

Notice of Cabinet



Date: Thursday, 26 March 2026 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 J Hanna
Cllr R Herrett
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?MIId=6073>

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

18 March 2026

**DEBATE
NOT HATE**



Available online and
on the Mod.gov app

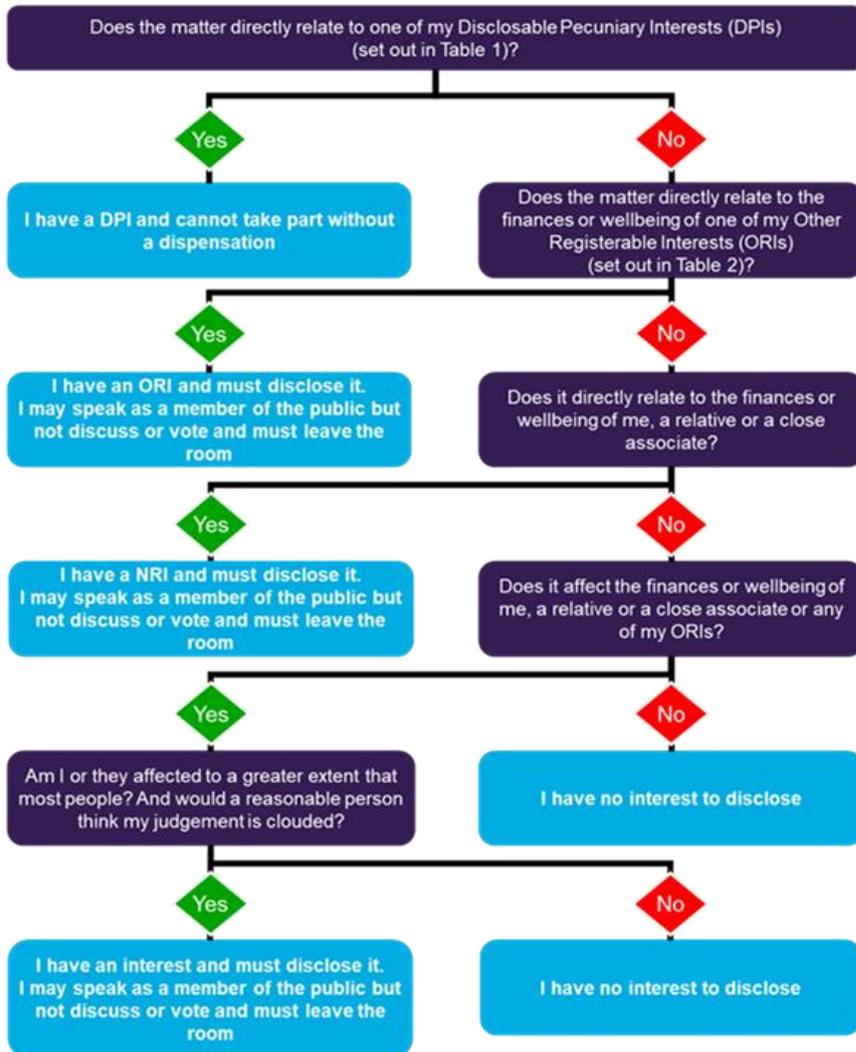


Maintaining and promoting high standards of conduct

Declaring interests at meetings

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

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



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

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

Bias Test

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

Predetermination Test

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

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

For more information or advice please contact the Monitoring Officer

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

To confirm and sign as a correct record the minutes of the Meeting held on 4 March 2026.

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4. Public Issues

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

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

The deadline for the submission of public questions is mid-day on Friday 20 March 2026 [12 noon, 3 clear working days before the meeting].

The deadline for the submission of a statement is mid-day Wednesday 25 March 2026 [mid-day the working day before the meeting].

The deadline for the submission of a petition is Thursday 12 March 2026 [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. BCP Council Public Waste Bin Provision Policy

To seek adoption of a *BCP Council Public Waste Bin Provision Policy* which establishes a consistent, evidence-based approach to the provision, management and servicing of litter and dog-waste bins across Bournemouth, Christchurch and Poole.

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7. BCP Homes Asset Management Strategy

The Asset Management Strategy sets out BCP Homes' approach to managing approximately 9,600 Housing Revenue Account (HRA) properties, including dwellings, leasehold properties, garages, communal areas and associated assets. The strategy outlines how the Council will

45 - 94

maintain, invest in and improve its housing stock over the next five years (2025/26–2030/31), while aligning with wider corporate objectives and preparing for long-term sustainability challenges.

8. Childcare Sufficiency Assessment 2025-26

95 - 120

The Council has a statutory duty to provide working families of children aged 0-14 (18 with SEND) enough childcare places in its area, where reasonably practicable. Each year Research and Children's Services colleagues assess the position of the market, providing parents, councillors, schools and private businesses ward level information as a planning tool to support access or expansion of places, while highlighting areas of focus or concern.

With significant government expansion of early years childcare now fully embedded this information and data is vital for private businesses seeking to enter the market and help the Council fulfil its ongoing statutory duties and the content of the assessment concludes that the Council is meeting its statutory duties.

In addition to a briefing report (appendix 1) the data that helped form the assessment is accessible [here](#).

9. Children in Care Outline Business Case

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This report presents the Children in Care (CiC) Invest to Save Proposal, a targeted programme to deliver savings against the 2026/27 Children in Care budget of £54.84m by reducing the number of children in care and lowering the overall cost of placements, while maintaining strong outcomes and stability for children and young people.

The programme will accelerate delivery of strategic and operational actions to safely manage demand and secure sustainable cost reductions. It provides a structured approach to delivering both immediate savings and longer-term financial resilience within Children's Services.

Approval is sought to procure specialist support over a six-month period to support implementation of a phased delivery strategy. An investment of £0.561m is required. The programme is expected to deliver at least £2.0m savings by 2027/28 and establish a sustainable platform for the continued reduction in demand and cost.

10. South West Flood & Coastal shared service

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BCP Council have hosted the South West Flood & Coastal (SWFaC) shared service with East Devon District Council for nearly 2 years and operate a multitude of partnership/cooperation agreements with other risk management authorities ([South West Flood and Coastal](#)). Dorset Council have confirmed (3 March Cabinet) they would like to propose joining SWFaC, entering into the shared service for all Flood and Coastal Erosion Risk Management (FCERM) activities, in recognition of the mutual benefits that will bring.

The Shared Service Agreement (SSA) will set a framework where Dorset Council can fund a proportion of the service net cost with Dorset Council staff integrating under the existing SWFaC management structure.

The proposal aligns with our SWFaC service vision and is fully supported by the Environment Agency (EA) who have the strategic overview for national FCERM delivery. It will improve the ability of all participating Councils to make our communities more resilient to climate change.

11. Exclusion of Press and Public

In relation to the item of business appearing below, the Committee is asked to consider the following resolution: -

‘That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 in Part I of Schedule 12A of the Act and that the public interest in withholding the information outweighs such interest in disclosing the information.’

12. Adjudication Update

147 - 158

To consider a report on the adjudication update.

13. 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.

14. Cabinet Forward Plan

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

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

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

CABINET

Minutes of the Meeting held on 04 March 2026 at 10.15 am

Present:-

Cllr M Earl – Chairman

Cllr M Cox – Vice-Chairman

Present: Cllr D Brown, Cllr A Hadley, Cllr J Hanna, Cllr R Herrett, Cllr A Martin, Cllr S Moore and Cllr K Wilson

Present virtually: Cllr R Burton

Also in attendance: Cllr S Carr-Brown (Chair of the Childrens Services Overview and Scrutiny Committee), Cllr G Farquhar, Cllr C Rigby (Chair of the Environment and Place Overview and Scrutiny Committee) and Cllr K Salmon (Chair of the Overview and Scrutiny Committee)

Also in attendance virtually: Cllr P Canavan (Chair of the Health and Adult Social Care Overview and Scrutiny Committee)

The Leader used this opportunity to advise Cabinet that this would be the Director of Finance, Adam Richens last Cabinet meeting prior to leaving the Council after 40 years in local government finance. The Leader advised that Adam had been a huge support to Cabinet and to the wider council and thanked Adam for his valued expertise and dedication to good financial governance.

136. Declarations of Interests

There were no declarations of interest made on this occasion.

137. Confirmation of Minutes

The Minutes of the meeting held on 4 February 2026 and the budget meeting held on 11 February 2026 were confirmed and signed as a correct record.

138. Public Issues

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

139. Recommendations from the Overview and Scrutiny Committees

Cabinet was advised that one recommendation had been received from the Overview and Scrutiny Board and one from the Environment and Place Overview and Scrutiny Committee on items not otherwise on the agenda.

The Chair of the Overview and Scrutiny Board, Councillor Kate Salmon presented the recommendations from the Board as set out below, copies of which had been circulated to Members of the Cabinet and published on the Councils website prior to the meeting. In presenting the recommendations Councillor Salmon highlighted that an underlying issue is that of trust and that the recommendations sought to address this issue.

Recommendations from the Overview and Scrutiny Board held on 23 February 2026

O&S Board agenda item 7 – Consultation Framework Working Group Report

- 1. That the Overview and Scrutiny Board recommend to Cabinet that it adopts the Code of Good Practice – see the following link to the draft document: [Code of Good Practice](#)*
- 2. That the Overview and Scrutiny Board recommend to Cabinet that all members should be notified of consultations at least 1 week in advance of going live, providing summary detail of the topic for consultation.*
- 3. That the Overview and Scrutiny Board endorse the ongoing work to produce an internal consultation toolkit, which should provide clear guidance on confidentiality.*
- 4. That the Overview and Scrutiny Board recommend to Cabinet that it endorses an approach to every consultation which clearly outlines that it is not a referendum.*
- 5. That the Overview and Scrutiny Board recommend to Cabinet that funding for the establishment of a citizens panel is built into future budgets for Consultations.*

(Unanimous Decision)

Additional comments from O&S Board

Cabinet is also asked to note the following recommendations to officers:

- 1. That the Overview and Scrutiny Board recommend that the Chief Executive bring the Consultation Forward Plan to Group Leaders Meetings on a quarterly basis in order to raise awareness with members. As well as informing of forthcoming consultations the update should provide guidance on confidentiality and expectations for member engagement.*
- 2. That the Overview and Scrutiny Board recommend to officers that greater clarity be provided around why particular consultation methods were chosen and also clarity on the reason why a consultation is taking place and how the results of the consultation will be used.*
- 3. That the Overview and Scrutiny Board recommend that officers give consideration to the most robust consultation process available, recognising that sample surveys tend to be more robust and consider the additional costs involved with this*

The Board also asked officers to review whether the framework (Code of Good Practice) should more explicitly reference the need for

meaningful, decision relevant consultation questions. Officers agreed to thoroughly check through the Code and to make adjustments if required.

The Leader thanked Councillor Salmon and the committee for all their work and for bringing their recommendations to Cabinet and further to this advised that a response would be provided directly to the Board once Cabinet had had the opportunity to consider the recommendations in detail.

The Chair of the Environment and Place Overview and Scrutiny Committee, Councillor Chris Rigby presented the recommendations from the Committee as set out below, copies of which had been circulated to Members of the Cabinet and published on the Councils website prior to the meeting.

Recommendations from the Environment and Place Overview and Scrutiny Committee held on 25 February 2026

Environment and Place Agenda Item 9 – Homelessness and Rough Sleeping Strategy 2026-2031 Update

The Environment and Place Overview and Scrutiny Committee agreed the following recommendations on this item which are being passed to Cabinet:

- (i) The committee endorse the Homelessness and Rough Sleeping Strategy 2026–2031 and consider any further improvements ahead of consideration at Cabinet in May 2026*
- (ii) supports the co-production of the Delivery Plan with people who have lived experience and through a working group of Homelessness Delivery Board members.*

Voting: Unanimous

The Leader thanked Councillor Rigby and the committee for all their work and for bringing their recommendations to Cabinet. In relation to this the Leader thanked the Committee for their endorsement of the strategy and advised that a response would be provided directly to the Committee once Cabinet had had the opportunity to consider the recommendations in detail.

The Leader advised that the agenda order was to be altered slightly to deal with the items which come under the Portfolio of Children, Young People, Education and Skills, Councillor Richard Burton, as he was at a conference and attending Cabinet virtually.

140. Somerford Primary School Resourced Provision

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

Cabinet was advised that in line with the requirements of statutory guidance *Making significant changes to maintained schools*, the report sought to set out the proposal to establish a new Resourced Provision at Somerford Primary School, and that the proposal formed part of the council's work to provide access to sufficient, specialist school places and is one a number of projects that will provide local places for local children in line with our

statutory responsibilities to strengthen and expand high-quality SEND provision to meet growing demand.

In relation to this Cabinet was informed that the proposal aimed to address increasing pressure on school places resulting from the rising number of Education, Health and Care Plans (EHCPs), and that a lack of sufficient local capacity has led to a higher number of placements in independent and non-maintained special schools (INMSS).

Further to this Cabinet was advised that by expanding provision within Somerford Primary School, the council sought to build on the strengths of local settings and enable more children and young people to access appropriate education closer to home, and that increasing local capacity in Christchurch would reduce reliance on costly out-of-area placements, which typically involve higher fees and significant transport costs.

Cabinet was informed that this approach not only supported better outcomes for pupils by allowing them to remain within their communities but also delivered long-term financial efficiencies for the Council.

The Chair of the Children's Services Overview and Scrutiny Committee, Councillor Sharon Carr-Brown addressed the Cabinet advising that whilst the report hadn't been formally brought before the Committee that the Committee would certainly have endorsed the report and highlighted that this was the direction of travel which needed to be taken.

RESOLVED that Cabinet agreed with the proposal to establish a new Resourced Provision for primary aged school children with SEND at Somerford Primary School with effect from 1 April 2026.

Voting: Unanimous

Portfolio Holder: Children, Young People, Education and Skills

Reason

To ensure sufficient school places for children with special educational needs in the Somerford and wider Christchurch area. Establishing a new 16-place Resourced Provision on the Somerford Primary School site will strengthen the Council's strategy of supporting children with additional needs within mainstream education. This provision will combine the benefits of a mainstream school environment with tailored specialist support, enabling children with Education, Health and Care Plans to access high-quality learning and achieve their full potential.

141. Children's Services Capital Strategy Report 2026-2029

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

Cabinet was advised that the report set out the Education and Skills Capital Programme for the period 2026/27– 2028/29, and summarised available capital funding totalling £34.9 million and provides an indicative programme of investment of £33.5 million set against key budget headings aligned to improvement priorities across the service.

In relation to this Cabinet was informed that the planned expenditure of available capital was set out in the report and showed a balanced budget.

RECOMMENDED that Council agrees the capital programme as set out in the report, including the budget allocations set against the capital funding available for the period 2026/27.

Voting: Unanimous

Portfolio Holder: Children, Young People, Education and Skills

Reason

Utilising investment in the school estate to discharge the council's statutory duties to deliver good estate management and secure sufficiency of places aligned to the Childcare Sufficiency Assessment, SEND Sufficiency Strategy, Belonging and Improvement Strategy and DSG Recovery Plan.

142. Best Start in Life Local Plan

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

Cabinet was advised that the report updated on the development of BCP's Best Start in Life Local Plan, which delivered the Government's strategy for improving outcomes from pregnancy to age five and meets the requirement to publish a local plan by 31 March 2026.

Cabinet was informed that key issues included achieving the Government-set Good Level of Development (GLD) targets (79.9% of children overall; 60.1% of children receiving Free School Meals) through whole system collaboration and establishing Best Start Family Hubs to provide integrated health, education and family support in areas of highest deprivation, and that programme governance, project management, stakeholder engagement and a readiness survey are in place.

RESOLVED that Cabinet noted: -

- (a) the continued development and publication of BCP Council's *Best Start in Life Local Plan* to meet the statutory requirement for all local authorities to publish a plan by 31 March 2026;**
- (b) the use of the *Best Start Family Hub delivery grant* and associated external funding streams to build workforce capacity, strengthen evidence-based interventions and enable consistent delivery of the expanded Best Start offer;**
- (c) the establishment and phased implementation of *Best Start Family Hubs*, beginning with Boscombe as the first site and a second site in the west locality; and**
- (d) the continued partnership governance arrangements, including oversight by the Early Help Partnership Board, to ensure coordinated delivery across Children's Services, Health, Early Years, Public Health and wider partners.**

Voting: Unanimous

Portfolio Holder: Children, Young People, Education and Skills

Reason

1. **To meet statutory duties and national policy requirements.** All local authorities must publish a Best Start in Life Local Plan by **31 March 2026**, setting out their approach to improving outcomes from pregnancy to age five. The plan also supports multiple statutory responsibilities, including duties under the Childcare Act 2006, Children and Families Act 2014, and safeguarding frameworks.
2. **To deliver improved child development outcomes and meet Government-set GLD targets.** The Government has set ambitious targets for GLD achievement, and BCP Council must demonstrate a whole-system approach to reaching them. The Local Plan sets out how Health, Early Years, Education and Family Support Services will contribute collectively.
3. **To maximise use of available funding and ensure financial sustainability.** The Best Start Family Hub delivery grant and aligned funding streams (e.g., Public Health, Children’s Services early intervention grant) provide a time-limited opportunity to build capacity, develop workforce skills, and embed a sustainable delivery model.
4. **To ensure effective oversight, risk management and timely delivery.** Clear governance structures, including oversight by the Early Help Partnership Board, are essential to meet tight Government timelines, deliver transformation at scale and ensure risks are monitored and mitigated appropriately.

143. Asset Disposals

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

Cabinet was advised that the report presented a proposal to dispose of the following assets:

1. 12-14 Commercial Road, Poole, BH14 0JW
2. Queensmead Care Home, Bronte Avenue, Christchurch, BH23 2NP
3. Penn Hill Car Park, Canford Cliffs Road, Poole, BH14 9LZ

In relation to this Cabinet was advised that the proposal to dispose of the above assets was considered by the cross-party strategic asset disposal working group on the 12 February 2026, and that the draft minutes of this meeting were presented as a confidential appendix to this report (Appendix 3), and that the approved recommendation of the cross-party working group was to endorse the proposal.

RECOMMENDED that Council: -

- (a) note the confidential minutes and the recommendations of the Cross-Party Strategic Asset Disposal Working Group meeting held on the 12 February 2026; and**
- (b) approve the disposal on an open market basis of; 12-14 Commercial Road, Queensmead Care Home and Penn Hill Car Park 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.**

Voting: Unanimous

Portfolio Holder: Finance

Reason

To seek Cabinet approval for the disposal of the identified surplus and under-utilised assets to secure capital receipts in support of the Council's financial strategy.

144. Corporate Performance Report - Q3

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 'E' to these Minutes in the Minute Book.

Cabinet was advised that BCP Council had adopted 'A shared vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024, and that the shared vision was the corporate strategy which sets out the council's vision, priorities and ambitions as well as the principles which underpin the way the council works as it develops and delivers its services.

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

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

RESOLVED that Cabinet: -

- (a) considered the Quarter Three performance;**
- (b) noted that work continues to expand the data available on the interactive performance dashboard;**
- (c) noted the positive activities highlighted in the report; and**
- (d) noted the performance exception reports relating to areas of underperformance and task the corporate directors to take action to improve performance.**

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.

145. Climate Action Annual Report

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

Cabinet was advised that the report presented the sixth annual update to Cabinet on progress towards commitments made in the BCP Council Climate and Ecological Emergency Declaration, made on the 16 of July 2019.

In relation to this Cabinet was informed that in the 2024-2025 year, progress against the main commitments was:

- Make BCP Council and its operations carbon neutral by 2030 - scope 1, 2 and 3 emissions **reduced by 20.9%** from the 2019 baseline
- Work with the wider community to make the region carbon neutral before 2045 – according to data released in 2025, total area-wide emissions for 2024 had **reduced by 17.7%** from the 2019 baseline.

Further to this Cabinet was advised that overall, both the Council and the wider BCP area had made progress since 2019, supported by clearer roadmaps, better data, strengthened governance and growing collaboration across sectors, and that continued acceleration, investment and partnership working was essential to stay on track for the 2030 and 2045 targets.

The Chair of the Environment and Place Overview and Scrutiny Committee, Councillor Chris Rigby addressed the Cabinet urging the Cabinet to find ways in which we can meet these targets.

In addition, thanks were expressed to officers for all their hard work.

RESOLVED that Cabinet noted the Climate Progress Report 2024-25

Voting: Unanimous

Reason

This report informs on progress made to date and proposes a draft Roadmap of climate actions that the Council can consider in order to deliver on the ambitions of a carbon neutral Council by 2030. These are clear and achievable but require resources and timely decision-making if significant emissions reductions are to be made.

146. Increased Penalty Charge Notice and Associated Charges Trial

The Portfolio Holder for Destination, Leisure and Commercial Operations 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 BCP Council had conducted a Department for Transport (DfT) authorised trial in August 2025 to test whether increasing Penalty Charge Notice (PCN) levels and associated charges to London-equivalent rates would improve compliance and reduce illegal parking in the coastal area from Sandbanks to Hengistbury Head.

In relation to this Cabinet was informed that the trial had shown a reversal of the expected rise in contraventions, with overall PCNs decreasing against forecast models, alongside reductions in serious on-street breaches and improvements in bus punctuality.

Further to this Cabinet was advised that no negative impact on visitor numbers had been identified, and parking capacity remained consistently available, suggesting most illegal parking had been by choice rather than necessity.

In relation to this Cabinet was informed that some behavioural displacement occurred into lower-level car park contraventions, and peak-pressure days still presented challenges.

Cabinet was advised that overall, the trial had demonstrated that higher PCN levels can effectively improve compliance, with BCP Council recommending either a national review of PCN rates outside London or a wider, longer-term follow-up trial.

Councillor George Farquhar addressed the Cabinet echoing the praise of officers for their extremely quick work on this. In addition, Councillor Farquhar welcomed the responses from the MPs across the area and highlighted the useful signage.

Cabinet spoke in support of the report highlighting the longstanding problems associated with illegal parking in the coastal areas.

RESOLVED that Cabinet noted the content of the report and its appendix.

Voting: Unanimous

Portfolio Holder: Destination, Leisure and Commercial Operations

Reason

This report is for information only and so no recommendations are required.

147. BCP Council Discretions policy (pension)

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

Cabinet was advised that through the implementation of Pay and Reward, BCP Council has further enhanced the employee benefits package, and that the report set out the option for colleagues to access Shared Cost Additional Voluntary Contributions in addition to their normal LGPS pension which would be paid via salary sacrifice arrangement.

RESOLVED that the changes to the Pensions Discretion Policy relating to Regulation 17 & 15(2A) [TP] as set out on Page 7 of the Policy be approved.

Voting: Unanimous

Portfolio Holder: Transformation, Resources and Governance

Reason

LGPS discretions are the Council's agreed choices on how certain pension rules are applied, so decisions are fair, consistent, and lawful.

