those eligible for Adult Social Care (ASC).
- Feedback from public engagement may shape the strategy's direction and action plan.
- The strategy may result in new services being developed in line with local people's needs
- The strategy may result in current services being re-tendered, adapted to meet needs, or decommissioned

Positive Impacts:

- Broad consultation ensures diverse needs and experiences are reflected.
- Focus on preventative services aims to:
 - Delay or reduce long-term care needs.
 - Improve individual wellbeing.
 - Reduce pressure on carers and ASC services.
 - Supporting staff and residents to identify preventative solutions

 Secure long-term funding for preventative services and support the VCSE sector.

Negative Impacts:

- No negative equality impacts identified currently.
- Limited engagement resources may mean not all resident views are captured.
- Efforts will be made to engage underrepresented groups through VCSE partnerships.

Impact on Employees:

- Strategy will guide staff to provide earlier, preventative support.
- Aims to shift focus from long-term care to early interventions.
- ASC Workforce wellbeing is recognised within the strategy.

Impact on the Wider Community:

- Benefits all BCP residents by reducing long-term care needs and supporting community resources.
- VCSE Organisations are key stakeholders and will be involved in the development of the prevention strategy action plan
- The strategy aims to secure long-term funding for commission services, clarify funding opportunities available for communities and raise awareness to the support available in communities.
- An increase in referrals for preventative support may impact VCSE organisations – we will work closely to identify what services are receiving high demand to gain an understanding of what services are needed locally.

Mitigating Actions:

- Accessibility measures include to ensure inclusivity when publishing the prevention strategy and co-developing the action plan
- Wider engagement with communities and organisations that have trusted relationships with groups from protected characteristics
- Engagement via mail shots and through existing networks
- Opportunities to be involved in focus groups
- Future implementation will include an equality impact assessment to ensure inclusivity.
- Use of the ASC intranet page to reach the workforce with regular updates relating to the strategy implementation

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CABINET FORWARD PLAN – 1 NOVEMBER 2025 TO 28 FEBRUARY 2026

(PUBLICATION DATE – 21 October 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)?
371	Medium Term Financial Plan (MTFP) Update	To consider the MTFP Update report.	No	Overview and Scrutiny Board 20 Oct 2025 Cabinet 29 Oct 2025				Adam Richens	Open
	Upton Park Farm	To consider a report on the Upton Park Farm	No	Cabinet 29 Oct 2025				Adam Richens	Open Agenda

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What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
BCP Council Libraries – Draft Library Strategy	To present the key elements of the new draft Library Strategy ahead of a second stage consultation process.	Yes	Overview and Scrutiny Board 20 Oct 2025 Cabinet 29 Oct 2025	All Wards			Lynda Anderson, Matti Raudsepp	Open
Dorset Local Enterprise Partnership (DLEP) Closure	This Cabinet report seeks approval for the acceptance of funds from the Dorset Local Enterprise Partnership to deliver economic benefits in the BCP region in line with the aims and objectives of the Dorset Local Enterprise Partnership.	Yes	Cabinet 29 Oct 2025	All Wards			Ruth Spencer	Open

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Poole Bay, Poole Harbour & Wareham FCERM Strategy Review	To seek cabinet approval to commence the project delivery and delegate authority to Director level for project delivery to the point we can bring an updated Strategy to cabinet for approval and adoption	Yes	Cabinet 29 Oct 2025	Boscombe East & Pokesdown; Boscombe West; Bournemout h Central; Canford Cliffs; Creekmoor; East Cliff & Springbourn e; East Southbourn e & Tuckton; Hamworthy; Oakdale; Parkstone; Penn Hill; Poole Town; West Southbourn e; Westbourne & West Cliff			Alan Frampton	Open

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727	BCP Homes Annual Complaints Performance and Service Improvement Report	To provide an overview of complaint handling performance, lessons learned and compliance against the Housing Ombudsman Complaint Handling Code.	No	Environment and Place Overview and Scrutiny Committee 8 Oct 2025 Cabinet 29 Oct 2025	All Wards	BCP Homes residents will have been provided with regular information on complaint handling performance through published information and resident panels.		Seamus Doran	Open
	BCP Homes Performance Update	To provide quarterly performance to Cabinet to provide assurance that the management of council homes is effective.	No	Environment and Place Overview and Scrutiny Committee 8 Oct 2025 Cabinet 29 Oct 2025	All Wards	Council tenants and leaseholders BCP Homes Advisory Board	Through established meetings	Kelly Deane	Open