We must have a written policy so that:

- Everyone is treated consistently
- Decisions are fair, lawful, and transparent
- Managers and officers don't make ad-hoc or contradictory decisions
- Employees know what the Council will and won't do

The policy sets out:

- What discretion applies
- What the Council's position is
- Who makes the decision
- Any limits or conditions

What's changed/changing

1. Section: Regulation 17 & 15(2A) [TP] – Shared-Cost AVCs (SCAVC) as set out on Page 7 of the policy (Appendix 1).

Effective from 1 December 2025:

The Council will pay shared-cost additional voluntary contributions (SCAVCs) where an employee has elected to pay AVCs via the Council's salary sacrifice AVC scheme.

- The amount of the employer SCAVC will not exceed the amount of salary sacrificed by the employee.
- Participation is subject to the employee meeting the scheme's eligibility conditions.

The Council may withdraw or amend the SCAVC arrangement at any time, following appropriate consultation and notice.

148. Supported & Specialist Housing Strategy 2026 to 2036

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

Cabinet was advised that the Supported & Specialist Housing Strategy (Appendix1) set out BCP Council's ten-year commitment to developing specialist housing and commissioning appropriate support services to meet the needs of residents.

In relation to this Cabinet was informed that the strategy was required under the Supported Housing (Regulatory Oversight) Act 2023, which mandated all local authorities to publish a supported housing strategy by May 2027.

Cabinet was advised that this was the first such strategy for BCP Council and outlined the projected requirements of the following resident groups, ensuring access to appropriate accommodation and support models that promote independence and community integration.

- Older people (over 65 years)
- Working age adults with physical disabilities, long term conditions and/or sensory impairments
- Adults with severe and enduring mental illness
- Adults with learning disabilities and/or autistic people
- People with complex housing histories and/or experiencing homelessness
- Young people

The Chair of the Health and Adult Social Care Overview and Scrutiny Committee addressed the Cabinet advising that the Committee had not yet had the opportunity to consider the report but was sure that the Committee would welcome the strategy and that he was supportive of the recommendations.

Councillor George Farquhar addressed the Cabinet advising that in his role as the councils appointed armed forces champion he would welcome the opportunity to feed into the strategy with his experiences to see how this area could be best supported.

Cabinet members spoke in support of the report highlighting the importance of the strategy.

In summing up the Portfolio Holder advised that he would be happy to work with Councillor Farquhar and for him to feed in any comments he would like to make.

RESOLVED that the proposed Supported & Specialist Housing Strategy at Appendix 1 be approved.

Voting: Unanimous

Portfolio Holder: Housing and Regulatory Services

Reason

- To meet statutory obligations under the Supported Housing (Regulatory Oversight) Act 2023, ensuring a published strategy is in place.
- Sets out BCP Council's commitment to developing supported and specialist housing in line with projected resident needs over the coming decade and ensure that both the Council's Newbuild Housing & Acquisition Strategy and the Local Plan reflect this.
- To reduce pressures on health and social care services through the provision of good quality housing which improves health and wellbeing and promotes independence and choice
- To provide guidance to private developers and social housing providers in shaping development plans for the area.
- To maximise opportunities for central government capital and revenue funding by putting in place a strategy that sets out the specialist housing

149. Framework for keeping safe in and around water

The Portfolio Holder for Destination, Leisure and Commercial Operations 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 framework for keeping safe in and around water aimed to provide BCP Council with a clear overarching approach to water safety and a working action plan which aligned to the corporate strategy.

In relation to this Cabinet was informed that it aimed to promote safety around our coastal and inland waters for the prevention of drowning.

Further to this Cabinet was advised that following the National Water Safety Forum's principles, it provided a practical plan using data and insights to assess our water spaces and provide communication and education to support safe access to our blue spaces.

RESOLVED that Cabinet: -

- (a) noted the contents of the framework and agreed the framework process; and**
- (b) delegates to the Director of Commercial Operations in consultation with the Portfolio Holder for Destination, Leisure and Commercial Operations the implementation of the framework.**

Voting: Unanimous

Portfolio Holder: Destination, Leisure and Commercial Operations

Reason

The development of the framework supports the corporate strategy to ensure that working together, everyone feels safe and secure and that

people can be active and healthy with the positive impact blue spaces can bring.

150. Highway Searches Charging Policy

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

Cabinet was advised that BCP Council receives around 1,000 written highway search enquiries each year, requiring specialist officer time to interpret statutory highway records, verify adoption status, and prepare formal written responses.

In relation to this Cabinet was informed that the Council currently absorbs all associated costs, unlike most local authorities that operate cost-recovery charging frameworks, and that this placed financial pressure on core budgets and created inconsistency for customers working across authority boundaries.

Cabinet was advised that the report proposed the introduction of a **Highway Searches Charging Policy** and accompanying **Schedule of Fees and Charges**, enabling the Council to recover the reasonable cost of delivering these enquiries in line with the Local Authorities (England) (Charges for Property Searches) Regulations 2008, and that the policy also supported improved data governance, workflow efficiency, and alignment with regional and national practice.

Further to this Cabinet was informed that the options considered included:

1. **Maintaining the current unfunded model**—which is financially unsustainable; or
2. **Introducing a full cost-recovery charging framework**—bringing BCP in line with other councils and ensuring service resilience.

In relation to this Cabinet was advised that the recommended option was to adopt the charging policy and fee schedule, delegate authority for minor operational amendments, and publish the updated information, which would ensure legal compliance, financial sustainability, improved transparency, and continued high-quality service delivery.

RESOLVED that Cabinet approved and noted the recommendations described in Section 1, specifically:

- (a) **The Highway Searches Charging Policy and schedule of fees (Appendix 1);**
- (b) **The introduction of a full cost-recovery model for the provision of written highway search enquiries, in accordance with the Local Authorities (England) (Charges for Property Searches) Regulations 2008;**
- (c) **Delegate authority to the Director of Planning and Transport, in consultation with the Director of Finance and the Portfolio**

Holder for Climate Response, Environment and Energy (Cllr Andy Hadley);

- (d) Agree that the Charging Policy be reviewed annually;**
- (e) Authorise publication of the Policy, fee schedule, guidance materials and updated web content, and instruct officers to implement the required communications and operational changes to enable the charging framework to go live; and**
- (f) Note that the Policy will be delivered within existing staffing resources, with no requirement for additional posts and that the income generated will support service sustainability and statutory data maintenance.**

Voting: Unanimous

Portfolio Holder: Climate Response, Environment and Energy

Reason

This policy aligns BCP with neighbouring authorities and most local authorities in England, who charge for this service.

151. Our Place and Environment: Traffic Regulation Order (TRO) for 20mph Neighbourhood Winton-Moordown (S112)

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

Cabinet was advised that the report considered the outcome of the statutory public consultation for the proposed Traffic Regulation Order (TRO) which was required to implement the proposed 20mph Winton / Moordown Neighbourhood as consulted upon in Spring 2025.

In relation to this Cabinet was informed that the aim was to improve safety for all road users by reducing the number of collisions within the proposed area thereby creating a safer environment, the proposal should also encourage more sustainable travel.

Cabinet was advised that the report recommended full consideration of the consultation outputs and recommended implementation of the advertised speed limit changes.

In presenting the report the Portfolio Holder advised that the report had been considered at the meeting of the Transportation Advisory Group held on 25 February 2026 where the group had supported the recommendations as set out.

Councillor Chris Rigby addressed the Cabinet as Ward Member highlighting how well the initial consultation was carried out and seeking confirmation of the go live date.

Councillor Sharon Carr-Brown addressed the Cabinet as a Ward Member of an adjacent ward advising that she was keen to see the results of this and seeking confirmation as to when other areas may be consulted.

Councillor George Farquhar addressed the Cabinet welcoming the scheme but highlighting local examples with regards to the road surface being damaged when there is a change to traffic momentum.

Cabinet members largely spoke in support of the report emphasising the good and robust consultation which had been carried out and stressing the importance of not displacing the issue.

Councillor Kieron Wilson advised that whilst he supported the principle he would be abstaining from voting as he felt the scheme did slightly cross over into more major roads which he had advised residents the scheme wouldn't do.

In summing up the Portfolio Holder advised that it was hoped that implementation would take place from early summer.

RESOLVED that the scheme (as per Appendix 1) is implemented as advertised.

Voting: Nem. Con. (1 abstention)

Portfolio Holder: Destination, Leisure and Commercial Operations

Reason

Feedback from the public consultation has been fully considered. It is recommended that the scheme is delivered as proposed.

The recommended scheme shall:

- improve safety for all road users, especially children, senior citizens, pedestrians and cyclists.
- reduce the number of personal and seriously injured collisions
- reduce congestion and emissions
- Support improved air quality and the public realm

The meeting adjourned at 12.10 pm

The meeting reconvened at 12.25 pm

152. Our Place and Environment: Local Transport Consolidated Fund Programme 2026/27

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

Cabinet was advised that the Department for Transport (DfT) had set out details of the new Local Transport Consolidated Funding settlement for Local Transport Authorities (LTAs) and confirmed funding allocations for the

next Spending Review period (2026/27 to 2028/29 for revenue funding and 2026/27 to 2029/30 for capital funding).

In relation to this Cabinet was informed that the new settlement grant conditions required the council by the 20 March 2026 to submit Local Transport Delivery Plans (LTDP) setting out the planned 2026/27 investment of the funding and an indicative programme for the future year allocations covering the period 2027/28 to 2029/30.

Further to this Cabinet was advised that the council then had until the 18 September 2026 to provide greater detail on the proposed 2027/28 to 2029/30 indicative programme.

Cabinet was informed that the report set out the recommended 2026/27 programme (refer to Appendix A) for consideration and sought approval and delegation to deliver it and to submit indicative programmes into the future to ensure compliance with the new grant conditions.

Cabinet was asked to note that: -

Note 1: the recommended 2027/28 programme and future year programmes thereafter shall still be brought to Council for approval annually. In the instance of the 2027/28 programme that shall be in February/March 2027.

Note 2: this report should be read in conjunction with the Active Travel Fund (ATF) and Local Authority Bus Grant (LABG) Cabinet reports.

In presenting the report the Portfolio Holder advised that the report had been considered at the meeting of the Transportation Advisory Group held on 25 February 2026 where the group had supported the recommendations as set out.

Cabinet stressed the importance of maintenance and expressed thanks to the teams who had been working in challenging conditions.

RECOMMENDED that: -

- (a) Cabinet recommends to Council approval of the 2026/27 Local Transport Consolidated Fund programme as set out in Appendix A and delegates delivery to the Director of Planning and Transport in consultation with the Portfolio Holder for Climate Response, Environment and Energy and Portfolio Holder for Destination, Leisure & Commercial Operations; and**

RESOLVED that: -

- (b) Cabinet delegates the development and submission of Local Transport Delivery Plan (LTDP) programmes to meet Department for Transport grant conditions to the Director of Planning and Transport in consultation with the Portfolio Holder for Climate Response, Environment and Energy and Portfolio Holder for Destination, Leisure & Commercial Operations.**

Voting: Unanimous

Portfolio Holder: Climate Response, Environment and Energy

Reason

Enable expedient delivery/investment of the Local Transport Consolidated funded programmes for 2026/27 in line with financial regulations.

Enable the council to comply with the new grant conditions that require it to submit draft future Transport Delivery Plans for the period up to 2029/30 by 20 March 2026 and more detailed plans by 18 September 2026.

Note: approval for the actual proposed 2027/28 programmes shall still be brought to Council for approval in February/March 2027.

153. Our Place and Environment: Active Travel Funding 2026/27

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

Cabinet was advised that Active Travel England, the government's executive agency responsible for walking, wheeling and cycling in England, published its Active Travel Capability Ratings in December 2025. BCP Council was uprated from a Level 2 authority to a Level 3 authority.

Cabinet was informed that the council was one of only 11 local authorities in the country to achieve level 3, and one of only 5 that isn't part of a large, combined authority or city region.

In relation to this Cabinet was advised that the increased grading had resulted in the council being allocated a larger Active Travel settlement, and that the council had been allocated £2,249,725 of capital funding for walking, wheeling and cycling infrastructure, per year up to and including 2029/30. Alongside this, a revenue allocation of £705,869 per year up to and including 2028/29 which represented a significant increase from the 2025/26 allocations of £1,128,857 (capital) and £330,685 (revenue).

Cabinet was informed that the report recommends how the grant award should be invested and seeks delegated authority to facilitate the delivery, and that the recommended proposals were aligned with the Local Cycling and Walking Infrastructure Plan (LCWIP) approved by Council in May 2022.

Further to this Cabinet was informed that the report should be read in conjunction with the Local Transport Consolidated Funding Programme 2026/27 Cabinet report.

In presenting the report the Portfolio Holder advised that the report had been considered at the meeting of the Transportation Advisory Group held on 25 February 2026 where the group had supported the recommendations as set out.

RECOMMENDED that Cabinet recommends to Council delegation of the investment of the £2.96m of 2026/27 active travel funding to the Service Director for Planning & Transport in consultation with the Portfolio Holder for Climate Response, Environment and Energy.

Voting: Unanimous

Portfolio Holder: Climate Response, Environment and Energy

Reason

To expediate investment of the 2026/27 active travel funding award in line with the constitution and financial regulations delegations.

The investment of the ATF funding is aligned with the LCWIP; Council's Corporate Strategy; and the Climate and Ecological Emergency Action Plan.

154. Our Place and Environment: Local Authority Bus Grant (LABG) 2026/27

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

Cabinet was advised that the council had been awarded £5.64m Local Authority Bus Grant (LABG) by the Department for Transport (DfT) for 2026/27 to continue delivery of the Bus Service Improvement Plan (BSIP).

In relation to this Cabinet was informed that the purpose of the report was to seek council approval to accept and invest the grant, which is a combination of both capital and revenue funding.

Further to this Cabinet was informed that a proportion of the revenue element of the grant had been allocated to support a revised subsidised bus service network in accordance with the 4 February 2026 Subsidised Bus Services Review Cabinet report.

In addition, Cabinet was advised that the report should be read in conjunction with the Local Transport Consolidated Funding Programme 2026/27 Cabinet report.

In presenting the report the Portfolio Holder advised that the report had been considered at the meeting of the Transportation Advisory Group held on 25 February 2026 where the group had supported the recommendations as set out.

RECOMMENDED that: -

- (a) Cabinet recommends to Council acceptance of the £5.64m Local Authority Bus Grant funding for 2026/27 from the Department for Transport; and**
- (b) Cabinet recommends to Council to Delegate delivery of the Local Authority Bus Grant funded Bus Service Improvement Plan programme set out in Appendix 2 of this report to the Service Director for Planning and Transport in consultation with the Portfolio Holder for Climate Mitigation, Energy and Environment.**

Voting: Unanimous

Portfolio Holder: Climate Response, Environment and Energy

155. Our Place and Environment: BCP Council Lane Rental Scheme

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

Cabinet was advised that the council had consulted on the potential establishment of a BCP Lane Rental Scheme (LRS) which would enable the council to charge up to £2,500 per day for works on the busiest roads at the busiest times.

In relation to this Cabinet was informed that the report presented the outputs of the consultation and sought approval to apply to the Secretary of State for Transport to establish a BCP Lane Rental Scheme.

In presenting the report the Portfolio Holder advised that the report had been considered at the meeting of the Transportation Advisory Group held on 25 February 2026 where the group had supported the recommendations as set out.

RECOMMENDED that Cabinet recommends to Council to: -

- (a) approve the submission of an application to the Secretary of State for Transport to establish and operate a Lane Rental Scheme across Bournemouth, Christchurch and Poole; and**
- (b) subject to Secretary of State approval, delegate the establishment and operation of a BCP Lane Rental scheme to the Service Director for Planning and Transport in consultation with the Portfolio Holder for Climate Mitigation, Energy and Environment.**

Voting: Unanimous

Portfolio Holder: Climate Response, Environment and Energy

Reason

- (a) The introduction of a Lane Rental Scheme would help to encourage:
- (b) Behaviour change to minimise the duration of road works occupation of the highway at the busiest locations at the traffic-sensitive times
- (c) Right first-time reinstatements
- (d) Minimise the number of works taking place during traffic-sensitive times
- (e) Contribute to reducing disruption to all road users
- (f) Encourage a proactive approach to planning and undertaking of works on the highway
- (g) Encourage innovations that will reduce the duration and need for roadworks
- (h) Encourage collaborative working amongst activity promoters
- (i) Ensure parity of treatment for all activity promoters

- (j) Reduce any unreasonable occupation of the Highway through efficient coordination and minimise the impact of works on the travelling public.

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

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

157. Cabinet Forward Plan

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

In closing the meeting the Leader advised that the next meeting of the Cabinet was being brought forward from the 1 April 2026 and would be held on the slightly earlier date of Thursday 26 March 2026 in order to avoid the pre-election period.

The meeting ended at 1.00 pm

CHAIRMAN

CABINET



Report subject	BCP Council Public Waste Bin Provision Policy
Meeting date	26 March 2026
Status	Public Report
Executive summary	To seek adoption of a <i>BCP Council Public Waste Bin Provision Policy</i> which establishes a consistent, evidence-based approach to the provision, management and servicing of litter and dog-waste bins across Bournemouth, Christchurch and Poole.
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none"> (a) Approves the adoption of a BCP Council Public Waste Bin Provision Policy. Noting the operational and financial implications associated with implementing the Policy. (b) Approves the allocation of a phased annual capital replacement programme of £200k in 2026/27, followed by a future annual amount of £25k accommodated within the existing bin/ skip purchasing and maintenance budget. (c) Approves the allocation of £60k from the waste infrastructure grant to support project delivery. (d) Delegate responsibility for implementation to the Director of Environment in consultation with the portfolio holder for Climate Response, Environment & Energy including: <ul style="list-style-type: none"> I. decisions relating to installation, relocation or removal of bins, and for these operational decisions to be communicated to ward councillors in advance and on site temporary signage installed directing users to the nearest locations. II. adoption of consistent bin design and colour scheme. III. phasing out of standalone dog-waste bins to be replaced with multi purpose bins.
Reason for recommendations	Adoption of this Policy will enable the Council to modernise public waste-bin provision, improve environmental quality, enhance operational efficiency, and ensure a consistent, transparent, evidence-based approach across Bournemouth, Christchurch and Poole.

Portfolio Holder(s):	Councillor Andy Hadley – Climate Change, Environment & Energy
Corporate Director	Glynn Barton – Chief Operations Officer
Report Authors	Kate Langdown – Director of Environment Simon Legg – Head of Neighbourhood Services Anna Fresolone - Finance Manager
Wards	Council-wide
Classification	For Decision

Background

1. BCP Council currently manages approximately 2,800 litter and dog-waste bins of varying age, type, and condition. Many bins are outdated, poorly located, difficult to service safely, or no longer aligned with current footfall and usage patterns.
2. Historically, bin installation has been largely driven by public request rather than strategic need, resulting in inconsistent approaches across the three legacy council areas.
3. This proposed Policy provides a framework for decisions on bin placement, design, servicing and replacement, informed by national guidance including the Government's *Litter Strategy for England (2017)* and WRAP's *Bininfrastructure* guidance.
4. The Policy aligns with the Council's corporate focus on improving cleanliness, environmental quality and public realm standards, while ensuring operational and financial sustainability.

Proposed policy

5. The Policy as detailed in Appendix One, introduces a consistent and clearly defined approach. In summary the proposed policy includes:

Assessment Criteria for Bin Placement

- footfall and usage demand
- proximity to existing bins
- accessibility considerations
- health and safety for operatives
- installation and servicing costs
- avoidance of street clutter
- environmental sensitivity (e.g., conservation areas)

Requests for New Bins

- All requests will be managed through a structured process, supported by an online form and assessment framework.

Standardisation of Bin Types and Design

- Adoption of a default 240-litre post-mounted wheelie-bin housing, with alternative types used in town/district centres and sensitive areas. Introduction of underground refuse systems will be explored where appropriate.

Rationalisation of Existing Provision

- Bins sited outside of the prioritisation criteria, consistently low usage, poorly located or persistent misuse may be removed or relocated.

Health and Safety Requirements

- Clear standards to reduce manual handling risks and ensure safe vehicle access for collection.

Integration of Dog Waste into General Waste

- Standalone dog-waste bins will be phased out in favour of combined public-waste bins.

Recycling on the Go

- Opportunities for dual-stream recycling bins will be explored, subject to contamination monitoring.

Options Appraisal

6. Option 1 – Approve the Policy (Recommended)
 - Provides clear strategic direction
 - Enables consistent and efficient service delivery
 - Supports environmental improvement and health and safety objectives
 - Addresses legacy inconsistencies across the conurbation
7. Option 2 – Do Not Approve the Policy
 - Continued inconsistency in bin provision and declining bin assets
 - Reduced operational efficiency
 - Increased costs from poorly located and ageing infrastructure
 - Does not align with national guidance and corporate ambition

Summary of financial implications

8. A £410,000 per annum capital investment budget was established in 2021-22 for a recurring period of 8 years funded from prudential borrowing for waste bin replacement. The borrowing repayments are factored in the medium term financial plan recurring for 8 years after which point the borrowing budget becomes cyclical. There has been a lag in replacement bin expenditure, therefore £200,000 budget has been carried forward from previous years underspend.
9. It is recommended that the £200,000 underspend brought forward is used in 2026/27 for litter bins replacement, followed by a future annual amount of £25,000 accommodated within the existing £410,000 bin/ skip purchasing budget.
10. An allocation of £60,000 inclusive of on costs is drawn down from the Waste Infrastructure Grant to fund a 12 month fixed term Project Officer to support implementation of a phased replacement plan.
11. The Policy itself does not create new budget requirements. Implementation will be managed within existing resources including the approved council fleet replacement plan to service future bin types, with opportunities to achieve service efficiencies through:
 - rationalisation of under-used bins
 - reduced servicing requirements through larger or underground bins
 - reduced manual-handling incidents and associated costs
 - potential revenue from advertising or stakeholder bin-sponsorship programmes where appropriate.
12. Any significant capital investment (e.g., underground systems, new vehicle requirements) will be subject to separate business case and approval processes.
13. Any ability to increase the speed of replacement will necessitate either, attraction of external investment/grant funding or an increase in funding allocation through future years MTFP budget setting processes.

Summary of legal implications

14. The Council has no statutory duty to provide public waste bins, but does have a duty under the Environmental Protection Act 1990 to keep land and highways clear of litter “as far as reasonably practicable”.
15. The Policy sets out a lawful, rational, and transparent framework for bin decisions, ensuring compliance with relevant legislation.
16. Appropriate procurement procedures will be followed for determining future bin provision types

Summary of human resources implications

17. To support the implementation of the policy, it is proposed that a Project Officer is temporarily appointed to support, procurement, communications, prioritisation and phasing programme.
18. Improvement to bin conditions, reduction in distanced walked transporting waste and appropriate supporting vehicles will reduce the number of and ongoing risk of manual handling injuries amongst staff.

Summary of sustainability impact

19. The proposed Policy supports the Council’s climate and sustainability goals by:
 - encouraging responsible waste disposal
 - enabling recycling-on-the-go options
 - reducing vehicle mileage through rationalised collection routes
 - reducing environmental damage associated with litter and dog waste

Summary of public health implications

20. Along with damaging the environment, a Tidy Britain Group report shows litter also negatively impacts individuals’ mental health, sense of safety and economic prosperity.
21. When shown an image of a heavily littered street, two thirds of survey respondents (66%) said that they wouldn’t feel safe walking there at night, 86% said they would feel embarrassed to live there and almost one in seven (67%) felt that living in such an area would negatively affect their mental health.
22. It is hoped that improvements to bin conditions will encourage greater use of these assets, as current conditions in some locations are contributing to decreased usage and increased levels of littering.

Summary of equality implications

23. The proposed Policy embeds accessibility criteria, ensuring bin placement does not impede safe movement and that wheelchair users, mobility-aid users and families with prams can use public spaces without obstruction.
24. An EIA screening document has been completed and approved by the EIA panel.

Summary of risk assessment

25. The Policy mitigates risks by:

- reducing manual handling and service-delivery risks for operatives
- ensuring compliance with health and safety standards
- improving community satisfaction and environmental quality

26. It is possible that where existing local provision is moved there maybe incidences of increased littering as users adapt to new locations which may involve retaining their litter/dog waste.

27. If the rate of asset decline exceeds the annual budget available to fund replacements, assets may for safety reasons (broken doors, rusted casings) have to be temporarily removed until future funds are identified.

Background papers

DIA 761

Appendices

Appendix one – Proposed BCP Council public waste bin provision policy.



Bournemouth, Christchurch & Poole Public Waste Bin(s) Provision Policy

Foreword

Our policy is informed by and accords with the Government 's Litter Strategy for England, published in 2017 and associated guidance issued by the UK charity, WRAP (Waste Resources Action Programme) - "Binrastructure – The right bin in the right place".

In implementing our policy, we intend to support the application of best practice in litter management education, enforcement, and infrastructure to deliver a reduction in litter and littering behaviour.

Nationally it is estimated that street cleansing costs local government over £1 billion a year. For BCP Council this figure is in the region of £3.9m per annum across our public spaces including roads, footpaths, parks & open spaces and seafront. It is not only the cost, which is an issue, litter is unsightly, reduces quality of life, discourages investment and visitors to our three towns as well as being detrimental to the wider environment as plastic especially, becomes part of the ecosystem, damaging species.

Responsible litter management must be a collective effort which is that the Council, our partners, businesses, visitors and our residents work together to achieve improvements through responsible collaborative behaviour for the benefit of Bournemouth Christchurch and Poole's environment for future generations.

This policy for transitioning and managing public waste bin provision across our three towns in the coming years is underpinned by our Corporate Plan.

Vision

Our place and environment

Vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment.

Ambition

Our communities have pride in our streets, neighbourhoods and public spaces

Focus areas:

- ✓ Ensure the BCP area has sufficient fit-for purpose waste infrastructure to manage all the waste it produces.
- ✓ Improve the cleanliness of our towns.
- ✓ Improve the accessibility and appeal of our beaches, parks and public spaces.

Councillor Andy Hadley

Portfolio Holder for Climate Response, Environment and Energy

Content

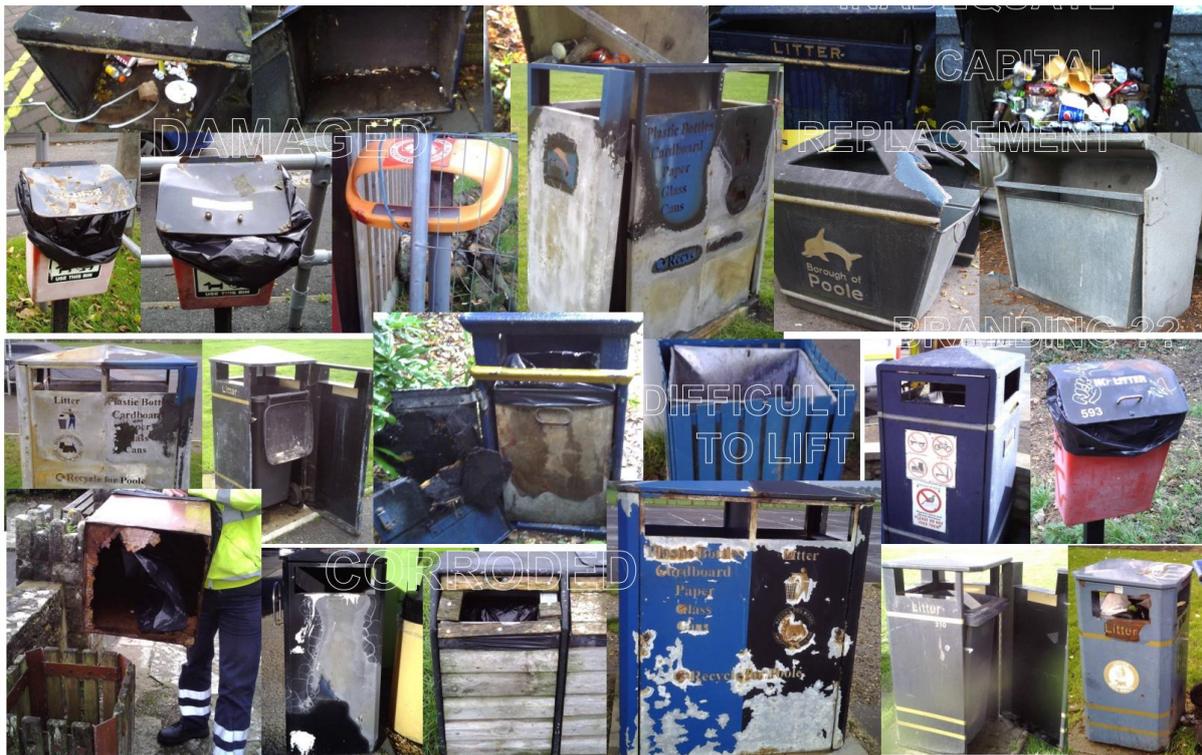
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Introduction

Litter Bin Provision

Nationally the provision and siting of public bins have not, in the past, been a very strategic activity; Much like many local authorities BCP Council and its preceding four councils have placed litter bins because of requests from the public and elected members or based on past needs without keeping these under review.

This means that in the majority of cases, we are looking at improving local 'binrastructure'. A wide variety of makes and styles of litter bin have been installed throughout the three towns over the last 20 + years or so. Many of these bins are falling into disrepair and some are becoming a hazard both to users and also the staff responsible for emptying them with a good number of these bins now being in the wrong places.



Legal Position

BCP Council has no statutory obligation to provide litter and dog waste bins (public waste bins), but it does have a duty, as outlined by the Environmental Protection Act 1990 and the [Litter & Refuse Code of Practice](#), to keep Council-owned land and public highways free of litter and refuse as far as is reasonably practicable.

Under section 5 of the Litter Act 1983, a local authority in England and Wales may provide and may maintain in any street or public place receptacles for refuse or litter. The Highways Act 1980 provides a similar power to install refuse or litter bins in streets

Litter refers to waste disposed of "on the go," either placed in a public waste bin or discarded loosely in the environment, or as the result of an accidental escape from premises, domestic bins, etc. For the purposes of this framework, litter is generally distinct from household and commercial waste.

Fly tipping is addressed separately and will be managed according to existing procedures with WISE, the Council's contracted enforcement partner, and the Environment Agency. It should be noted, however, that there may be some overlap. Waste materials that are spilled from a household or commercial waste collection or are illegally disposed of by a business will enter the environment as litter.

The provision, maintenance, and emptying of public waste bins is managed by BCP Council as the primary method for addressing litter or dog waste issues prevalent in many areas. There are approximately 2,800 litter and dog waste bins of various types and sizes across the three towns, each with differing conditions and levels of serviceability. Some of these containers require manual emptying, which poses significant health and safety risks to our operatives due to their size, weight and current siting.

Policy Principles

This policy establishes the principles that will guide the future selection and installation of all public waste bins, the review of existing bin sites, and the application of appropriate bin designs in suitable locations.

Public waste bins will only be supplied, installed, maintained, or emptied on land for which BCP Council holds responsibility or if the landowner engages the Council to provide bin emptying services on their behalf. These services will be administered as a commercial arrangement.

The policy delineates the criteria that must be considered when deciding upon the installation of a public waste bin.

Policy Context

This policy outlines principles for:

- Identifying and assessing public waste bin placement in the three towns.
- Guiding decisions on future public waste bin locations.
- Ensuring correct bin size and type are aligned with demand.
- Complying with health and safety requirements for bin usage and collection.

Requests for new bins, or bin relocations

The Council's capacity to provide public bins is finite. It is likely that the demand for public bins will, at certain times or locations, exceed the capacity to provide the service. The provision of this service depends on sufficient resources to manage, maintain, and service the bins.

All requests for new bins must be submitted using an online form including indicating on a map the desired location. A map of existing bins locations will be made available via the BCP website

The request must demonstrate the need for a public waste bin at the specified location and detail the nearest alternative public waste bin(s). BCP Council will evaluate the suitability of the requested location based on various factors. If the location is deemed unsuitable due to safety concerns or installation difficulties, an alternative location may be suggested.

This framework does not require public consultation on the installation, repositioning, or removal of bins in general. However, engagement may be appropriate in certain situations, such as when bins are proposed near residential areas.

Complaints regarding provision and positioning will be managed in accordance with BCP Complaints Procedure.

Suitability of Location

Due to the costs associated with installing, maintaining, and emptying bins, we will comprehensively assess all requests for new or replacement bins according to the criteria outlined below:

- Care must be taken to ensure that litter bins do not impede pedestrian flow and take into account the particular needs of wheelchair users and access for prams, etc.. A minimum footpath/shared surface width of 2m must be maintained
- The suitability of the location, including the necessity to reduce street clutter, especially in sensitive areas such as Conservation Areas and near listed buildings.

- Suitability of location and associated vulnerability to terrorist activity, particularly as a resource to exploit.
- The extent of the litter or dog waste problem - will the bin make a positive impact on reducing litter, or can this issue be more effectively addressed through other means, such as enforcement?.
- The number, capacity, and location of existing bins in the area.
- Accessibility considerations for disabled individuals.
- The cost of installation.
- The expenses incurred for emptying the bin, particularly in remote areas where transportation costs can be disproportionately high.
- Potential encouragement of undesirable behaviours, such as rubbish dumping, due to the placement of a public waste bin.
- Operational efficiency.
- Health and safety concerns associated with servicing public waste bins.

Bin Design(s)

A range of bin types may be deployed across the three towns considering the following:

- Available budget (funding source)
- Size of public waste bin versus usage / demand
- Standard bin type: 240lt post-mounted wheelie bin (except in town centres, conservation areas, or where planning conditions apply).
- Above-ground bins, if not post-mounted, will house wheelie bins and are built to endure high-pressure public spaces with unrestricted access.
- Where wheelie bin housing is provided consideration will be given to the material type due to significant risk of corrosion in coastal locations.
- Introduction of underground public waste bin innovation Underground Refuse Storage Systems (URS systems) allow for greater quantities of refuse to be stored underground, with a visible 'refuse point' or 'waste inlet' above ground. These refuse points vary in design from traditional 'litter bin' styles to more modern designs. Refuse points can be designed to facilitate multi-stream recycling. *The Princes Street Gardens in Edinburgh provide one UK example of how over 200 communal litter bins have been replaced by 16 larger underground within a public area.*
- The Council will adopt a consistent design and colour for public waste bins to enhance the image. Future locations for public waste bins will be selected based on specific criteria and guiding principles.



Health and Safety Considerations

- The positioning of collection vehicles must comply with highway road traffic law and must not unnecessarily impede the flow of traffic. For example, vehicles should not stop at crossing points or obscure junctions.
- When bins are installed in public spaces such as parks or nature reserves, the collection vehicle must have a suitably constructed and accessible surface to reach the bin, including a turning circle if required, to prevent driving on landscaped areas.
- The distance between the collection vehicle and the public waste bin must be minimised to avoid unnecessary manual handling—within 10 metres and not involving steep inclines/declines, steps, or other obstructions.
- Manual handling and the risk of collection staff encountering public waste bin contents should be minimized whenever possible.
- Bin positions must not impede accessibility or the free movement of users. A minimum of 2 metres of clear pavement is required for pedestrians, and sufficient space must be available for wheelchair users, mobility vehicle users, and prams.

Location Type	Bin Design	Colour
3x Town Centre, district centres & conservation areas	Metal housed wheelie bin	Black, Blue or Green respecting local heritage. BCP branded
Seafront and exposed coastal locations	Recycled plastic housed wheelie bins, post mounted wheelie bins; or 1100 litre wheelie bins	Black BCP branded
Destination heritage parks	Metal housed wheelie bins	Black, Blue or Green respecting local heritage. BCP Branded
Open spaces, residential, transport hubs and industrial areas	Post mounted wheelie bins	Black BCP branded

Final design and manufacture specification will be subject to a procurement exercise.

Usage and Efficiency

The Council aims to enhance the effectiveness of individual waste bins through a systematic program of removal and replacement, utilizing larger capacity bins where necessary or integrating separate dog waste and public waste bins into a single unit.

Changes to the management of public waste bins will be determined by two key factors: usage patterns by the public and the efficiency of servicing these bins.

Where practicable and financially viable the use of underground bins will be considered as the volume of waste which can be stored underground is generally higher, the frequency of collection may be reduced, and smart technology such as sensors can also be used to increase efficiency. Consideration must be taken for the full framework of costs involved in this type of bin infrastructure, which necessitates not only the initial ground works for installation but may also require new or adapted collection vehicles and staff training.

To optimise efficiency, dog waste will be collected as part of mixed waste within public waste bins. Dedicated dog waste bins will no longer be installed, and existing ones will be gradually phased out through a scheduled program, in accordance with broader framework requirements.

In cases where the volume of collected waste is consistently low and infrequent collection is necessary; the bin may be relocated to sites with higher demand.



Prioritisation Criteria

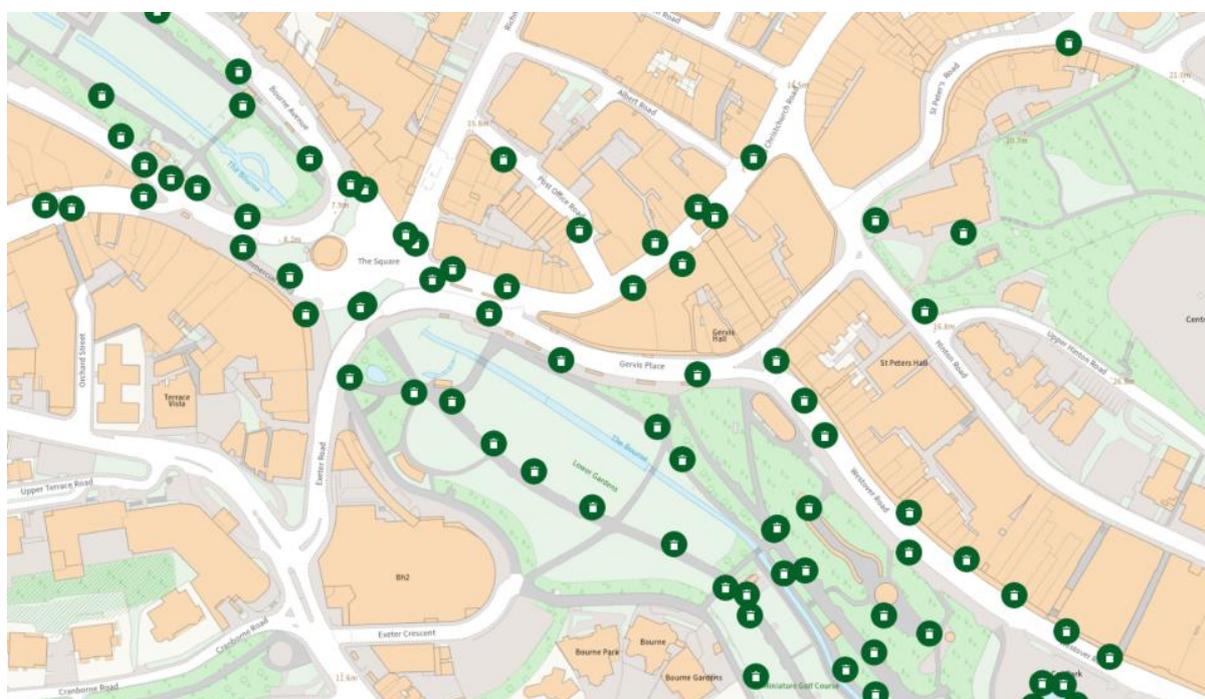
It is not possible to specify sites which will or will not receive public waste bins, as each request will be assessed based on defined criteria once adopted. However, the following areas are typically considered high priority for public waste bins:

- Main arterial routes and other high footfall areas
- Main areas of commerce and retail such as town and district centres
- Key routes in relation to secondary schools
- Proximity to clusters of fast food and takeaway retailers
- Public transport hubs (e.g., high usage bus stops and similar areas) where large numbers of people stand for periods of time
- Entrances to parks, cemeteries, play spaces, and significant public spaces

- Seafront promenades and primary entrance/exit locations
- Areas where dog waste collection reduces the risk of damage to the environment and designated conservation sites

The following areas are generally not considered high priority for public waste bin placements, or may be excluded from public waste bin placement:

- Exclusively residential areas, except where these become high priority due to one of the reasons outlined above
- Locations where public waste bins are misused, including inappropriate disposal of household or commercial waste which has not been resolved by engagement or enforcement
- Sites subject to persistent arson or vandalism



Graphic extract of existing public bin mapping data held

Parks, countryside & other similar public spaces

Installing public waste bins in parks, playgrounds, and greenspaces poses efficiency and safety challenges. It is beneficial to encourage users to dispose of waste at strategic points, typically entrances and exits. This allows for safe servicing without driving into and across greenspaces and reduces the distance operatives must walk while handling bins particularly heavy bins used to dispose of dog waste. Future installations must consider these factors.

It is not uncommon for natural greenspaces across the country to not have any public waste disposal facilities to protect and keep wildlife that live amongst it safe, instead users are asked help to keep the area litter-free and take all rubbish home with them including dog waste.

Public events & Seasonal waste demands

The provision of temporary additional public waste bins may be considered at specific locations to reflect increased pedestrian flows and litter generation at certain times, e.g. during public events, seasonal seafront, open spaces footfall peaks.

BCP Council requires event organisers to manage their own waste, providing and regularly emptying internal bins, while the council may supply external bins (e.g., general waste and recycling). Organisers must manage waste effectively by arranging their own bin provision and regular emptying, including litter picking, to prevent buildup.

Specific Waste Streams

Recycling on the Go

A significant portion of the waste in public bins has the potential to be recycled. Recycling this waste would benefit the environment and reduce waste disposal costs.

The Council may consider installing dual compartment recycling bins, with one side designated for recyclables and the other for non-recyclables, in strategic locations such as Town Centre high streets, parks, and leisure areas.

Clear signage will indicate which compartments should be used for different types of waste. If operatives find that the recycling compartment is contaminated when emptying these bins, the waste will be rejected and treated as residual waste instead.

We will monitor the usage of street recycling bins to assess their effectiveness. Bins that are consistently contaminated and misused may be relocated to more suitable sites.

Sale of public waste bins to stakeholders/advertisements

Large commercial organisations within the three towns may be interested in purchasing public waste bins to be installed outside their premises, particularly if they are significant waste producers, such as fast food restaurants.

The possibility of advertising for these businesses could be explored in the context of 'working in partnership with BCP Council to improve the local environment'. This initiative could also represent a revenue opportunity through ongoing advertisement Opportunities would be considered in line with BCP Council's Advertising Policy.



CABINET



Report subject	BCP Homes Asset Management Strategy
Meeting date	26 March 2026
Status	Public Report
Executive summary	The Asset Management Strategy sets out BCP Homes' approach to managing approximately 9,600 Housing Revenue Account (HRA) properties, including dwellings, leasehold properties, garages, communal areas and associated assets. The strategy outlines how the Council will maintain, invest in and improve its housing stock over the next five years (2025/26–2030/31), while aligning with wider corporate objectives and preparing for long-term sustainability challenges.
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a). Cabinet recommend that the Asset Management Strategy is adopted and implemented in full, with ongoing oversight to ensure investment remains aligned to stock condition data, regulatory requirements and resident priorities</p>
Reason for recommendations	Approval of the Asset Management Strategy is recommended because it provides a clear, evidence-based framework for maintaining safe, decent and sustainable homes, supported by robust stock condition data and a fully funded £121.8m five-year investment programme. The strategy is essential to ensure continued compliance with statutory housing and building safety requirements, deliver EPC Band C by 2030, and address tenant priorities for well-maintained, energy-efficient homes. It also strengthens long-term financial planning through a 30-year investment model and introduces improved asset intelligence, enabling informed decisions on future investment, sustainability and value for money.