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326	BCP Homes Governance review, Resident Engagement and Communication s Strategy and Resident Engagement for High-Rise Building Strategy	To consider proposals to ensure that effective governance arrangements are in place that supports councillors in ensuring that council housing is managed effectively and that the outcomes of the Regulator of Social Housing's regulatory consumer standards are delivered.	No	Cabinet 29 Oct 2025	All Wards	Council tenants and leaseholders BCP Homes Advisory Board	Informal process through meetings and away days.	Kelly Deane	Open
	Vehicles and Plant Replacement - Building Maintenance and Construction Works Teams	To secure approval for prudential borrowing necessary to support plant and vehicle procurement	Yes	Cabinet 29 Oct 2025	All Wards	Borrowing over £500k will require Audit & Governance Committee consideration		Matti Raudsepp	Open

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020	Adult Social Care Prevention Strategy	To present and seek approval on the new Adult Social Care Prevention Strategy	Yes	Health and Adult Social Care Overview and Scrutiny Committee 23 Sep 2025 Cabinet 29 Oct 2025	All Wards	The Voluntary and Community Sector The ASC Workforce Residents of Bournemouth, Christchurch and Poole The local Care Market	Engagement and consultation will be completed prior to the presentation of the strategy	Emma Senior	Open
	Council Budget Monitoring 2025/26 at Quarter Two	To update Cabinet with the financial position for 2025/26 and agree budget virements as necessary.	No	Cabinet 26 Nov 2025	All Wards	n/a	n/a	Nicola Webb	Open

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	Individual Performance Framework Update	To consider an update report on the Performance Framework	No	Cabinet 26 Nov 2025				Sarah Deane, Katie Tomkins	Open
>1	BCP Homes Asset Management and 30 year Business Plans	To set out and seek approval for an asset management plan to ensure that council homes are maintained to appropriate standards and a 30-year business plan that sets the long term funding for maintenance, new homes and services to council tenants and leaseholders.	No	Cabinet 26 Nov 2025	All Wards	Council tenants and leaseholders BCP Homes Advisory Board	Through established meetings, resident panels and feedback from tenants and leaseholders.	Kelly Deane, Matti Raudsepp	Open

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lm	pole Business provement strict	To consider the report	No	Cabinet 26 Nov 2025	Poole Town			Hannah Porter	Fully exempt
Cr up ste	pole ematorium - date and next eps portunity	To update Cabinet on outcomes of commitment to meet with representatives of the bereavement industry and faith sector to discuss the feasibility of working in partnership to deliver cremator provision at Poole Crematorium and seek approval on proposed next stage options.	No	Cabinet 26 Nov 2025	All Wards			Kate Langdown	Open

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	Special School Funding	It is recommended to: - Note the contents of this report - Agree for this piece of work to proceed as noted and be further considered with financial modelling available	No	Cabinet 26 Nov 2025	All Wards			Kerrie Ainley, Chris Lee, Lisa Linscott, Shirley McGillick	Open
71)	Home to School Transport	Present the findings from the in depth review completed by Edge Public Solutions on our Home to School Transport function, with a particular focus on how to transform the function to reduce costs and operate a more efficient service. Provide a recommended route forward and secure approval for next steps.	No	Children's Services Overview and Scrutiny Committee 25 Nov 2025 Cabinet 26 Nov 2025	All Wards			Lisa Linscott	Open

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	Corporate Performance Report - Q2	Progress update on performance against key measures in the Corporate Strategy.	No	Cabinet 17 Dec 2025	All Wards	n/a	n/a	Isla Reynolds	Open
)	Waste Strategy for Bournemouth, Christchurch and Poole	To approve the ambitions, principles and a delivery framework to manage waste produced from homes and businesses across Bournemouth, Christchurch and Poole for the next 10 years.	Yes	Environment and Place Overview and Scrutiny Committee 19 Nov 2025 Cabinet 17 Dec 2025 Council 24 Feb 2026	All Wards	Residents, businesses, special interest groups,		Georgina Fry	Open

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	us Subsidy eview	To consider the outcome of a full network review of the council's subsidised local bus services and to recommend changes to Council to support budget setting for 2026/27 as well as informing the Medium Term Financial Plan.	Yes	Cabinet 17 Dec 2025 Council 24 Feb 2026	All Wards	Bus Passengers Bus Passenger Representative Organisations (including groups representing older people and people with disabilities) Schools Bus Operators Neighbouring authorities	Public consultation 16 June to 27 July 2025. On-line plus on-bus paper surveys.	John McVey, Richard Pincroft	Open
de a re ho pr to af	ne evelopment of framework of gistered busing oviders (RPs) deliver fordable busing using CP sites		Yes	Cabinet 17 Dec 2025	All Wards			Kerry-Marie Ruff	