Portfolio Holder(s):	Councillor Kieron Wilson – Housing and Regulatory Services
Corporate Director	Glynn Barton – Chief operations Officer
Report Authors	Simon Percival – Head of Facilities Management Matti Raudsepp – Director of Customer and Property Kelly Deane – Director Housing and Regulatory Services Stuart Brookes – Interim Head of Client Services and Asset Management
Wards	Council-wide
Classification	For Recommendation

Background

1. BCP Homes manages approximately 9,600 Housing Revenue Account properties, including dwellings, garages and associated communal assets. A new Asset Management Strategy has been developed to provide a unified, evidence-based approach to maintaining and investing in this stock following the creation of BCP Homes in 2022 and the subsequent integration of legacy systems, data and practices from the former Bournemouth and Poole councils. A comprehensive stock condition survey programme now covering 80% of homes has informed a detailed understanding of the condition, performance and future investment needs of the portfolio.
2. The strategy sets out a fully costed five-year investment plan and longer-term 30-year model, aligning statutory compliance, decarbonisation requirements, resident priorities and financial capacity within the HRA. It provides the framework needed to ensure homes remain safe, decent and sustainable while supporting wider corporate objectives around climate action, housing need and community wellbeing.
3. The Asset Management Strategy will be reviewed annually to ensure it remains aligned with current stock condition data, statutory and regulatory requirements, financial capacity within the Housing Revenue Account, and resident priorities. These annual reviews will provide an opportunity to update investment forecasts, incorporate new building safety or decarbonisation standards, and respond to any emerging risks or changes in operational performance, as identified through ongoing stock surveys and governance arrangements. A comprehensive full review of the Strategy is anticipated in 2030/31, coinciding with the completion of the current five-year investment cycle and the achievement of EPC Band C across all homes. This full review will reassess long-term investment needs, sustainability objectives, and asset performance to ensure the next strategy cycle remains robust, future-proof and financially deliverable
4. This Asset Management Strategy sits alongside the Council's Newbuild and Acquisition Strategy and the established pipeline of new homes, ensuring a coordinated and holistic approach to managing and expanding the housing portfolio. While the Asset Management Strategy focuses on maintaining, investing in and improving the existing 9,600 HRA homes, the Development Strategy provides the framework for delivering new, high-quality, energy-efficient housing that meets future

demand. Together, these strategies ensure that investment decisions support both the sustainability of current assets and the growth of the housing stock, enabling the Council to respond effectively to housing need, regeneration priorities and long-term financial planning within the HRA

5. Recent regulatory assurance activity by the Regulator of Social Housing found that BCP Homes achieved a C1 grading, confirming that the organisation demonstrated strong performance in the quality and completeness of its stock condition information. The inspection highlighted that BCP Homes holds robust, up-to-date data on its housing assets, reflecting the significant progress made in harmonising legacy systems and completing extensive stock surveys. This positive assessment provides important assurance that the Asset Management Strategy has been developed based on sound, reliable and independently validated data, strengthening confidence in the investment planning, lifecycle modelling and long-term approach set out within the strategy

Analysis

6. The Asset Management Strategy provides an integrated, data-driven framework for managing approximately 9,600 HRA homes, ensuring that investment decisions are aligned with statutory duties, building safety requirements, financial capacity and resident priorities. Analysis of the current stock condition data, covering 80% of homes within the last five years demonstrates that the housing portfolio is generally in good condition, with almost all properties meeting the Decent Homes Standard. . This provides a solid platform for forward planning and indicates that historic investment has been effective in maintaining stock quality.
7. The five-year investment need of £121.8m and the wider 30-year requirement of £638m have been derived directly from lifecycle modelling within the Asset Management system (Keystone), using validated component costs and survey data. The investment profile shows a concentration of need in kitchens, electrical works, heating systems, building fabric, roofing and energy-efficiency measures. These priorities closely mirror the results of tenant consultation, where residents highlighted well-maintained homes, modern kitchens and bathrooms, windows and doors, and a reliable repairs service as their most important concerns. Adoption of the strategy therefore ensures that investment decisions remain resident-led and aligned to the Tenant Satisfaction Measures framework.
8. Energy performance analysis identifies that the stock already performs above the national average with a mean SAP rating of 75, but around 2,200 properties still require improvements to achieve EPC Band C by 2030. The strategy outlines a practical and fully costed pathway to achieve this, including insulation upgrades, high heat retention storage heaters, photovoltaics and triple glazing. The financial modelling also provides for post 2030 decarbonisation investment, recognising that future standards will continue to rise and that early preparation is essential to maintain asset sustainability
9. Operational analysis shows that repairs, compliance and voids services are functioning effectively, with strong performance indicators, competitive costs and high levels of satisfaction. The in-house delivery model provides cost control and flexibility, while the voids service achieves good value and maintains Decent Homes compliance at point of letting. However, legacy data inconsistencies between the former Bournemouth and Poole systems highlight the need for ongoing survey work, improved asset intelligence and development of Net Present Value modelling. The strategy commits to completing a 100% stock condition survey by March 2026 and implementing full NPV and sustainability modelling by 2026/27, enabling more strategic decisions on investment, remodelling or redevelopment.
10. Overall analysis shows that the proposed strategy is robust, financially deliverable within the HRA Business Plan, and essential for ensuring the long-term safety,

quality and sustainability of the Council's housing stock. It provides the structure and evidence needed to prioritise investment, manage risk and meet statutory obligations, while responding directly to the needs and expectations of residents

Summary of financial implications

11. The Asset Management Strategy sets out a **fully costed and financially deliverable investment programme** within the Housing Revenue Account (HRA). Stock condition modelling identifies a **30-year investment requirement of £638m**, covering key components such as kitchens, bathrooms, electrical systems, heating, roofing, windows and decarbonisation measures. This investment profile has been developed using validated lifecycle data and 2025 cost assumptions and has been tested for affordability within the HRA Business Plan.
12. For the period of the strategy (2025/26–2029/30), a total of **£121.8m** is required to deliver essential planned works, including £16.4m for kitchens, £11.6m for electrical upgrades, £11.5m for energy-efficiency improvements to achieve EPC Band C, and £10.6m for roofing works. These costs are already incorporated into the medium-term HRA financial model, with sufficient headroom identified to support delivery.
13. The strategy also factors in future cost pressures, including post-2030 decarbonisation requirements (£72m) and anticipated additional costs linked to the revised Decent Homes Standard from 2035 (£19.8m). These provisions strengthen long-term financial resilience and ensure that emerging legislative requirements can be met without unplanned impacts on the HRA.
14. Failure to approve the strategy would increase financial risk by weakening long-term planning, potentially leading to higher reactive repairs expenditure, reduced asset value, and poorer cost control. Adoption of the strategy therefore supports **value for money**, enables early intervention to minimise lifecycle costs, and ensures that housing assets remain sustainable within the available financial resources of the HRA.

Summary of legal implications

15. Approval and implementation of the Asset Management Strategy will support the Council in meeting its statutory and regulatory obligations as a social landlord. The strategy provides the framework necessary to maintain compliance with the **Decent Homes Standard**, the **Homes (Fitness for Human Habitation) Act 2018**, and all related health and safety legislation, including responsibilities around electrical safety, gas safety, fire safety, asbestos management, legionella, and lift safety.
 16. The strategy also ensures alignment with the **Building Safety Act 2022**, under which the Council must maintain robust safety management arrangements for its housing stock. The emphasis on accurate stock data, regular inspections, and programme-based compliance works strengthens the Council's ability to meet these duties.
 17. Forthcoming changes to the **revised Decent Homes Standard**, anticipated to take effect around 2035, will introduce additional legal requirements. The strategy incorporates allowances within the long-term investment plan to ensure preparedness for these changes and to mitigate future compliance risks
 18. For leasehold dwellings, the strategy confirms that all qualifying major works will follow the full **Section 20 consultation process** as required under the Commonhold and Leasehold Reform Act 2002 and the Service Charges (Consultation Requirements) (England) Regulations 2003. This ensures transparency, legal compliance, and proper notice to leaseholders before works are undertaken.
- Summary of human resources implications

Summary of sustainability impact

19. The Asset Management Strategy has a significant positive sustainability impact, supporting both environmental and social sustainability objectives. The strategy commits to improving the energy performance of approximately 9,600 homes, with a fully funded programme to ensure **100% of the stock achieves EPC Band C by 2030**. This includes targeted upgrades to around 2,200 homes, such as improved insulation, high heat-retention storage heaters, photovoltaics and low-energy lighting, reducing carbon emissions and helping to tackle fuel poverty.
20. Long-term planning also incorporates **£72m for post-2030 decarbonisation**, enabling further carbon-reduction measures beyond EPC C and supporting the Council's ambition to become carbon-neutral by 2030 corporately and area-wide by 2045. The current mean SAP rating of 75 already above the national local authority average provides a strong baseline for further sustainability gains.
21. The strategy strengthens environmental resilience by investing in building fabric (walls, roofs, windows and doors), reducing heat loss and prolonging the life of existing assets, which in turn reduces material consumption and waste. The focus on damp and mould prevention also has direct social sustainability benefits, supporting healthier living conditions and improving wellbeing
22. By embedding robust stock intelligence, future-proofing investment plans and aligning with resident priorities, the strategy ensures the housing portfolio remains sustainable, energy efficient and resilient in the face of climate, regulatory and financial pressures.

Summary of public health implications

23. The Asset Management Strategy has a positive public health impact by improving the safety, condition and energy performance of over 9,600 Council homes. Ensuring continued compliance with the **Decent Homes Standard** and the **Homes (Fitness for Human Habitation) Act** helps protect residents from hazards such as excess cold, structural defects, electrical risks and poor sanitation. The strategy's investment in building fabric, heating systems and insulation supports warmer, healthier homes and reduces risks associated with fuel poverty.
24. A strengthened approach to managing **damp, mould and condensation** treated as a core health and safety concern within the strategy directly contributes to improved respiratory and mental health outcomes for residents, particularly vulnerable groups such as children, older people and those with existing long-term conditions. The planned investment in EPC Band C improvements for 2,200 homes further reduces cold-related illness and promotes better indoor air quality.
25. The strategy also promotes broader determinants of health by ensuring homes are well-maintained, safe and adapted to meet residents' needs. The inclusion of £7m for aids and adaptations supports independence, reduces risk of injury, and delays or prevents moves into health and social care settings. Improvements to communal areas, compliance systems and neighbourhood safety contribute to improved wellbeing and safer living environments.
26. Overall, the strategy supports healthier homes, reduces health inequalities and strengthens the Council's role in preventing illness, supporting early intervention and improving residents' quality of life.

Summary of equality implications

27. The Asset Management Strategy has a positive equality impact by improving the quality, safety and accessibility of homes across the Council's housing stock. Investment in building safety, energy efficiency and component renewal supports all

residents but has **particular benefits for groups with protected characteristics**, including older people, disabled residents, families with young children and those on low incomes, who are more likely to be affected by cold, damp, poor housing conditions or fuel poverty.

28. The strategy includes a strengthened approach to **damp and mould**, which can disproportionately affect people with respiratory conditions, children and pregnant women. It also introduces a specific commitment to improving data and planning around **adapted properties**, alongside a £7m programme for aids and adaptations, helping ensure disabled residents can live safely and independently at home.
29. Achieving **EPC Band C for 100% of homes by 2030** will reduce heating costs and improve thermal comfort, supporting low-income households and vulnerable groups who face greater health risks from cold homes. Improvements to compliance, building safety and neighbourhood safety also help address inequalities experienced by residents living in higher-risk properties.
30. The strategy is informed by tenant consultation and ongoing Tenant Satisfaction Measures, ensuring that investment priorities reflect resident needs and supporting engagement from a diverse tenant population. The commitment to accessible communication and consultation through Section 20 processes further supports fairness for leaseholders.
31. Overall, the strategy contributes positively to advancing equality by improving housing conditions, removing barriers to independent living, reducing health inequalities and ensuring that investment is targeted based on need.

Summary of risk assessment

32. The Asset Management Strategy identifies and evaluates the key risks associated with managing approximately 9,600 HRA properties and outlines the controls in place to mitigate them. Overall, the assessment demonstrates that most risks are **low to moderate**, supported by strong stock data, near-full Decent Homes compliance, and a fully funded investment programme.
33. Key risks include potential failure to meet the **Decent Homes Standard**, stock condition data gaps, financial pressures linked to future **decarbonisation costs**, and the impact of the forthcoming revised DHS. These risks are mitigated through ongoing stock condition surveys, a detailed and costed 30-year investment plan (£638m), and targeted monitoring of HRA headroom.
34. Compliance risks such as gas safety, fire safety, electrical compliance, lifts and asbestos are assessed as low due to established internal delivery models, robust processes, and high levels of current compliance. Strong governance, supported by regular reporting to the BCP Homes Advisory Board and Cabinet, ensures early intervention in the event of non-compliance.
35. Risks associated with poor quality investment decisions, value for money, and customer satisfaction are mitigated through procurement controls, regular benchmarking, and resident consultation. The strategy also addresses risks relating to fuel poverty and thermal performance through a fully funded EPC Band C programme to 2030.
36. Overall, the strategy provides a robust framework for managing operational, financial and compliance risks throughout its lifetime.

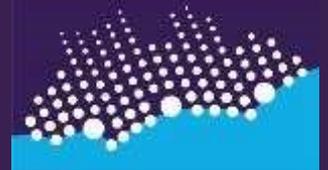
Background papers

None

Appendices

Appendix 1 - BCP Asset Management Strategy

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BCP Homes Asset Management Strategy

Authors: **Interim Head of Client and Asset Management (Housing & Public Protection)**
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Document History

Version	Dated	Author	Description
1	August 2025	Tom Richer	First draft following consultation with internal stakeholders and external stakeholders
2.2.1	November 2025	Tom Richer	Full draft following consultation with internal stakeholders and external stakeholders and further development work
2.2.2	January 2026	Tom Richer	Final version ready for circulation at Operations and Wellbeing DMT and Cabinet briefing
Final	March 2026	Simon Percival	Includes final amendments following DMT and cabinet briefing sessions

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1. Introduction

This is the BCP Homes asset management strategy which sets out the vision and aims for the management of our Housing Revenue Account (HRA) assets. These assets include dwellings, garages and their associated sites, communal areas and other HRA assets. The strategy covers the period 2025/26-2029/30, with some consideration also given to planning beyond these years.

The asset management strategy operates alongside our development strategy, which will deliver a pipeline of new properties to the HRA over the same period.

As a Council we have invested significant financial resources in our social housing stock over recent years. We must now continue this commitment by maintaining our dwelling stock to a high standard, ensuring full compliance with the Decent Homes Standard and other statutory requirements.

There is also an imperative to develop the strategy to tackle emerging challenges particularly around future investment requirements, most notably decarbonisation, energy efficiency and thermal insulation standards.

The Housing Revenue Account (HRA) is in a robust position, underpinned by comprehensive and thorough understanding of our housing stock and its long-term investment requirements over the next 30 years. The delivery trajectory for new homes within the HRA remains firmly achievable, with borrowing anticipated to have only a minimal long-term impact. The priority for investment, as set out in the 30 Year business plan approved by Cabinet, is firmly focused on maintaining and enhancing our existing stock. Consequently, any significant variances in resources or costs will directly influence our ambitions for new build projects. The programme will continue to be managed flexibly to accommodate any changes in legislation or unplanned events that could affect priorities or resource availability. Current forecasts reflect the latest understanding of the financial capacity needed to maintain existing stock and support the delivery of new homes.

This strategy reflects current established best practice for social landlords to have a detailed understanding of their assets, at a granular level, whilst setting out a framework for how to make best use of these assets in pursuit of housing and wider corporate objectives.

As well as establishing principles to inform investment decisions, this strategy also sets out the strategic mechanisms which will support effective decision making and delivery.

Key sections in this strategy are:

- Stock profile data and information
- Stock survey and condition data
- Detailed future investment plans over a five-year period derived from data in the stock condition survey
- 30-year investment plans projected from the stock condition survey
- Decarbonisation costs around achieving EPC band C by 2030

- Results of a consultation with residents and tenants to identify priorities for future investment.

1.1 Alignment and coordination of the asset management strategy to corporate objectives

Asset management is the management of physical assets to meet service and financial objectives. By applying robust asset management practices and principles we will ensure that our housing stock meets current and future needs, including reviewing and changing the portfolio to meet strategic objectives and planning for investment in repair and improvements.

Defining the context of asset management also requires the development of a more strategic understanding of assets, and in particular developing modelling techniques to understand ‘the asset’. Principles including the return on assets (ROA) and the expected wider sustainability approach to asset management will need to be developed further over the lifetime of this strategy.

This strategy aims to complement BCP’s Corporate Strategy which sets out two key priorities:

- Our place and environment: vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment
- Our people and communities: everyone leads a fulfilled life, maximising opportunity for all.

Key priorities within the BCP Corporate Strategy delivery plan relevant to this strategy include:

- Meeting future growth needs
- Preventing homelessness and rough sleeping
- Improving housing options, opportunities and choice for all
- Empowering and co-creating neighbourhoods where residents wish to live and be part of the community
- Improving safety and sustainability across Bournemouth, Christchurch and Poole’s housing.

There are several clear objectives and success outcomes within the BCP ‘shared vision’ corporate strategy that are directly related and aligned to this strategy which are detailed below:

- Climate change is tackled through sustainable policies and practice
- Good quality homes are accessible, sustainable and affordable for all
- Using data, insights and feedback to shape services and solutions
- Deliver a carbon neutral council by 2030, area wide by 2045

- Ensure our approximately 9,600 Council homes are of good quality, well managed and our service is resident-led
- Use engagement, consultation, co-production and lived experience to help inform the decisions we make. During the preparation of this strategy document due consideration has been given to the following key council strategies:
 - Corporate plan
 - Health and Wellbeing strategy
 - Safeguarding Strategy
 - Housing Strategy
 - Children in care strategy
 - Communities engagement strategy
 - Equality and diversity
 - Special educational needs and disability (SEND) and improvement strategy (2021-24).

1.2 Strategy aims and objectives

This strategy has six objectives which will oversee the Council's work over the next five years as follows:

- Ensure homes and communal areas are fit for purpose and comply with Decent Homes Standards
- Ensure homes are safe to live in and are free from hazards
- Ensure homes help meet housing needs
- Help contribute to social and environmental wellbeing
- Reduce carbon emissions and environmental impact
- Ensure there is effective financial control overseeing our work.

It should be noted that the strategic objectives and priorities set out in this strategy include a range of objectives that will impact significantly on the HRA business plan particularly in relation to any financial headroom within the business plan.

Importantly, as the objectives are achieved and the performance of stock improves, particularly from a thermal efficiency and energy efficiency perspective, tenants' and leaseholders' experience of the housing service provided will see significant beneficial changes.

In the longer-term, we will also seek to develop approaches to replace or improve uneconomic or obsolete housing stock and related assets, ensure investments provide good value for money and long-term sustainability.

A start has been made in developing financial performance information (referred to as net present value or NPV) on dwellings, with some indicative values around some key elements of our housing stock already in place.

This NPV assessment needs to be developed further to provide a NPV assessment for all our stock, in line with current UK best practice in the social housing sector. This NPV methodology will enable us to further develop a wider stock sustainability approach to stock investment

decisions, which will assist us to identify properties which could be unsustainable in the short and medium term.

Looking further ahead, in the medium term this methodology will be further developed into a stock sustainability model bringing together not just the financial performance of the dwelling stock but also wider social, economic and environmental factors into evaluating the longer-term sustainability of our homes. This model will assist in enabling us to prioritise future investment into dwellings that provide the greatest long term stock sustainability.

1.3 Demand and sustainability

BCP Homes was created on 1 July 2022 and is responsible for approximately 9,600 homes located within Poole and Bournemouth

There is high demand for affordable rented accommodation, with approximately 3,200 applicants on the housing register as of May 2025.

Through the lifetime of this strategy, a reduction in demand for social rented housing provided by the Council cannot be anticipated.

Headline demand information is as follows:

- There is significant demand for general needs accommodation with approximately 2,450 applicants requiring general needs accommodation
- Almost inevitably, significant demand is for one, two and three bedroom properties
- There is significant demand with over 1,800 applicants for one bedroom accommodation and 1,500 needing minimum of two-bedroom accommodation
- Approximately 500 applicants require some kind of adapted general needs property, whilst approximately 370 elderly applicants require some form of adapted property in supported, independent living or sheltered accommodation
- There continues to be a high demand for supported independent living and sheltered accommodation for the elderly with approximately 870 applicants on the register
- There are major shortfalls in the supply of supported, affordable and private rented housing with Bournemouth, Christchurch and Poole (BCP) Council having the highest number of rough sleepers outside of London. Homelessness in BCP has risen sharply over the past four years, reflecting both national pressures and distinct local challenges. In 2022/23 BCP completed 2,305 assessments, rising significantly to 2,746 in 2023/24, and reaching 2,887 assessments by 2024/25. In February 2026 BCP have 593 living in Temporary Accommodation

Bed need	General needs	GF/lifted	Wheelchair
1	948	247	47
2	595	100	22
3	726	79	10
4	141	10	2
5	21		
6	7		
7	0		
	2,438		
Bed need	Sheltered/"over 60s"	GF/lifted	Wheelchair
1	800	285	27
2	56	32	12
3	20	10	4
	876		

Table 1: overview of current demand for rented social housing – data source is the council housing register, February 2026.

2. Stock profile, localities, archetypes and condition

Most of the council housing stock is concentrated in a number of key areas and localities, particularly:

- Alderney and Bourne Valley
- Hamworthy
- Kinson
- Muscliffe and Strouden Park
- Newtown and Heatherlands
- Poole Town

The vast majority of property, as recorded on the stock condition database, shows the build dates between 1918 and 2021.

2.1 Stock distribution

More detailed information on stock distribution by local authority ward and by tenure type is depicted in table two below:

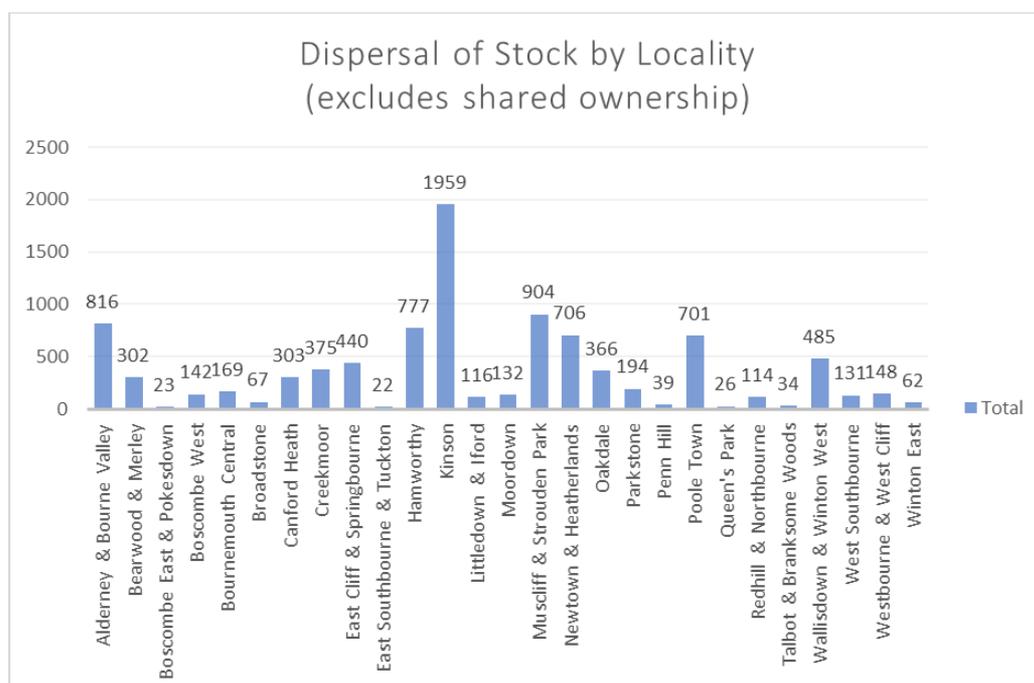
Ward	Council stock numbers			Total
	General needs	Sheltered	Shared ownership	
Alderney and Bourne Valley	701	108		809
Bearwood and Merley	272	30		302
Boscombe East and Pokesdown	20			20
Boscombe West	82	60	9	151
Bournemouth Central	26	143		169
Broadstone	6	61		67
Canford Heath	197	106	10	313
Creekmoor	308	67		375
East Cliff and Springbourne	99	341	4	444
East Southbourne and Tuckton	6	16		22
Hamworthy	645	132		777
Kinson	1888	71	1	1960
Littledown and Iford	82	34		116
Moordown	122	5		127
Muscliff and Strouden Park	880	14	9	903
Newtown and Heatherlands	355	344	6	705
Oakdale	223	143		366
Parkstone	67	127		194
Penn Hill	39			39
Poole Town	624	77		701
Queen's Park	2	24		26
Redhill and Northbourne	114			114

Ward	Council stock numbers			
	General needs	Sheltered	Shared ownership	Total
Talbot and Branksome Woods	2	32		34
Wallisdown and Winton West	417	63		480
West Southbourne	117	12		129
Westbourne and West Cliff	55	93		148
Winton East	38	24		62
Grand Total	7,387	2,127	39	9,553*

Table 2: distribution of stock by locality/electoral ward

*Note June 2025 data

Stock distribution by ward is shown graphically in graph one below:



Graph 1: profile of dispersal of stock by locality

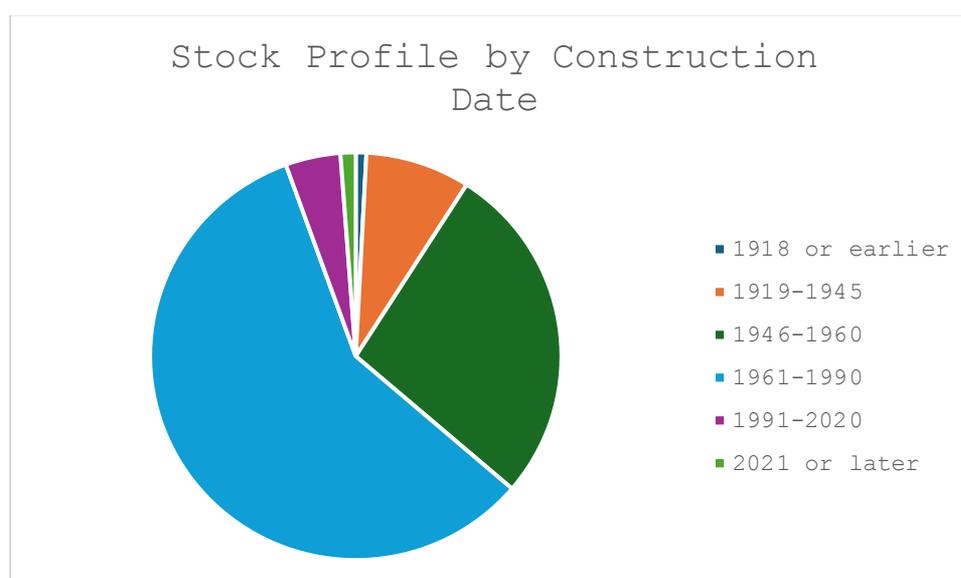
2.2 Stock profile information and data

As mentioned above in the introduction to the section, Council stock was built predominantly between 1918 and 2021. The age profile of the stock is shown in table three and graph two below:

Construction date	Ownership type			
	Bournemouth HRA	Poole HRA	Total	Percentage
1918 or earlier	60	19	79	0.8%
1919-1945	356	431	787	8.2%
1946-1960	1,378	1,220	2,598	27.2%
1961-1990	2,918	2,643	5,561	58.2%
1991-2020	252	162	414	4.3%
2021 or later	98	16	114	1.2%
Total	5,062	4,491	9,553*	100.0%

Table 3: Council social housing stock by construction date (excludes shared ownership) (source – Keystone stock condition database)

*Note June 2025 data



Graph 2: Council social housing stock by construction date (source: Keystone stock condition database)

Reference to table three and graph two above shows that the vast majority of stock, approximately 85%, was built between 1945 and 1990. Compared to many local authorities the Council believes that it is in a relatively beneficial position since there is little stock overall, at around 9%, built before WWII, meaning that relatively small volumes of properties have solid wall construction and other problematic construction forms.

2.3 Main archetypes

Despite the Council having experienced significant losses of houses through the right to buy programme over a number of years, traditional brick-built dwellings still provide the majority of the housing stock portfolio, totalling over 8,600 properties or 90.5% of the stock.

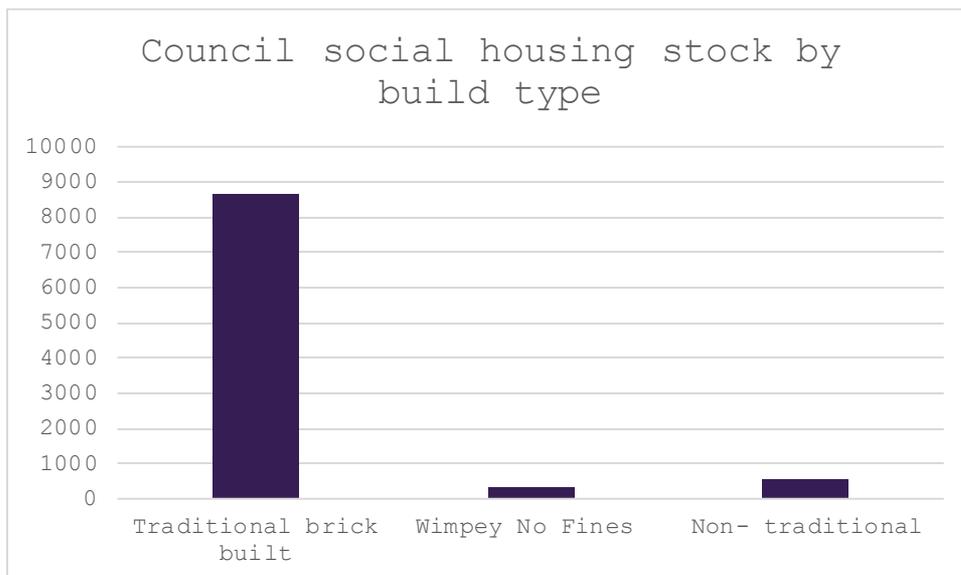
An analysis of the housing stock by principal property archetype is shown in table four below and in graph three.

Property type	Numbers	Percentage of overall dwelling stock (%)
Traditional brick built	8,645	90.5
Non-traditional - concrete frame	138	1.4
Non-traditional – Laing Easiform	68	0.7
Non-traditional - Trusteel	87	0.9
Non-traditional - Wates	72	0.8
Non-traditional - BISF	46	0.5
Non-traditional - STEANE	16	0.2
Non-traditional - timber framed brick clad	82	0.9
Non-traditional - WALLE	77	0.8
Non-traditional Wimpey no fines	322	3.4
Total	9,553*	

Table 4: Council social housing stock by principal construction type (source – Keystone stock condition database)

**Note June 2025 data*

Reference to table four above and graph three below shows that the vast majority of stock, slightly over 90%, is of a traditional brick-built dwelling type.



Graph 3: Council social housing stock by build type

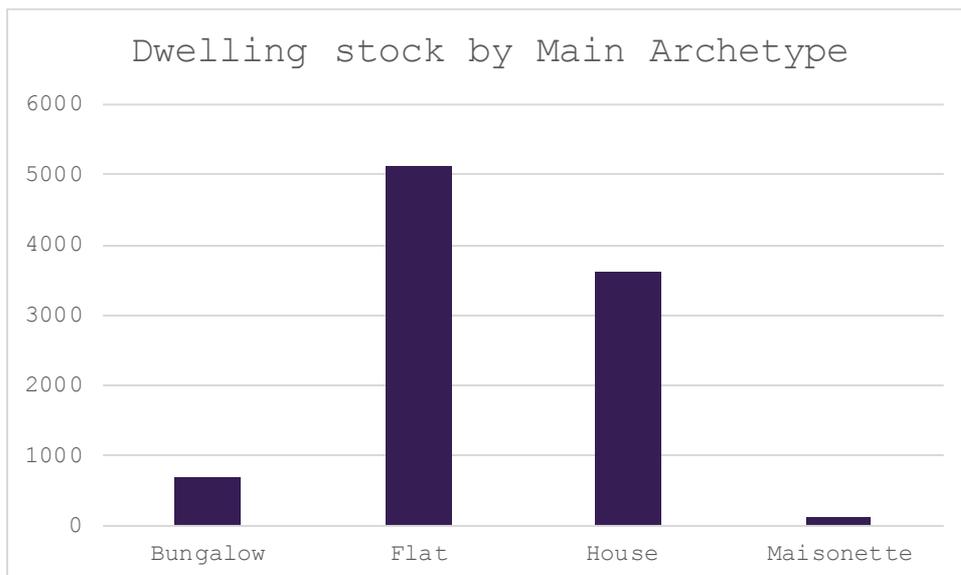
Reference to table five below shows that the dwelling stock portfolio of 9,553 properties comprises predominantly, unsurprisingly, flats and houses. There are, in total, 5,132 flats, with 3,606 houses.

The majority of flats are one bedroom, whilst the majority of houses are three bed houses. There are 686 bungalows and a small a relatively small number of maisonettes, totalling 129.

The distribution of property is by main archetype and by bedroom number (size) is shown in table five and graph four below.

Bedrooms	Bungalow	Flat	House	Maisonette	Totals
1	489	3,579	3		4,071
2	162	1,519	1,155	25	2,861
3	31	34	2,160	104	2,329
4	3		276		279
5	1		9		10
6			2		2
7			1		1
Total	686	5,132	3,606	129	9,553

Table 5: Council social housing stock by size and main archetype (excluding shared ownership)



Graph 4: dwelling stock by main archetype

2.4 Sizes of the dwelling stock

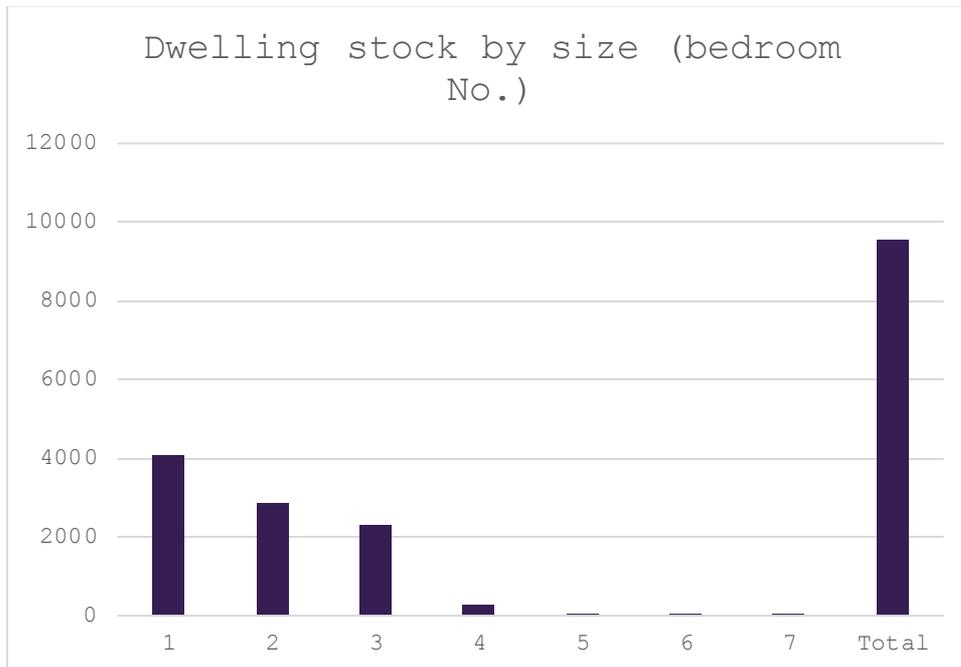
The distribution of dwelling stock by property size using numbers of bedrooms is shown in table six below:

Dwelling size by bedroom number	Totals	% of stock
1	4,071	42.61
2	2,861	29.95
3	2,329	24.38
4	279	2.92
5	10	0.10
6	2	0.02
7	1	0.01
Total	9,553	100

Table 6: dwelling stock numbers by size (numbers of bedrooms)

Table six and graph five show that the largest proportion of stock comprises one bedroom dwellings, representing almost 43% of the stock.

Around 30% of the stock comprises two-bedroom dwellings with 24% of the stock comprising three bedroom dwellings. There are also small numbers of larger dwellings of between four and seven bedrooms.



Graph 5: dwelling stock numbers by size (numbers of bedrooms)

2.5 Non-traditional and specialist stock

Within the housing stock portfolio, there are relatively low numbers of non-traditional house/housing types. These properties can present unique, expensive and often unsustainable future investment challenges, as the non-traditional construction types often require expensive, specialist repair and improvement techniques.

Property type	Numbers	Percentage of overall dwelling stock (%)
Concrete frame	138	1.4
Laing Easiform	68	0.7
Trusteel	87	0.9
Wates	72	0.8
BISF	46	0.5
STEANE	16	0.2
Timber framed brick clad	82	0.9
WALLE	77	0.8
Wimpey no fines	322	3.4

Table 7

Unusually, for a local authority with a significant proportion of stock constructed in the immediate post-war period, BCP do not have particularly large numbers of non-traditional properties such as PRC, no fines and other system builds that were particularly highly used in many local authorities in the immediate post-war period.

Non-traditional properties represent less than 10% of the stock.

Surveys have been completed on all these properties and the predecessor local authorities are known to have carried out extensive remedial works on the non-traditional properties. They are all in generally good order and comply with Decent Homes Standards.

They do not represent significant problematic dwellings from a decency and wider compliance perspective within the lifetime of this strategy.

3. Stock condition

3.1 Introduction

The principal requirement for social landlords is to ensure homes are fit for human habitation as defined by the Homes (Fitness for Human Habitation) Act 2018 and that homes/dwellings comply with the current Decent Homes Standard (DHS) and other current statutory and legislative requirements, and local service standards. Further regulatory and statutory requirements are available in appendix A of this strategy.

A decent home, as described by government, is one that is safe, wind and weather tight, warm and has modern facilities. For a social landlord to achieve this aim, any individual dwelling must meet all four of the following criteria:

- It meets the current statutory minimum standard for housing
- It is a reasonable state of repair
- It has reasonably modern facilities and services
- It provides a reasonable degree of thermal comfort.

More detailed information is included in the [Decent Homes Standard](#).

The current Decent Homes Standard is due to be updated, with an improved and updated DHS proposed and out for consultation currently.

The updated DHS will almost certainly be published during the lifetime of this strategy and the impact of this is likely to have additional impact on the HRA business plan.

3.2 The current stock condition database survey

There is important context to the development of the current stock condition database which has been used as the main data source to develop future investment plans. The five-year detailed

investment plan and longer-term 30-year investment plan are explained in more detail later in section 3.4 of this strategy.

BCP is a relatively new unitary local authority, with BCP Homes being created on 1 July 2022. As is the case with many combining of local authorities there are inconsistency and heritage issues to deal with.

A key issue is that, although both predecessor local authorities with retained housing stock used the Keystone stock condition database, those predecessor local authorities, Poole and Bournemouth, did not use the same version of Keystone. This incompatibility has created difficulties in migrating stock data into the current updated version of Keystone, which is now populated with most recent, up to date stock condition data.

The current Keystone database is now in place, in line with best practice in the sector, to support the management of the investment programme, record and update property condition data and the wider management of the dwelling stock asset base.

This migration of stock condition data has proven to be time-consuming and has largely been undertaken manually. This migration was completed in the first quarter of 2025 as part of the preparation of data and information for this asset management strategy.

A further issue is that the broad approach to keeping the stock condition database updated differed between these two local authorities. Bournemouth had a cyclical stock condition survey approach (supplemented by component replacement updating) whilst Poole had a component replacement approach to continuously updating the stock condition database.

The current approach to keeping the stock condition update is one of a continuous cyclical survey.

At the time of writing this asset management strategy (December 2025) 77.89% (approximately 7,450 dwellings) of the stock has been subject to a cyclical full stock condition survey, both internally and externally within the last five years. Numbers of properties with stock condition surveys beyond five years are reducing significantly month by month.

Analysis of the stock condition database shows that there are 2,109 homes where the existing full stock condition survey is more than five years old. But the Keystone database still holds meaningful and up to date information for these dwellings.

Over this five year period, 3,281 individual component updates have been recorded across 1,422 of these (2,109) dwellings with the life cycle data of these components being updated opportunistically, (this opportunistic updating would typically have been as a result of properties becoming void, visit by technical surveying staff for other reasons such as investment planning etc).

BCP recognises that this legacy approach is not in line with current best practice but demonstrates that stock data has been proactively updated for large proportions of the stock, in the interim since a previous stock survey has been undertaken. To improve stock data further, the Council is currently undertaking a stock condition survey with a target date of 100% stock data having been subject to a full internal and external survey by the end of 2025/26.

Most importantly it should be noted that all stock condition data is based on physical surveys and physical assessments.

Furthermore, there are no properties where stock condition data or information has been ‘cloned’ or extrapolated from similar properties or archetypes.

3.3 Accurate data and robust stock data

There is a high level of confidence with the accuracy of the data we hold in the stock condition database.

The Council recognises that more can be done to improve the robustness of the data and a rolling program of stock condition surveys is currently in place. The surveys are predominantly being carried out internally by BCP staff and are subject to a cross checking and validation exercise to ensure consistently robust data is input into the stock condition survey database.

At the time of drafting this asset management strategy good progress is being made towards 100% stock condition data by the end of 2025/26, subject to access refusals

3.4 Decent Homes Standard and delivery of planned improvement works

Local authorities and registered providers are required to bring their properties up to and maintain the Decent Homes Standard.

Aligned to this requirement to ensure properties comply with the Decent Homes Standard, significant investment works have been carried out over recent years to ensure high levels of compliance with the standard.

At the time of writing this asset management strategy (December 2025), almost 100% of our housing stock complied with the Decent Homes Standard, with just 5 properties being recorded as non-decent. The investment plan incorporated in section four of the strategy will ensure compliance with decent home standard over the lifetime of the strategy.

Component replacements and other investment works, that might otherwise have moved properties from being decent to non-decent had we not intervened and undertaken planned investment works, have been delivered over recent years. Large investment work streams to significant tranches of the housing stock have been delivered.

4. Future investment requirements

As part of the development of this strategy we have carried out a detailed analysis of the stock condition survey data held in the Keystone stock condition database.

Lifecycles and costs

One of the key building blocks for developing a future investment plan is the cost or value incorporated into the modelling for the replacement of key components. Similarly, lifecycles of these components also form one of the key building blocks for future investment planning.

A decision has been taken to use the same lifecycles and costs for the investment program as is used for the Council newbuild program. These costs are also derived from component replacement costs currently being charged as part of existing investment works and consequently are in line with current market conditions.

Table nine below shows these lifecycles and costs used in the 30-year investment plan and the detailed five-year investment plan.

The figures below are used in our modelling to determine whether new build proposals are viable and this was the driver for the recent consolidation.

Element	Lifecycle (years)	Cost
Kitchens	20	5,500
Bathrooms	30	4,500
Windows	25	4,500
External doors	25	1,200
Pitched roofs	70	12,500
Flat roofs	30	15,000
Boilers	15	3,250
HHR storage heaters	20	6,000
ASHP	10	12,000
Electrical rewire	30	5,000

Table 8: key component costs and associated lifecycles for the development of the investment plans. Based on 2025 costs.

4.1 The 30-year stock condition profile

Headline investment cost and key component area information is that over the 30 years of the stock condition survey, investment requirements as shown below in table nine will be required.

Key component area	30-year lifecycle cost £ (2025 costs)
Kitchen replacements	£84,887,000
Bathroom replacements	£40,936,500
Heating replacements	£29,645,000
Rewiring and upgrades	£49,176,400

Windows and doors	£56,033,600
Roofing and associated works	£52,654,450
Wall fabric and finishes	£18,485,000
Decarbonisation (post 2030)	£72,000,000
Additional DHS Costs (post 2035)	£19,800,000
Sub total	£423,617,950
Other works to the dwelling fabric	£214,381,750
Total	£637,999,700

Table 9: 30-year headline investment requirements extracted from the stock condition survey. Based on 2025 costs.

Table nine above shows that headline expenditure over the 30-year projection of the stock condition database indicates an investment requirement of £637m. The stock condition database holds more detailed information within these headline key component descriptors. So, for example, the £52.6m re-roofing works includes roof line, structural, roof covering, soffits and fascias, guttering and downpipes etc. Similarly heating replacements includes boiler replacements, heating distribution systems, electric heating system replacement etc.

It should be noted that additional costs have been built into the 30-year investment plan to take into account future requirements of the proposed new Decent Homes Standard. These costs have been incorporated from the Council's current understanding of the likely implementation date of 2035.

It should be stressed that this 30-year investment plan is aligned to and fundable within the HRA business plan. Extensive discussions between the asset management team and the Council HRA financial team have been undertaken to ensure that there is sufficient headroom within the HRA to fund these investment requirements.

The investment plan is derived from stock condition data held at individual property level within the keystone database and the robustness of this data has been described earlier in this strategy document.

There is a high degree of confidence in this data and this confidence will become stronger as more stock condition survey data is input into the stock condition database. Upon completion of the 2025/26 survey the opportunity will be taken to undertake a cost and component baseline recasting exercise.

Based on BCP experience to date, significant variance from the £637m headline investment costs is not anticipated at this stage.

A screenshot of the full 30-year business plan baseline costs is incorporated in appendix one of this strategy.

4.2 Stock investment profile 2025/6 – 2029/30

At a more immediate level and of direct relevance to this strategy, future investment requirements for the five-year period 2025/26 – 2029/30 (the period of this strategy) have been extracted from the stock condition database.

This timescale corresponds with the timescale/period of this strategy.

In more detail, in the immediate five years, current stock condition data indicates that investment requirements of £121.77m are required.

A screenshot of the detailed 2025/30 investment costs is incorporated in appendix two of this strategy.

These investment costs are detailed in table ten.

These future investment requirements include some EPC band C works and decarbonisation works (see section 4.3 later in this strategy).

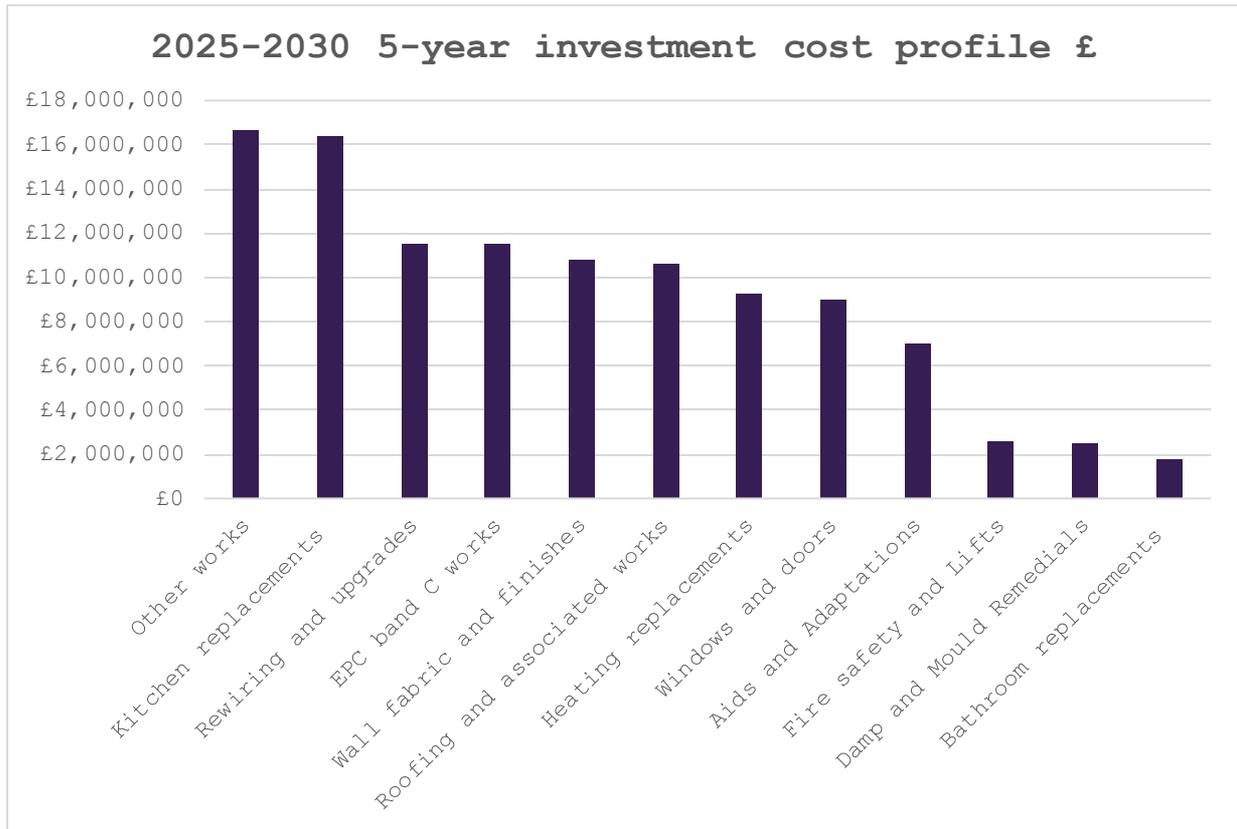
Key component	Numbers of dwellings /component replacements*	Total investment cost (2025 values)
Kitchen replacements	2,980	£16,390,000
Bathroom replacements	391	£1,759,500
Heating replacements	4,557	£9,239,250
Rewiring and upgrades	1,903	£11,562,800
Windows and doors	3,908	£9,001,200
Roofing and associated works	1,779	£10,590,850
Wall fabric and finishes	4,314	£10,785,000
EPC band C works	2,200	£11,512,000
Fire safety and Lifts	3,427	£2,620,000
Aids and adaptations	N/A	£7,000,000
Damp and mould remedials	N/A	£2,500,000
Sub total		£92,960,600
Other works	N/A	£28,881,900
Total		£121,772,500

Table 10: Five-year investment profile 2025/26 – 2029/30. Based on 2025 costs. (Source BCP keystone stock condition database)

*May in some cases include component replacements in multiple properties

Table ten shows the investment costs associated with key component replacements over the five-year period of this strategy.