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Bournemouth Development Company: Winter Gardens Site Development Plan	To present Cabinet with a new Site Development Plan for the Winter Gardens.	Yes	Overview and Scrutiny Board 8 Dec 2025 Cabinet 17 Dec 2025	Bournemout h Central			Rob Dunford	Open
Housing and Property Compliance Update (Housing Revenue Account)	To provide information on how the council is meeting its responsibilities in ensuring that all council housing is managed to ensure compliance with legal and regulatory requirements.	No	Cabinet 17 Dec 2025	All Wards	Council tenants and leaseholders BCP Homes Advisory Board	Through established meetings and residents panels.	Matti Raudsepp	Open
Financing Nature	To recommend options for improving nature through use of mandatory Biodiversity Net Gain	No	Cabinet 17 Dec 2025	All Wards			Ruth Wharton, Martin Whitchurch	Open

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Statutory Duty to Biodiversity	To report on our statutory duty to biodiversity and approve an action plan to support nature recovery	No	Cabinet 17 Dec 2025	All Wards			Martin Whitchurch	Open

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Designation of High Street Rental Auction area for Bournemouth town centre	To seek approval from Cabinet to designate the area in Bournemouth town centre for the High Street Rental Auction (HSRA) Programme.	No	Cabinet 17 Dec 2025	Bournemout h Central	- Higher Education – BU, AUB, BPC, HSU - Agents - Bournemouth Property Association - Poole Property Club Developers - Landlords - BIDs – TC, Coastal, Christchurch, Poole - DMB and BAHA - Bournemouth Chamber - Dorset Chamber - BH Live - Police/PCC	EHQ webpage and an online form asking agreement with the proposed area and any comments on the area. Respondent type was also collected, together with equalities questions. The consultation stage is now complete. The period opened on 15 July 2025 and closed on 12 August 2025.	Charles Fynn	Open

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	Council Budget Monitoring 2025/26 at Quarter Three	To update Cabinet on the financial position for 2025/26 and budget agree virements as necessary.	No	Cabinet 14 Jan 2026	All Wards	n/a	n/a	Nicola Webb	Open
305	Investment & Development Directorate - Regeneration Programme	To provide a bi-annual update on the progress of the Council's regeneration programme	No	Overview and Scrutiny Board 5 Jan 2026 Cabinet 14 Jan 2026	All Wards			Amena Matin, Jonathan Thornton	Open

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0000	Supported & Specialist Housing Strategy 2025 to 2035	To introduce the Supported & Specialist Housing Strategy for the next 10 years	No	Environment and Place Overview and Scrutiny Committee 9 Jul 2025 Cabinet 14 Jan 2026	All Wards	Experts by experience, Adults Social Care, Childrens Social Care, Adults Commissioning, Childrens Commissioning, NHS Dorset, Dorset Healthcare, Local Registered Providers	Workshops and meetings Autumn 2025	m	Open
	Housing Revenue Account (HRA) budget setting 2026-27	To seek approval for rent and other charges to tenants and leaseholders for 2026-27 and proposed expenditure on the repair and maintenance of council homes.	No	Cabinet 4 Feb 2026	All Wards	Council tenants and leaseholders BCP Homes Advisory Board	Through established meetings and panels	Kelly Deane	Open

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	BCP Homes Performance	To provide quarterly performance to Cabinet to provide assurance that the management of council homes is effective	No	Cabinet 4 Feb 2026	All Wards	Council tenants and leaseholders BCP Homes Advisory Board	Through established meetings	Kelly Deane	Open
Ď	Corporate Performance Report - Q3	Progress update on performance against key measures in the Corporate Strategy.	No	Cabinet 4 Mar 2026	All Wards	n/a	n/a	Isla Reynolds	Open

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o	Homelessness and Rough Sleeping Strategy 2026- 2031	To inform on the impact of the Strategy since 2021, propose new Strategy and agree the related Delivery Plan	No	Environment and Place Overview and Scrutiny Committee 25 Feb 2026 Cabinet 1 Apr 2026	All Wards			Rachel Stewart	Open
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	BCP Homes Performance	To provide quarterly performance to Cabinet to provide assurance that the management of council homes is effective	No	Cabinet 27 May 2026	All Wards	Council tenants and leaseholders BCP Homes Advisory Board	Through established meetings	Kelly Deane	Open

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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 18 May 2026 Cabinet 27 May 2026 Council 2 Jun 2026	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
Housing Strategy Review	To provide an annual update about the delivery of the BCP Housing Strategy 2021-2027	No	Environment and Place Overview and Scrutiny Committee 20 May 2026 Cabinet 24 Jun 2026	All Wards			Rachel Stewart	Open

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	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
200	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
	BCP Council Domestic Abuse Strategies	To gain agreement by Cabinet to publish the Prevention of Domestic Abuse Strategy, Safe Accommodation Strategy and the Perpetrator Strategy including delivery plans.	Yes	Cabinet Date to be confirmed	All Wards	People with lived experience, Health, Social Care, Police, third sector specialist organisations, Local Providers have all been consulted prior to the Public consultation.	Public consultation 09- 03-25 to 28-04- 25 O&S Safe Accommodation Working Group.	m	Open