Table ten also includes the number of components or individual dwellings to be replaced associated with each key expenditure/investment heading where appropriate.



Graph 6: Five-year investment profile showing key areas of expenditure

Graph six above shows in bar chart form the relative amount of expenditure/investment under each main investment heading.

Further reference to graph six shows that significant expenditure is planned in the following key investment areas:

- Kitchens
- Electrical works
- Energy efficiency works associated with achieving EPC band C
- Works to the main fabric of the dwellings.

The significant investment detailed in this section of the strategy will ensure that the Council stock maintains high levels of decency (essentially 100% decency as it is currently the case). It will also ensure compliance with the Decent Homes Standard throughout the lifetime of the strategy.

4.3 Energy performance of the stock

The Council has a good understanding of the energy efficiency of the dwelling stock.

Historically the BCP predecessor councils have carried out a range of works to directly improve the overall energy performance of the housing stock. These works included installation external wall insulation, additional loft insulation, energy efficient heating systems, double glazed PVCu windows, boiler replacement and improved thermal installations, but additional measures are still required.

Compared to many local authorities, the energy efficiency of the BCP stock is to a much higher standard. The 2022 English house condition survey showed that the social housing sector had the highest mean SAP rating of all tenures with a mean SAP rating of 70. There was a slight divergence between registered providers (SAP rating 71) and local authorities (SAP rating 70).

At the time of drafting this report, SAP energy efficiency data was available for 91% of the stock based on a mix of physical surveys and software modelling. Using this data, the current assessment of the energy efficiency of the stock is a mean SAP rating of 75 which is significantly better than the local authority national average.

The Council uses SAVA Intelligent Energy software to assist in modelling the energy efficiency and forward investment requirements for improving the energy efficiency of the stock. Currently this forward investment planning is targeted towards achieving EPC Band C by 2030.

Through the clean growth strategy, the UK government has set a target for social housing providers to attain the minimum rating of energy performance certificate (EPC) C for rented properties by 2035 (2030 for 'fuel poor' households).

Year	2025/26	2026/27	2027/28	2028/29	2029/30
Total tCO ₂ e of stock at start of year	22,000	21,850	21,600	21,100	20,725
No of homes to receive measures	200	500	500	500	500
Main type of measures	High heat retention storage heaters, loft insulation	High heat retention storage heaters, loft insulation, cylinder insulation	Flat roof insulation upgrades, loft insulation, Photovoltaics, cylinder insulation, low energy lighting	Flat roof insulation upgrades, Photovoltaics, cylinder insulation, low energy lighting	Cylinder insulation, low energy lighting
tCO ₂ e savings to be achieved at end of year	125	250	500	375	125
% of EPC C homes in stock at end of year	80	85	90	95	100

Table 11: Measures to achieve EPC Band C by 2030

Reference to table 11 above shows that approximately 2,200 properties are planned to have investment works carried out to them between 2025 and 2030 to ensure 100% of properties achieve an EPC band C rating by 2030.

Costs have been factored in at an average of £8,000 per dwelling to achieve this energy efficiency improvement to EPC band C. It should be noted that compared to known historic costs and to the Sava modelling costs this is an extremely generous amount. One of the highest investment areas in the five-year detailed investment plan is for energy efficiency, with £11.5m allocated to achieving EPC band C.

It should also be noted that the detailed five-year investment plan assumes that the cost of achieving EPC band C will be fully funded through the HRA.

The Council will make applications for funding through the SHDF to assist in funding achieving EPC band C, but the Council is not reliant on this funding to achieve this energy efficiency target.

A further allowance of £7,500 per dwelling has been allocated for decarbonisation activity to be undertaken post-2030. This funding is intended to support targeted upgrades that build on the initial phases of retrofit already completed. To ensure the most effective use of this investment, a detailed review of SAP data and associated energy-performance indicators is currently underway. This analysis will identify priority measures and asset types where the allocated funds can deliver the greatest carbon-reduction impact, ensuring that post-2030 interventions are strategically directed and aligned with the Council's wider decarbonisation objectives.

A further important factor is that within the detailed five year investment plan there is an allocation of £540,000 to fund the installation of triple glazing in dwellings to further improve the energy efficiency of these dwellings.

As with other stock data, work continues to improve our data, to ensure that modelling around future energy efficiency requirements are robust and accurate.

4.4 Risk management

A detailed risk assessment will be further developed as a supplementary document to this asset management strategy. Potential key risk areas are as shown in the risk profile below:

Risk description	Current risk impact description	Current risk likelihood description	Current risk score
Failure to invest in the stock will mean that there is a risk of properties not meeting the Decent Homes Standard	<p>Low level of risk stock is almost fully compliant with DHS</p> <p>Investment plans fully address non-decency</p> <p>Ongoing stock condition surveys will identify future failure well ahead of potential deterioration</p> <p>Investment works are fully funded and sufficient headroom in the HRA</p>	Unlikely	0
Failing to meet the Decent Homes Standard and the regulatory framework carries a high risk of reputational loss, potential compliance action by tenants and regulatory intervention by the Regulator of Social Housing	<p>Low level of risk exposure subject to regular active monitoring measures</p> <p>To be mitigated by new stock condition survey</p> <p>Fully funded detailed investment plan in place</p>	Unlikely	0
The new proposed Decent Homes Standard improves the quality of social housing stock making its achievement unaffordable	<p>Current information is that the new DHS will come into force, at the earliest, in 2035. There are some areas of poor information at present but substantively implications are well understood. Significant additional investment in the 30-year plan have factored increased decent homes works costs from 2035 onwards (approximately £5m)</p>	Possible	4

Risk description	Current risk impact description	Current risk likelihood description	Current risk score
Significant gaps in the stock condition survey data and poor data leading to incorrect or inappropriate stock investment decisions	Some gaps in data, but these are known, high level of risk exposure subject to regular active monitoring measures. To be mitigated by the ongoing condition survey	Unlikely and decreasing risk	4
There may be insufficient headroom in the HRA business plan to fund current planned investments which currently do not fully address thermal installation and decarbonisation costs	Minor acceptable level of risk subject to existing ongoing monitoring measures Key area of concern is the future decarbonisation costs	Unlikely	3
Failures to manage health and safety compliance may put residents, staff and contractors at risk	Minor acceptable level of risk subject to existing ongoing monitoring measures	Unlikely	3
Failures to meet statutory standards can carry penalties and will damage the organisation's reputation and potentially expose the organisation to legal action	Minor acceptable level of risk subject to existing ongoing monitoring measures	Unlikely	4
An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction	Minor acceptable level of risk subject to existing ongoing monitoring measures	Unlikely	5
Poor value for money in asset management will have a major impact on the HRA business plan as stock investment works represent a large proportion of business plan spend	Regular procurement exercises ensure that good value for money is achieved	Unlikely	4
Failure to improve stock thermal efficiency will increase the risk of fuel poverty amongst tenants.	Minor acceptable level of risk subject to regular ongoing monitoring and modelling and delivery of the five-year investment plan.	Unlikely	3

A regular process to identify and assess risks (strategic and delivery) will be developed internally and actions agreed to manage risks to minimise impact.

4.5 Compliance

BCP has a strategic approach to compliance whereby the majority of compliance surveys, inspections and remedial actions are undertaken internally within the Council.

Key responsibilities are as outlined in the table below:

Compliance area	Surveys/assessments delivery	Remedial works/servicing delivery
Asbestos	Surveys: external (contractor) Re-inspections: internal (estates team)	Non-licensed removals: internal (DLO)/external (contractor) Notifiable non-licensed removals: external (contractor) Licensed removals: external (contractor)
Lifts	External (insurers/consultants)	External (contractor)
Legionella and water hygiene	Internal (DLO)	Internal (DLO)
Fire safety	FRAs for high rise blocks: external (contractor) Internal (fire safety team) for everything else	Internal (DLO)
Gas	Internal (DLO)	Internal (DLO)
Electrical safety	Internal (DLO)	Internal (DLO)
Damp, mould and condensation	Internal (DLO/surveying team) Support from external mould specialists for complex cases	Internal (DLO)

Good compliance in all key areas is reported at the time of preparing this strategy consistently at 100% or close to full compliance subject to minor periodic operational variations.

Latest information regarding compliance at the time of preparing the strategy can be seen [here](#).

Good systems and processes are in place supported by robust contract management arrangements for those compliance areas delivered by external contractors.

Robust intervention will take place in the event of non-compliance of a significant level to maintain current safety levels for tenants and customers.

Residents with the 6 High Blocks will be kept informed and will have access to transparent information engagement opportunities and ongoing discussions about the work that we do.

We will provide clear transparent reporting on asset compliance to ensure strong performance in all areas of asset management and safety, with oversight from the BCP Homes Advisory Board and BCP Council Cabinet and full council.

4.6 Non-housing assets

There are 1,109 garages, and more than 1000 stores/outbuildings within the overall stock portfolio.

At present, these assets are simply maintained in line with normal repairs policies and procedures.

However, it is recognised that there is a need to develop a strategic approach for the maintenance, potential redevelopment and future investment in garages, garage sites and similar areas. This has been incorporated in the action plan of the strategy.

There is also a need to develop more detailed information regarding outbuildings and stores which will be carried out as part of the ongoing stock condition survey.

4.7 Maintaining stock condition – responsive repairs and maintenance

4.7.1 Responsive repairs

A significant ongoing investment in the stock is delivered through the responsive repairs service.

The service is delivered by the Council's in-house contractor with an operating model for responsive repairs of an 85/15% split between the internal workforce and external contractors with capacity to deliver up to 40,000 repairs annually.

External contractors undertake specialist works and help to manage peaks and troughs in demand.

An annual responsive repairs project budget of approximately £5.9m (2026/7) with an average repairs cost of approximately £622 per property/annum is in place.

Through the lifetime of this strategy this budget will increase in line with inflation and any shift or significant amendment in repairs demand.

The internal workforce operates on an open book basis through a wholly Council owned company Bournemouth Building and Maintenance Limited (BBML). Costs and benchmarking of costs is undertaken by the Head of Client Services ensuring VfM is evaluated and monitored and assessed every quarter. Aligned to this monitoring, the internal team has been able to deliver average repair costs significantly under industry averages, under the set budget per repair and below the rate of external contractors.

The internal delivery model has a significant focus on offering training opportunities and apprenticeships to local people with placements are offered to approaching school leavers for work experience with eight to ten apprenticeship places recruited annually.

Essential to the delivery model is the full integration of IT systems with the operational team. This allows the flexible adaptation of workflows and demand throughout the day and ensures that data collected from site is detailed and seamlessly flows back to our management systems including ensuring key component replacements are updated in the stock condition database.

Tenant Satisfaction Measures for the responsive repair service against a number of satisfaction categories indicate a high level of satisfaction from tenants with a responsive repair service. In general, satisfaction levels are well above median level and in most levels are above upper quartile level.

4.7.2 Repairs to empty or void dwellings

Works to void or empty dwellings are an important part of the wider stock investment strategy and provide an opportunity to ensure that as properties are led to incoming tenants, they are maintained to decent home standards and to the council lettable standard. There are also statutory requirements regarding properties from a compliance point of view, particularly the Homes (Fitness for Human Habitation) Act fitness standard and requirements of the Landlord and Tenant Act.

As part of the voids workstream, robust checks are in place to ensure that at the time of letting properties are up to decent home standard and other statutory requirements as outlined above.

Works to voids are currently outsourced to a contractor, as a consequence of a recent procurement exercise, ensuring that the Council is receiving good value for money for works to void properties.

A voids service delivery model has been developed with capacity to deliver works packages to approximately 600 dwellings annually. This equates to a void turnover rate or 'churn rate' of around 6% of stock annually. Benchmarking information indicates that the void turnover rate is towards the lower end of local authority data information in this area. High turnover rate is generally associated with poor levels of customer satisfaction with the condition of the property, the corollary being that low turnover rate is a general indication of good stock quality.

An annual budget of approximately £2.2m is in place at the time of drafting this strategy with a budget to spend approximately £3,700 per void on average. The Council can demonstrate that this delivers good value for money compared to many other social landlords, local authorities and housing associations.

As part of the voids property process, stock condition data for individual voids is captured and used to update data and information for those individual properties in the stock condition database. This practice is atypical in the sector, but has been common practice in the Council voids process for a number of years.

5. NPVs and stock sustainability

This strategy recognises the need to introduce a more rigorous and structured assessment of the performance of our stock to assist in decision making processes around investment and to enable us to adopt intervention mechanisms for underperforming assets. A more strategic and targeted approach to stock investment based on NPV therefore needs to be developed. Some work on NPV has already been undertaken.

NPV (Net Present Value) in the strategy refers to a method of evaluating the long-term financial performance and sustainability of each property by comparing its future income with the costs required to maintain, repair, or improve it. It helps identify homes that offer good value over time and those that may become financially unsustainable, enabling more targeted decisions such as investing in improvements, remodelling, or considering redevelopment or disposal where appropriate

This analysis will enable us to identify stock that is performing poorly and assist in identifying a range of future options for poorly performing individual or parcels of stock. Options might include:

- Targeted investment
- Conversion or deconversion
- Remodelling
- And perhaps in the longer term:
 - Redevelopment
 - Demolition or disposals.

6. Resident and Customer involvement

6.1 Resident and tenant consultation

We put customers at the centre of service development and support a range of tenant meetings and focus groups that ensure customers have the opportunity to comment on services through a range of measures.

As part of the development of this strategy, BCP undertook a wide-ranging consultation exercise with groups of tenants in the Spring of 2025, including web-based consultation. All respondents were asked what they would like to see BCP Homes prioritise over the next five years.

Respondents could select up to five responses to this question and results are shown in graph seven below.

Key results are:

- More than half of the respondents would like to see BCP Homes prioritise well maintained homes (53%)
- More than one third would like to see modern kitchens prioritised (36%)
- More than one quarter of respondents would like to see BCP Homes prioritise:

- Modern bathrooms (29%)
- New windows and external doors (28%)
- Quicker repairs service (27%)
- Safer neighbourhoods/communities (26%).

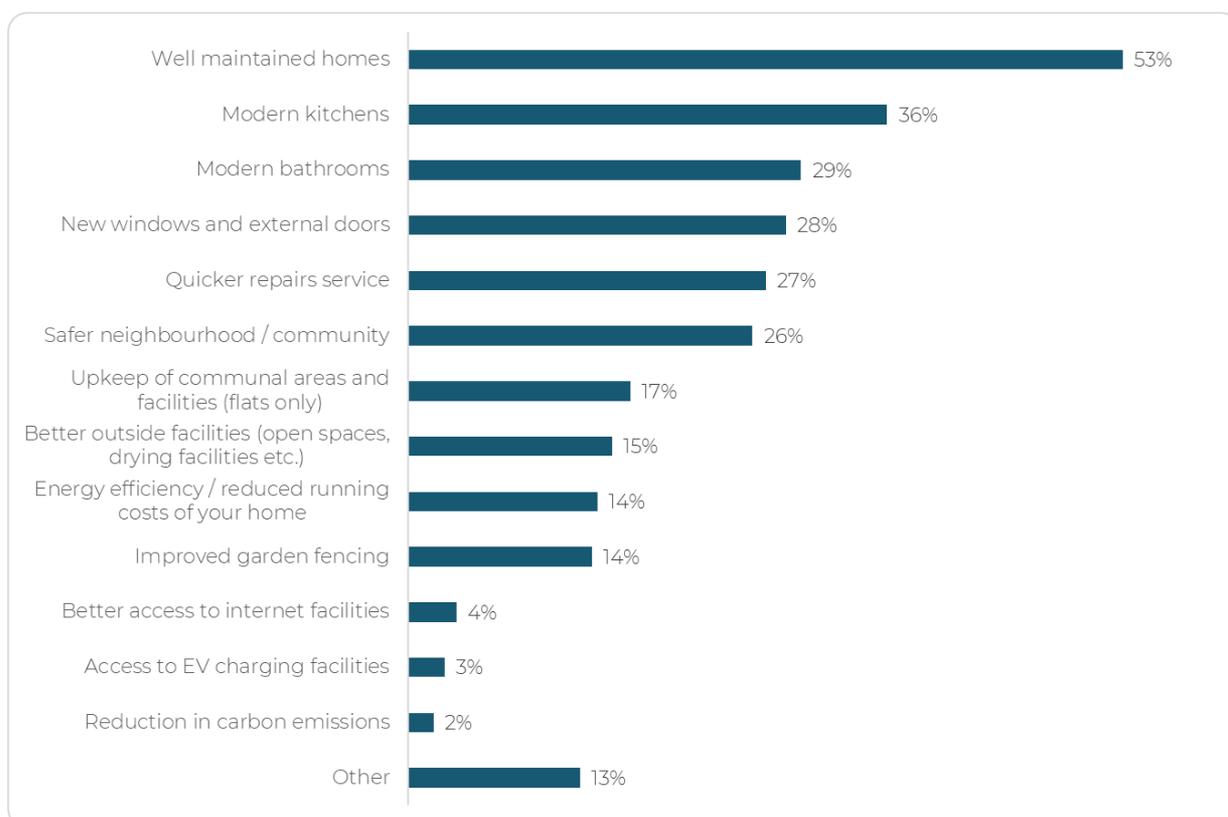


Chart 7: results of consultation exercise showing the investment areas that tenants would wish PCP homes to prioritise

Resident involvement is underpinned by the ongoing collection of profiling and performance data and benchmarking is undertaken to compare performance with other landlords.

6.2 Leasehold dwellings and Leaseholder involvement

There are a total 1,140 Leasehold flats at the time of writing this strategy.

During the lifetime of the strategy many leaseholder properties will be affected by qualifying works identified in the forward investment plan of this strategy.

The Council will follow the ‘Section 20’ process as required by the Commonhold and Leasehold Reform Act 2002 and the Service Charges (Consultation Requirements) (England) Regulations 2003.

As part of the consultation process, leaseholders will be provided with as much forward information as possible in detail, including:

- A description of anticipated works

- A timetable for the works
- The reason for the works
- The estimated cost of overall works
- The estimated cost to individual leaseholders

This information will be supplied at an individual property, or block level as appropriate.

A number of policies are currently under development regarding leaseholder recharges. In particular, a portion of the reserve funds in the 30-year Investment plan will be allocated to assist with the replacement of fire doors associated with leasehold properties, where a non-compliant fire door is deemed to be a risk to the block as a whole.

6.3 Tenant Satisfaction Measures (TSMs)

As mentioned in section 4.7.1 above, Tenant Satisfaction Measures for the responsive repair service against a number of satisfaction categories indicate a high level of satisfaction from tenants with a responsive repair service.

In general, satisfaction levels in all areas are well above median level and in most levels are above upper quartile level. More detailed information is published by the Council and can be found on the council website <https://www.bpcouncil.gov.uk/housing/bcp-homes-tenants-and-leaseholders/about-bcp-homes/bcp-homes-performance>.

Collection of tenant satisfaction is much wider than the repair service, however, and in total there are 22 tenant satisfaction measures, including 12 tenant perception measures (TPMs) and 10 management information (MI) measures

Much of the TSM satisfaction measures are relevant to this asset management strategy, particularly.

- Keeping properties in good repair
- Maintaining building safety
- Respectful and helpful engagement
- Effective handling of complaints.

The Council will continue to use the TSM information to improve and shape the services that we offer, including investment works identified in this strategy. Consequently, TSM results may, at some stage, lead to some adjustment and modification to some of the investment plans, as tenant and customer priorities and perceptions, as identified via the TSMs, change over the lifetime of the strategy.

7. Delivering the objectives of this strategy

7.1 Ensure homes are fit for purpose

Maintaining the quality of our stock remains a core principle behind our approach to asset management and our 30-year business plan reflects this. The plan ensures that our homes meet the requirements set out in the Fitness for Human Habitation Act so that our homes remain fit for purpose and the renewal of essential components is completed in a timely manner.

This objective will help to ensure that all our tenants live in homes which meet and exceed the Decent Homes Standard and other statutory and regulatory requirements.

To ensure our homes are fit for purpose we will commit to:

- Maintaining our housing stock to the Decent Homes Standard
- Continuing to ensure our understanding of our housing stock is at a high level by conducting regular stock condition surveys that encompass 20% of overall stock per annum and maintaining a stock condition database
- Use information from other inspection regimes, responsive repairs data, empty property information and condition and local knowledge
- Ensuring our maintenance investment plan is realistic, sustainable and achieves value for money for our tenants
- Ensuring that the investment available reflects what we will do and that it considers the actual cost and availability of building materials
- Working with our tenants to consult with them when we need to carry out any major maintenance and/or refurbishment work
- Ensuring we do everything we can to make sure that all maintenance and/or refurbishment work is completed within specified time periods and, where this is not possible, we will keep tenants informed
- Ensuring that adaptations are delivered efficiently, simplifying the pathway for occupational therapists to assess and recommend adaptations to our properties, so that our tenants can live well at home longer thus, avoiding the need to move home or secure supported living or residential accommodation
- Adapting our investment plan to keep pace with technological development by understanding the latest and upcoming products and how they can help us to maximise the performance of our housing stock.

7.2 Ensure homes are safe to live in

We are proud of our record of having consistently maintained compliance and driven improvements in the standard of safety in our housing over the duration of the previous strategy. We have extended our comprehensive approach around safety by ensuring full compliance with the Building Safety Act 2022. Our dedicated building safety team will ensure that our tenants live in homes that safe and that meet all the required health and safety compliance requirements.

To ensure our homes are safe to live in we will commit to:

- Maintaining statutory and regulatory compliance in relation to all our homes, including 100% continuous gas compliance

- Target investment to reduce compliance risks where appropriate
- Ensuring that we employ fully qualified and experienced maintenance staff that use robust processes and systems that comply with all regulations and safety legislation
- Embedding a culture across our staff teams to ensure that damp and mould is treated as a core health and safety concern and that our staff understand the potential impact on our tenants mental and physical wellbeing.

7.3 Adapted properties

At present, records of adapted properties are limited and as part of the action plan in this asset management strategy a comprehensive adapted properties database will be developed.

There is an ongoing project to extract from the Keystone database existing information on adaptations at an individual dwelling level. As the rolling stock condition survey picks up more information and a specific area the database will be progressively populated with additional data.

It is anticipated that future programs will include the identification of dwellings suitable for adaptations and that a small but significant ongoing program of adaptations in a planned manner will be developed.

7.4 Procurement and contract management

There is a need for us to balance competing demands on our investment programme, particularly at this time where inflation and supply chain disruption has increased the cost of building works. The quality of our homes impacts their financial viability and through proper investment we can improve void turnaround and reduce repair costs.

To support this, we will monitor data from sources including stock surveys, repair enquiries and complaints, as well as our stock condition database, to ensure the year on year budgets can support well timed investment. We will ensure our software is up to date and fit for purpose and use these tools to ensure our analysis of investment options is intelligent.

To ensure we maintain effective financial control overseeing our work we will commit to:

- Working within our tender procedure to ensure we are obtaining value for money
- Regularly review our specifications to ensure that we are balancing financial efficiency, climate impact and robust products which will repay the initial investment with longevity
- Ensuring our tendered works deliver lasting value by including weighted quality assessments in tenders
- Analysing both the financial performance of our homes, using a NPV model and the non-financial performance, via stock sustainability indicators
- Identifying groups of homes which negatively impact the viability of our housing stock and appraise options to improve the performance of these homes or replace them where this is deemed appropriate, following consultation with tenants and other stakeholders

- Returning maximum benefit from our investment by targeting works intelligently, maximising the lifecycle obtained from components without reducing the quality of the homes we manage.

8. Key targets and objectives to be achieved through the lifetime of this asset management strategy

Objective – strategic asset management	Target date
<p>Finalise the stock condition survey with the objective of 100% of the stock being surveyed by March 2026</p> <p>Thereafter (March 2026) implement a rolling programme of keeping condition data robust and up to date</p> <p>Ensure this is in line with current best practice, regulatory requirements and RICS good practice, and Regulator of Social Housing requirements</p>	April 2026
Development a robust and up to date NPV assessment of stock	Q3 2026/7
Develop a wider asset options appraisal methodology to identify best performing and underperforming dwellings to inform future investment planning	Q4 2026/7
Ensure that all non-housing assets such as garages, communal areas and communal rooms in sheltered housing schemes etc are fully identified and that associated condition information is incorporated into the stock condition database	Q3 2026/7
Develop an asset management risk register (incorporate into the AMS)	August 2026
Ensure all stock achieves a minimum EPC band C rating by 2030	March 2030
Develop a strategy to further enhance energy efficiency of the dwelling stock beyond the 2030 EPC C target. This will include work on whole property climate resilience, ensuring residents are protected from the risks of both fuel poverty in winter and excessive heat during extreme summer events.	March 2030
Keep under review all our current stock condition data, ensuring no data is beyond five years since the last stock condition survey (subject to refusals)	Ongoing
Develop a database of adapted properties together with information relating to the specific type of adaptation with associated dates of adaptation. This will assist in developing future strategies towards adaptations and to better inform lettings and allocations policies, procedures and at an operational level, letting of dwellings to applicants requiring specifically adapted properties	Ongoing
Develop a strategic approach for the maintenance, potential redevelopment and future investment in garages, garage sites and similar areas	Q4 2026/7

Appendix 1: Screenshot of the draft 30-year investment plan baseline costs for HRA properties only

CAPITAL COSTS ONLY		2025/26	2026/27	2027/28	2028/29	2029/30	1-5 2025/29	6-10 2030/34	11-15 2035/39	16-20 2040/44	21-25 2045/49	26-30 2050/54	Totals	
HRA properties only		5 year cost (£)												
Internal works - main		Kitchen replacements	£3,245,000	£3,657,500	£3,833,500	£2,937,000	£2,717,000	£16,390,000	£15,372,500	£10,147,500	£6,968,500	£20,625,000	£15,383,500	£84,887,000
		Kitchen Extractor Fan	£29,820	£21,420	£19,320	£22,260	£24,080	£116,900	£391,300	£111,020	£54,320	£1,540	£420	£875,500
		Bathroom replacements	£337,500	£387,000	£342,000	£441,000	£252,000	£1,759,500	£2,691,000	£16,483,500	£8,568,000	£8,041,500	£3,393,000	£40,936,500
		Replacement gas Boiler	£809,250	£1,225,250	£1,241,500	£997,750	£962,000	£5,235,750	£1,800,500	£1,807,000	£7,101,250	£3,159,000	£1,807,000	£20,910,500
		Main Heating Distribution	£373,500	£175,500	£69,000	£1,443,000	£1,942,500	£4,003,500	£999,000	£873,000	£1,375,500	£1,482,000	£1,500	£8,734,500
		Electric heating replacements	£120,000	£300,000	£360,000	£450,000	£432,000	£1,662,000	£6,012,000	£6,090,000	£108,000	£120,000	£120,000	£14,112,000
		Rewiring and upgrades	£1,015,000	£2,125,000	£2,125,000	£2,125,000	£2,125,000	£9,515,000	£3,120,000	£5,665,000	£6,775,000	£3,150,000	£585,000	£28,810,000
		Electric consumer units	£60,000	£79,200	£88,200	£99,600	£58,800	£385,800	£846,600	£1,938,000	£1,521,000	£996,600	£566,400	£6,254,400
External works - structural/main		Windows	£720,000	£711,000	£1,503,000	£1,404,000	£1,071,000	£5,409,000	£1,858,500	£976,500	£3,973,500	£7,132,500	£21,006,000	£40,356,000
		External Dwelling Door	£489,600	£900,000	£232,800	£654,000	£142,800	£2,419,200	£2,694,000	£940,800	£218,400	£278,400	£3,428,400	£9,979,200
		Flatted dwelling Front Door	£272,000	£45,900	£102,000	£657,900	£95,200	£1,173,000	£516,800	£44,200	£49,300	£372,300	£3,542,800	£5,698,400
		Re-roofing (pitched)	£1,887,500	£1,087,500	£1,187,500	£575,000	£1,375,000	£6,112,500	£13,262,500	£13,262,500	£2,712,500	£625,000	£4,462,500	£40,437,500
		Flat Roof Covering	£690,000	£585,000	£405,000	£870,000	£1,035,000	£3,585,000	£1,905,000	£1,215,000	£555,000	£165,000	£60,000	£7,485,000
		Fascias & Soffits	£89,250	£51,850	£50,150	£137,700	£79,900	£408,850	£826,200	£169,150	£258,400	£351,050	£277,950	£2,291,600
Building Envelope		Gutters & Downpipes	£100,300	£64,600	£70,550	£160,650	£88,400	£484,500	£965,600	£348,500	£335,750	£270,300	£35,700	£2,440,350
		Chimneys (as part of reroof)	£313,750	£293,750	£122,500	£198,750	£53,000	£1,463,750	£2,023,750	£305,000	£222,500	£168,750	£566,250	£4,750,000
		Wall fabric and finishes	£1,375,000	£1,525,000	£1,847,500	£2,315,000	£3,722,500	£10,785,000	£3,997,500	£1,212,500	£522,500	£507,500	£1,460,000	£18,485,000
Insulation & decarbonisation		EPC band C works	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£11,512,500	£0	£0	£0	£0	£0	£11,512,500
		Other insulation (lofts/EWI??)	£0	£0	£0	£0	£0	£0	£125,000	£125,000	£125,000	£125,000	£125,000	£625,000
		Decarbonisation 2031 - 2054	£0	£0	£0	£0	£0	£0	£14,400,000	£14,400,000	£14,400,000	£14,400,000	£14,400,000	£72,000,000
		New DHS	£0	£0	£0	£0	£0	£0	£4,950,000	£4,950,000	£4,950,000	£4,950,000	£19,800,000	
Catch up works up to 2028			£150,000	£500,000	£750,000	£750,000	£650,000	£2,800,000	£0	£0	£0	£0	£0	£2,800,000
Safety		Smoke, Fire and CO detectors	£300,000	£300,000	£300,000	£300,000	£300,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£9,000,000
		FRA works/Fire alarms	£150,000	£250,000	£250,000	£250,000	£220,000	£1,120,000	£870,000	£11,250	£250	£250	£0	£2,001,750
		Lifts	£0	£1,260,000	£1,260,000	£1,350,000	£1,260,000	£5,130,000	£1,260,000	£180,000	£90,000	£0	£0	£6,750,000
Garages and Stores		Store Doors	£57,500	£58,000	£58,000	£58,000	£58,000	£289,500	£110,000	£458,500	£82,000	£213,000	£14,000	£1,167,000
		Store Roof	£12,000	£24,000	£16,000	£14,000	£0	£66,000	£132,000	£44,000	£6,000	£14,000	£12,000	£274,000
		Store Wall	£12,000	£2,000	£4,000	£0	£0	£18,000	£208,000	£40,000	£4,000	£2,000	£2,000	£274,000
Balconies and Walkways		Balconies	£12,000	£24,000	£25,000	£23,000	£5,000	£89,000	£2,000	£0	£0	£0	£1,000	£92,000
External general		Paths and paving	£128,800	£19,600	£35,000	£66,500	£6,300	£256,200	£231,700	£105,000	£42,000	£14,000	£11,200	£660,100
		Boundary Walls	£181,000	£186,000	£77,000	£326,000	£501,000	£1,271,000	£431,000	£147,000	£109,000	£9,000	£584,000	£2,551,000
		Porches and Canopies	£63,000	£69,300	£123,900	£317,800	£480,200	£1,054,200	£378,700	£119,000	£81,900	£39,200	£104,300	£1,777,300
Works to Communal Areas		Staircases, landings etc)	£180,000	£520,000	£570,000	£680,000	£650,000	£2,600,000	£2,600,000	£2,600,000	£2,600,000	£2,600,000	£2,600,000	£15,600,000
		Communal Entrance Door	£4,000	£144,000	£148,000	£148,000	£148,000	£444,000	£456,000	£192,000	£288,000	£92,000	£92,000	£1,564,000
Other Works		Triple Glazing additional costs	£72,000	£71,100	£150,300	£140,400	£107,100	£540,900	£185,850	£97,650	£397,350	£713,250	£2,100,600	£4,035,600
		Adaptations	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£42,000,000
		Asbestos Removal Works	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000	£500,000	£500,000	£500,000	£500,000	£500,000	£3,000,000
		Environmental Improvements	£169,000	£169,000	£169,000	£169,000	£169,000	£676,000	£845,000	£845,000	£845,000	£845,000	£845,000	£4,901,000
		Other Major Works	£1,530,000	£1,530,000	£1,530,000	£1,530,000	£1,530,000	£6,120,000	£7,675,000	£7,675,000	£7,675,000	£7,675,000	£7,675,000	£44,495,000
		Other Compliance	£662,000	£662,000	£662,000	£662,000	£662,000	£2,648,000	£3,300,000	£3,300,000	£3,300,000	£3,300,000	£3,300,000	£19,148,000
		Other Capex	£682,000	£682,000	£682,000	£682,000	£682,000	£2,728,000	£3,400,000	£3,400,000	£3,400,000	£3,400,000	£3,400,000	£19,728,000
		Damp and Mould Remedials	£500,000	£500,000	£500,000	£500,000	£500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£15,000,000
Total annual investment costs			£17,552,270	£24,008,970	£24,564,220	£27,257,810	£28,389,280							
Total 5 Year Investment Programme(s)								£121,772,550	£107,393,000	£111,778,570	£91,214,920	£97,428,140	£108,412,520	£637,999,700
													Total 30 Year Investment plan	

Appendix 2: Screenshot of the detailed five-year investment plan 2025-2030

CAPITAL COSTS ONLY		2025/26	2026/27	2027/28	2028/29	2029/30	1-5 2025/29
		5 year cost (£)					
HRA properties only							
Internal works- main	Kitchen replacements	£3,245,000	£3,657,500	£3,833,500	£2,937,000	£2,717,000	£16,390,000
	Kitchen Extractor Fan	£29,820	£21,420	£19,320	£22,260	£24,080	£116,900
	Bathroom replacements	£337,500	£387,000	£342,000	£441,000	£252,000	£1,759,500
	Replacement gas Boiler	£809,250	£1,225,250	£1,241,500	£997,750	£962,000	£5,235,750
	Main Heating Distribution	£373,500	£175,500	£69,000	£1,443,300	£1,942,500	£4,003,500
	Electric heating replacements	£120,000	£300,000	£360,000	£450,000	£432,000	£1,662,000
	Rewiring and upgrades	£1,015,000	£2,125,000	£2,125,000	£2,125,000	£2,125,000	£9,515,000
	Electric consumer units	£60,000	£79,200	£88,200	£99,600	£58,800	£385,800
External works - structural/main	Windows	£720,000	£711,000	£1,503,000	£1,404,000	£1,071,000	£5,409,000
	External Dwelling Door	£489,600	£900,000	£232,800	£654,000	£142,800	£2,419,200
	Flatted dwelling Front Door	£272,000	£45,900	£102,000	£657,900	£95,200	£1,173,000
	Re-roofing (pitched)	£1,887,500	£1,087,500	£1,187,500	£575,000	£1,375,000	£6,117,500
	Flat Roof Covering	£690,000	£585,000	£405,000	£870,000	£1,035,000	£3,585,000
	Fascias & Soffits	£89,250	£51,850	£50,150	£137,700	£79,900	£408,850
Building Envelope	Gutters & Downpipes	£100,300	£64,600	£70,550	£160,650	£88,400	£484,500
	Chimneys (as part of reroof)	£313,750	£293,750	£122,500	£198,750	£535,000	£1,463,750
	Wall fabric and finishes	£1,375,000	£1,525,000	£1,847,500	£2,315,000	£3,722,500	£10,785,000
Insulation & decarbonisation	EPC band C works	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£11,512,500
	Other insulation (lofts/EWM??)	£0	£0	£0	£0	£0	£0
	Decarbonisation 2031 - 2054	£0	£0	£0	£0	£0	£0
	New DHS	£0	£0	£0	£0	£0	£0
Catch up works up to 2028		£150,000	£500,000	£750,000	£750,000	£650,000	£2,800,000
Safety	Smoke, Fire and CO detectors	£300,000	£300,000	£300,000	£300,000	£300,000	£1,500,000
	FRA works/Fire alarms	£150,000	£250,000	£250,000	£250,000	£220,000	£1,120,000
	Lifts	£0	£1,260,000	£1,260,000	£1,350,000	£1,260,000	£5,130,000
Garages and Stores	Store Doors	£57,500	£58,000	£58,000	£58,000	£58,000	£289,500
	Store Roof	£12,000	£24,000	£16,000	£14,000	£0	£66,000
	Store Wall	£12,000	£2,000	£4,000	£0	£0	£18,000
Balconies and Walkways	Balconies	£12,000	£24,000	£25,000	£23,000	£5,000	£89,000
External general	Paths and paving	£128,800	£19,600	£35,000	£66,500	£6,300	£256,200
	Boundary Walls	£181,000	£186,000	£77,000	£326,000	£501,000	£1,271,000
	Porches and Canopies	£63,000	£69,300	£123,900	£317,800	£480,200	£1,054,200
Works to Communal Areas	Staircases, landings etc)	£180,000	£520,000	£570,000	£680,000	£650,000	£2,600,000
	Communal Entrance Door	£4,000	£144,000		£148,000	£148,000	£444,000
Other Works	Triple Glazing additional costs	£72,000	£71,100	£150,300	£140,400	£107,100	£540,900
	Adaptations	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£7,000,000
	Asbestos Removal Works	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000
	Environmental Improvements		£169,000	£169,000	£169,000	£169,000	£676,000
	Other Major Works		£1,530,000	£1,530,000	£1,530,000	£1,530,000	£6,120,000
	Other Compliance		£662,000	£662,000	£662,000	£662,000	£2,648,000
	Other Capex		£682,000	£682,000	£682,000	£682,000	£2,728,000
	Damp and Mould Remedials	£500,000	£500,000	£500,000	£500,000	£500,000	£2,500,000
	Total annual investment costs	£17,552,270	£24,008,970	£24,564,220	£27,257,810	£28,389,280	
	Total 5 Year Investment Programme(s)						£121,772,550

CABINET



Report subject	Childcare Sufficiency Assessment 2025-26
Meeting date	26 March 2026
Status	Public Report
Executive summary	<p>The Council has a statutory duty to provide working families of children aged 0-14 (18 with SEND) enough childcare places in its area, where reasonably practicable. Each year Research and Children’s Services colleagues assess the position of the market, providing parents, councillors, schools and private businesses ward level information as a planning tool to support access or expansion of places, while highlighting areas of focus or concern.</p> <p>With significant government expansion of early years childcare now fully embedded this information and data is vital for private businesses seeking to enter the market and help the Council fulfil its ongoing statutory duties and the content of the assessment concludes that the Council is meeting its statutory duties.</p> <p>In addition to a briefing report (appendix 1) the data that helped form the assessment is accessible here.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>Cabinet approve the content of the annual review and the priorities (areas of focus) as set out in the Childcare Sufficiency Assessment 2025-26 Briefing Report.</p>
Reason for recommendations	To fulfil the Council’s statutory duty to annually assess and publish the position of its childcare market.
Portfolio Holder(s):	Councillor Richard Burton, Children and Young People
Corporate Director	Cathi Hadley, Corporate Director for Childrens Services
Report Authors	Tanya Smith, Head of Places, Admissions and Capital Darren Buckley, Senior Childcare Sufficiency and Funding Officer
Wards	Council-wide
Classification	For Decision

Background

1. Local Authorities are required to report to elected council members on how they are meeting their statutory duty to secure sufficient childcare before making the annual assessment available to parents, schools and businesses. This ensures full transparency and accountability, enabling councillors to understand how childcare needs are being met across the area and to support informed decision-making. Publishing the assessment widely also provides families and childcare providers with clear, accessible information about local provision, helping them plan effectively for childcare arrangements or future service development.
2. The annual review has become an increasingly valuable planning tool for Children's Services, and potential new providers, with reports that the assessment's data has supported confident, well-informed decisions that lead to sustainable new childcare businesses.
3. Local Authorities are required by legislation to: Secure sufficient childcare in its area, so far as is reasonably practicable, for working parents, or parents who are studying or training for employment, for children aged 0-14 (or up to 18 for disabled children). There is also a duty to ensure enough government funded early education places are available for all 3 and 4 year olds and eligible 9 month to 2 year olds.

The annual sufficiency assessment

4. Guidance allows local authorities to determine an appropriate level of detail for their assessment; this report is structured at ward level. It is designed to be updated regularly and supports planning and development within early years services, including potential expansion by existing or new providers.
5. Several factors have been considered within this review including:
 - The state of the local childcare market/supply and demand
 - The state of the labour market
 - The quality and capacity of childcare providers
 - The number of funded early education places required
 - The number of school aged children
 - The needs of disabled children
 - The demand for school holiday care for children
 - The demand for 30 hours extended entitlement for eligible children
6. Overall, BCP Council is meeting its statutory duty to ensure there are enough suitable early education and childcare places available. There is a good choice of childcare facilities available to families delivered through the private, voluntary, independent and schools' sector across the conurbation. We have also improved, year on year, our Early Years Pupil Premium take-up for 3 and 4 year olds to 17% (up from 6% in 2020), reaching our most disadvantaged children (there are no published statistics to measure EYPP performance, however).
7. Developments since 2024-25:
 - a. At the time of writing the assessment, there were a total of 281 childcare providers in the BCP Council area, offering a maximum of 7,771 places. This is a fall of 11 providers (8 of which were childminders) however a gain of 74 places overall, since summer 2024 (place expansion with current providers mitigated the loss of places from those that closed).

- b. While some group providers closed, other providers were supported by Children's Services, where possible, in acquiring those sites to protect availability of those places for their community.
- c. Brand new group provision has opened in Hamworthy, Westbourne & Westcliff, Boscombe East & Pokesdown and Broadstone, supplying a combined 220 new early years places.
- d. In summer 2025 the number of children with SEND support had decreased by 5% to 374. The fall is linked, however, to the introduction of new SEND support eligibility criteria in 2024. A total of 7,311 primary and secondary school children received SEN support, 14 children less than recorded in January 2024 (-0.2%).
- e. The latest occupancy figures, at the busiest point of the year, show occupancy rates at childminders was 90%, PVI settings was 84% and school nursery settings was 82%. Each sector having a decrease in occupancy year on year.
- f. Overall, the number of registered out-of-school provision has increased by 4, to 165 sites, in the last 12 months.

8. Areas of focus for 2026:

- a. **Bearwood and Merley:** Housing development in this ward has continued to grow, with nearly further 1,000 new properties due in the area by 2032, which is concerning in terms of the availability of childcare for existing parents and those that will be new to the area. A preschool and school nursery merged this year and new all year round early years provision and new wraparound provision for primary school aged children has previously been introduced to the area. It is felt that, as developments progress, additional provision will still be required to sustain need as families move to the area. BCP Council does have a significant number of existing businesses, or those new to the sector, enquiring about areas of need or potential property, which is very welcome and Bearwood and Merley is an area that any provider should consider. Seeking developer contributions to create new provision is also recommended, such as via the Community Infrastructure Levy funding made available by the Council.
- b. **Mudford, Stanpit and West Highcliffe:** This ward saw a change in provision in 2025 whereby the lease of a significant preschool supplier ended. That provider did secure alternative premises within the neighbouring ward, Highcliffe, and many parents have travelled with the preschool to continue using the quality, reliable service provided. As a result of this change this particular ward, in terms of data in this sufficiency assessment, shows as the ward having the least number of places per 100 0-4 year old children. All year round provision in this area will benefit working families that are unable or unwilling to travel beyond their home ward for childcare, but incoming providers should be mindful of provision that is supplied under neighbouring wards when researching potential sites (at the time of writing a new day nursery registration in this ward is proposed, but not yet confirmed).
- c. **Boscombe West, East Cliff & Springbourne, Bournemouth Central:** Our summary of early education funding across 0-4 year olds highlights these wards in particular. For baby places, we demonstrate a large difference in take-up

between areas of affluence and some wards with disadvantaged families, that includes parts of Bournemouth Central and Boscombe West, and similar for working family 2 year olds to also include East Cliff & Springbourne. It is concerning to note that, under the 15hrs per week 2 year old disadvantaged funding, residents of these three wards do not seem to be engaging with the offer as much as with other wards. Part of this may be due to available places which will be investigated further, or inability to travel, but part may also be due to a lack of understanding of their child's entitlement. Accessing a government funded place as a disadvantaged 2 year old prior to a universal entitlement as a 3 year old is a valuable benefit to this cohort of children and provides them with a better start in life. This year we'll enhance our marketing and communications to parents broadly across BCP, but with a particular focus on these three wards, monitoring any impact and reporting progress hereon (at the time of writing a new day nursery registration in Boscombe West is proposed, but not yet confirmed).

- d. **Childminders:** The Council's supply of childminders has been an area of focus for several years, and especially since the 2020 pandemic where numbers began to change more significantly. Overall, considering the number of active childminders in 2020 versus those active this year the Council has 35% fewer childminders. Nationally the figure is 32% fewer childminders. With an aim to support this part of the sector the government had increased the number of people that can work together under a single registration from three to four, and childminders are given more flexibility to operate outside their home for more of the time. A recruitment campaign has also been underway 'Be part of something big...' with emphasis on several sectors including [childminders](#). Locally the Council has commissioned the creation of its own webpage to encourage recruitment and retention into the childcare sector which should be live and publicised soon.
- e. **Day Nurseries and Preschools:** Year on year the conurbation has encouragingly seen very little change in terms of the overall number of registered providers. Several providers have left the sector while brand new provision has joined with many more seeking opportunities. During our summer 2025 provider survey we found that some providers said that they had less children in attendance year on year. As the government funded childcare entitlements have grown to now include some working family children of 9 month to 2 year olds (approximately 3,400 children per this assessment) it's important for current providers to consider their own age range of childcare and early education. All providers that currently serve only 3 and 4 year olds, or 2 to 4 year olds should consider that in most circumstances parents, with an eligible child from 9 months old, are unlikely to move their child to another provider when the child turns 2 or 3 years old if they're happy with the quality of their provider and their child is settled. The DfE commissioned Childcare Works 'HUB' was specifically created to support all types of provider with guides on expansion, business support strategies, research models and much more.
- f. **Expanded Entitlements:** Government funded childcare has expanded to include some working parents of 9 month olds to 2 year olds. The phased

expansion concluded in September 2025 with an increase to 30 hours entitlement per week, term time. The DfE supplied each Council with capital funding to increase the number of available places for 0-2 year olds, and to date we're pleased to report that this funding has supported the addition of 366 brand new places, including those at least five brand new providers across the conurbation. This met a target raised by the DfE at the beginning of the expansion. The first term of fully expanded entitlement, autumn 2026, has been successful with no known parents informing us that they couldn't find a place for their eligible child, which tells us that BCP Council have sufficient childcare places for those that want one. We are conscious however that demand for places builds over the year, with summer term being the busiest. Take-up and vacancies across the conurbation will be closely monitored each term, seeking trends in wards that might benefit from new business or expansion of existing provision.

9. The childcare sector has continued to face significant pressures since the pandemic, particularly around funding levels and the ongoing challenges of recruiting and retaining staff on salaries that reflect the responsibilities of educating young children. Although the number of available places has gradually declined over several years (with 2025-26 being an exception), this has so far been offset by a falling birthrate. There are encouraging signs within the government's recent funding reforms: the rate for children aged 9 months to 2 years is competitive with, and in many cases higher than, the private fees previously charged by providers. However, the funding rate for universally entitled 3 and 4 year-olds continues to be a concern with many providers reliant on additional voluntary contributions from parents to supply a high quality sustainable offer. It should be noted that the DfE have increased its funding levels paid to LAs, particularly for this age group for 2026-27 and, if approved by School's Forum and Council, our providers should see a 9% year on year increase for 3 and 4 year old childcare and early education.
10. Whilst the Council is currently meeting its duty to secure sufficient childcare, it is anticipated that 2026 and the years beyond may present new challenges as demand evolves. Although the government previously suggested that childcare places in BCP could be insufficient from September 2025, this did not materialise. As that term passed, the Council received no reports from parents who were unable to secure a place independently or with support from our Family Information Service, and there remained adequate capacity across the local childcare market. In response to projected pressures the Council continues to expand provision for babies and 2-year-olds through the targeted distribution of capital funding, an approach that is ongoing at the time of writing, albeit with a small remaining budget.
11. Councillors should be aware that the childcare sector may increasingly seek political support to facilitate its ongoing development, including assistance with planning applications and the potential leasing of Council-owned property. In addition, some providers are expected to continue lobbying for business rates relief, reflecting the wider financial pressures facing the sector and their efforts to secure long-term sustainability.

Options Appraisal

12. None.

Summary of financial implications

13. Local authorities are required, by statutory guidance, to maximise families' take up of government funded early education. The government introduced, from April 2024, a new 15 hours per week entitlement for some working families of 2 year olds. Expanding that to 9 month old children from September 2024 and doubling the entitlement to 30 hours per week from September 2025. This may have a financial impact on existing provision as many eligible parents will move from paying privately at a provider set rate to receiving funded entitlement at a local authority rate. It should be noted however that the local authority funding rate for 9 month to 2 year olds is often higher than that charged privately by providers.

Summary of legal implications

14. The Local Authority has a duty to secure sufficient childcare for working parents, parents who are studying or training for employment, for children aged 0-14 (or up to 18 for disabled children)(Childcare Act 2006). An annual review and reporting on the local picture enable us to fulfil this requirement.

Summary of human resources implications

15. None.

Summary of sustainability impact

16. None.

Summary of public health implications

17. None

Summary of equality implications

18. Through this assessment, the Council is equipping private businesses with the insight and publicly available datasets they need to make informed decisions about where to expand or establish new childcare provision. By presenting clear, ward-level intelligence on supply, demand, and local needs, the assessment serves as a strategic planning resource for providers considering investment in the sector. As Children's Services is not directly involved in private business decision-making, and because childcare funding entitlement for families is governed entirely by Department for Education criteria with no local discretion, a separate Equality Impact Assessment has not been produced

Summary of risk assessment

19. The Council will need to continue working proactively to ensure that parental demand for both early years childcare and school-aged wraparound provision is fully met through a combination of private sector and school-based services. If sufficient provision is not available, some parents may be unable to take up employment or increase their working hours, which could have wider social and economic implications for local families. While it is essential to support availability across all age groups, Children's Services will place particular emphasis on addressing the needs of disadvantaged 2-year-olds and children with SEND when engaging with providers on opportunities for expansion. This targeted focus reflects the Council's

commitment to ensuring equitable access to high-quality childcare for the children who stand to benefit most.

Background papers

20. This report is produced using the Childcare Sufficiency Assessment 2025-26 Briefing Report, which is provided as Appendix 1. The source data (an interactive PowerBI) cannot be formed as an appendix, but is available online [here](#) and will be published on the Council's Childcare Sufficiency webpage, along with the briefing report, upon conclusion of this democratic process.

Appendices

Appendix 1: Childcare Sufficiency Assessment 2025-26 Briefing Report

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Childcare Sufficiency Assessment 2025/26

January 2026

Summary Headline Data

- Latest figures (ONS 2024 Mid-Year Estimates) shows there are **17,858 children aged 0-4** in the BCP area, a decrease of 317 (1.7%) compared to 2023.
- BCP currently has **43,600 children aged 5-14**, comprising 20,974 aged 5-9 and 22,656 aged 10-14. The number of 5–9 year-olds fell by 63, while the overall 10–14 age group increased by 178 in the last 12 months.
- The total population is projected to grow by approximately **17,000 people (+4%)** over the ten-year period from 2022 to 2032. The most significant increase is expected among residents aged 65 and over, with an estimated rise of 15,000 people (17%).
- In contrast, the number of children aged **0 to 15 is forecast to decline by 8,600 (14%)**, reflecting a broader trend of falling birth rates in the area.
- Between 2024/25 and 2029/30, **the total number of Primary pupils is projected to fall** by approximately 3,000 (an 11% decrease), from 26,298 to 23,337. **The number of Secondary pupils (excluding sixth form) is expected to remain high** peaking at 20,931 in 2026/27.
- There is a total of **281 childcare providers in the BCP Council area, offering a maximum of 7,771** places at any one time. This is a fall of 11 providers overall since summer 2024, 8 of which were childminders.
- Overall, **the number of early years places has increased by 74 in the last 12 months**. The most significant increase was in day nursery and school nursery places. Childminder places continues to fall with 53 fewer childminders overall compared to 2021.
- The latest summer term occupancy figures show occupancy rates at childminders was 90%, PVI settings was 84% and school nursery settings was 82%.
- In Summer 2025 1,518 children aged under 2 accessed FEE in BCP, compared to 1,621 entitlement codes validated. This increased to 1,686 codes validated in Autumn 2025.
- **Disadvantaged take up of 2-year-old Funded Early Education (FEE) shows a sharp decline**. This is due, however, to fewer parents meeting the qualifying criteria but also parents migrating to the new working family entitlement for 2 year olds. Summer 2025 shows 2,158 2-year-olds were accessing FEE in BCP. 445 of these were disadvantaged 2-year-olds.
- BCP funded 5,422 3 and 4-year-olds in the summer term 2025. **There is a gradual decline in the take up of universal 3&4-year old FEE due to falling birth rates**, however the number of children accessing working family extended entitlement is increasing.
- In Summer 2025, 374 early years children were recorded as receiving additional SEND Support. This trend contrasts with the continued increase in children receiving SEND support and with an EHCP in the primary and secondary phases.
- **Childcare costs have risen year-on-year across all settings**, with sharper increases in the past two years. From summer 2024 to 2025, the average hourly rate rose from £6.01 to £6.20 - a 3% increase, following a 8% rise the previous year.
- There has been a small change in the overall number of registered out-of-school provisions in the BCP area between 2024-25. Overall, the total number has decreased by four provisions.

Focus Areas

The 2025/26 childcare sufficiency analysis and the broader understanding of the sector has highlighted several areas of focus. These are highlighted below.

Bearwood and Merley

Housing development in this ward continues to grow, with nearly 1,000 additional properties expected by 2032. This raises concerns about the availability of childcare for both existing families and those moving into the area. Earlier this year a preschool and school nursery merged, and brand new wraparound childcare for primary-aged children was introduced. This compliments an earlier establishment of a new day nursery. However, as housing developments progress, further provision will likely be needed to meet demand. BCP Council has seen significant interest from existing businesses and new entrants to the childcare sector seeking information on areas of need and potential properties, which is very encouraging. Bearwood and Merley should be considered by any provider looking to expand. It is also recommended to seek developer contributions, such as through Community Infrastructure Levy (CIL) funding made available by the Council

Mudford, Stanpit and West Highcliffe

In 2025, this ward experienced a significant change in childcare provision when the lease of a major preschool provider ended. The provider relocated to neighbouring Highcliffe, and many families chose to travel there to maintain access to the high-quality, reliable service. As a result, this ward now has the lowest number of places per 100 children aged 0–4, according to this sufficiency assessment. Introducing all-year-round provision within the ward would greatly benefit working families who are unable or unwilling to travel outside their local area. However, prospective providers should consider the existing provision in neighbouring wards when assessing potential sites (at the time of writing a new day nursery registration in this ward is being proposed but not yet confirmed).

Boscombe West, East Cliff & Springbourne, Bournemouth Central

Our summary of early education funding for children aged 0-4 draws attention to several wards. For baby places, there is a marked difference in take-up between more affluent areas and wards with higher levels of disadvantage, including parts of Bournemouth Central and Boscombe West. A similar pattern is seen for working family two-year-olds, with low engagement also evident in East Cliff & Springbourne. It is particularly concerning that, under the 15 hours per week entitlement for disadvantaged two-year-olds, families in these three wards are not accessing the offer as much as those in other areas. Possible reasons include limited availability of places (to be investigated further); barriers to travel; and lack of awareness about eligibility. Accessing a funded place as a disadvantaged two-year-old, before the universal entitlement at age three, offers significant benefits and helps give children a stronger start in life. This year, we will strengthen marketing and communications to parents across BCP, but with a targeted focus on these three wards. We will monitor the impact of these efforts and report progress accordingly (at the time of writing a new day nursery registration in Boscombe West is being proposed but not yet confirmed).

Day Nurseries and Preschools

The conurbation has seen little change in the overall number of registered providers, which is encouraging. While some providers have exited the sector, new provision has emerged, and many more are exploring opportunities. Our summer 2025 provider survey revealed that some providers reported fewer children attending compared to the previous year. With government-funded childcare entitlements now extended to include working families with children aged 9 months to 2 years (approximately 3,200 children in this assessment), it is important for current providers to review their age range for childcare and early education. Providers offering care only for 3–4 year olds, or 2–4 year olds, should consider that parents with an eligible child from 9 months old are unlikely to move their child to another provider at age 2 or 3 if they are satisfied with the quality and their child is settled. To support providers, the DfE-commissioned Childcare Works 'HUB' offers guidance on expansion, business strategies, research models, and more.

Childminders

The Council's supply of childminders has been a key focus for several years, particularly since the 2020 pandemic, when numbers began to decline significantly. Comparing the number of active childminders in 2020 with those active today, the Council has 35% fewer childminders, compared to a 32% reduction nationally. To support this part of the sector, the government has introduced measures including increasing the number of people who can work together under a single registration from three to four; and allowing childminders greater flexibility to operate outside their home for longer periods. A recruitment campaign, 'Be part of something big...', has also been launched, targeting several sectors including childminders. Locally, the Council has commissioned the development of a dedicated webpage to encourage recruitment and retention in the childcare sector, which will be live and publicised soon.

Expanded Entitlements

Government-funded childcare has now expanded to include some children of working parents aged 9 months to 2 years. This phased rollout concluded in September 2025, increasing entitlement to 30 hours per week, term time. To support this expansion, the DfE provided each council with capital funding to create additional places for 0–2 year olds. We are pleased to report that this funding has enabled the addition of 366 new places, including provision from at least five brand-new providers across the conurbation. This achievement meets the target set by the DfE at the start of the programme when the grant was issued to the Council. The first term of full entitlement (autumn 2025) has been successful, with no known parents informing us that they cannot secure a place for their eligible child. This suggests BCP Council currently has sufficient childcare places for those who want one. However, we recognise that demand typically increases throughout the year, with the summer term being the busiest. We will continue to monitor take-up and vacancies each term, identifying trends and wards that may benefit from new businesses or expansion of existing provision.

Demographic Summary

KEY FINDINGS – Declining and shifting 0-4 population and high demand for school age childcare which will gradually ease.

Two main (but contrasting) factors are currently shaping demand for early years childcare:

- 1 Declining and shifting 0–4 population:** The number of children aged 0–4 has been steadily falling since 2017 due to lower birth rates in recent years. This is altering the age profile of young children, with fewer infants and toddlers entering the early years system.
- 2 Expansion of funded childcare entitlements:** At the same time, government policy is significantly increasing access to funded childcare. This expansion is expected to increase demand for places, particularly for under-3s.

0-4 Population

- Latest figures (ONS 2024 Mid Year Estimates): There are 17,858 children aged 0-4 in the BCP area, a decrease of 317 (1.7%) compared to 2023.
- Age breakdown (2024 vs 2023): Under 2s fell by 195 to 6,544; 2 year olds fell by 258 to 3,515, and 3&4 year olds rose by 136 to 7,799 largely due to higher levels of migration.
- Long-Term Trend (ONS 2016-2024 Mid Year Estimates): From 2016-2020, the number of children aged 0–4 in BCP fell by about 2,300, a decline of roughly 600 per year. From 2020-2024, this downward trend continued at a slower pace with a further drop of 1,200, about 300 less children per year.
- Live births: Births in BCP have declined steadily since 2011/12, apart from a small post-Covid increase in 2020/21, falling to just 2,905 2024/25. This compares to 3,213 in 2023/24 and 3,387 in 2022/23, Population projections suggest births are likely to continue to fall over the next decade.
- Forecast (ONS 2022 based sub-national population projections): Over the next 5 years to 2030 the number of 0-4 year olds is projected to fall by around 1,000 children (6%). 3&4 year olds will see the largest decrease by around 600, 2 year olds by 150, and under 2s by around 300.
- Geographical distribution (NHS Digital GP registrations Oct 2025): The number of 0-4 year olds vary significantly by ward. Wards with the highest 0–4 population are Newtown & Heatherlands (917), Kinson (849), Alderney & Bourne Valley (816). Wards with the lowest 0–4 population are East Southbourne & Tuckton (273), Highcliffe & Walkford (220), and Canford Cliffs (189).

5-14 Population

- Current demand for school age childcare is high, with over 43,000 school-age children potentially needing some form of childcare or supervised provision.
- Geographic variation matters as wards with the largest child populations may face persistent or increased pressure on places, even as total numbers decline.
- Demand will gradually ease after 2025, especially for 5-11 year olds, but providers may still see short-term pressure due to high numbers in 2025 and localised population concentrations.
- Childcare demand for 10-14 year olds is likely to remain relatively stable in the next couple of years before falling later in the decade.

Total Population (Mid-year estimates):

- The 2024 Mid-year estimates show the total population for BCP Council is 408,967¹. This represents an increase of 0.6% (2,341 more residents) since mid-2023.

¹ Mid-Year Estimates 2024

- The most populated wards are: Bournemouth Central, Newtown & Heatherland, and Kinson. The least populated wards include: Canford Cliffs, Highcliffe & Walkford, and Burton & Grange.

Census Population (2021)

- The 2021 Census results for BCP give a resident population of 400,300 in March 2021. This is an increase of 5.7% compared with the 2011 Census. The age groups showing the biggest increase in BCP include 70–79-year-olds, 50–59-year-olds and 5–14-year-olds. Age groups experiencing the biggest fall in numbers since 2011 include 0–4-year-olds (-9.4%), 25–29-year-olds and 45–49-year-olds.

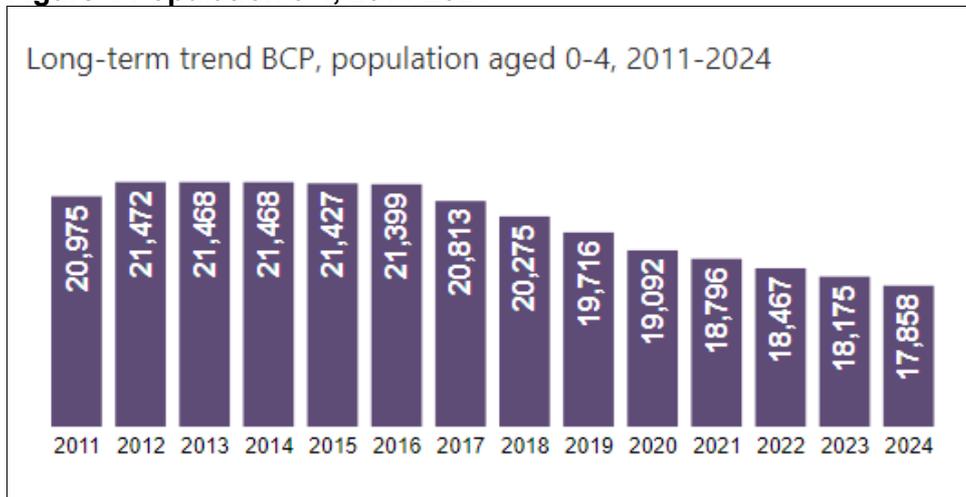
Index of Multiple Deprivation (IMD) 2025

- BCP Council ranks 169th out of 296 English local authorities in the national Index of Multiple Deprivation (IMD 2025), where 1 represents the most deprived.
- According to the English Indices of Deprivation 2025, around 2,200 children aged 0–4, and 5,300 children aged 5-14 live in the 24 LSOAs that are among the 20% most deprived areas in England.

Population 0-4

The latest 2024 mid-year estimate population figure show there are **17,858 0–4-year-olds** in the BCP area.

Figure 1 Population 0-4, 2011-2024



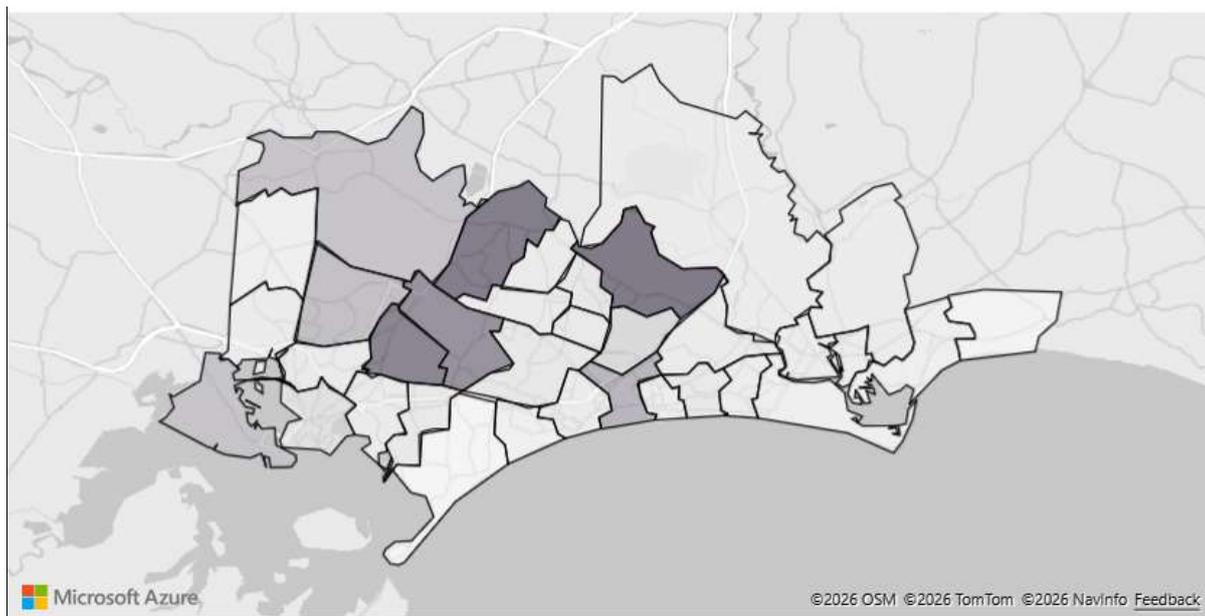
The pre-school age population in BCP is declining, primarily due to a falling birth rate. The number of children **aged 0–4 dropped from 18,467 in 2022 to 18,175 in 2023, and further to 17,858 in 2024** (Mid-year estimates). This represents a decrease of 317 children (1.7%) between 2023 to 2024. While there is some variation across wards, the overall trend is one of consistent population. In the last 10 years (Census 2011-2021) this age group has seen a **fall by 10.5%** 2011-2021.

Table 1: 0-4 population by age (2022-2024 Mid-Year Estimates)

Age Group	2022	2023	2024	Change 2023-2024
0	3,433	3,266	3,217	-49
1	3,726	3,473	3,327	-146
2	3,688	3,773	3,515	-258
3	3,773	3,801	3,876	75
4	3,837	3,862	3,923	61
Total	18,467	18,175	17,858	-317

October 2025 GP registrations show the number of 0-4 year olds in the BCP area is 16,800. The map below shows the distribution of this age group in the BCP area. The darker colour the ward, the greater number of 0-4 year olds.

MAP 1: 0-4 year-olds by Ward, GP registrations October 2025



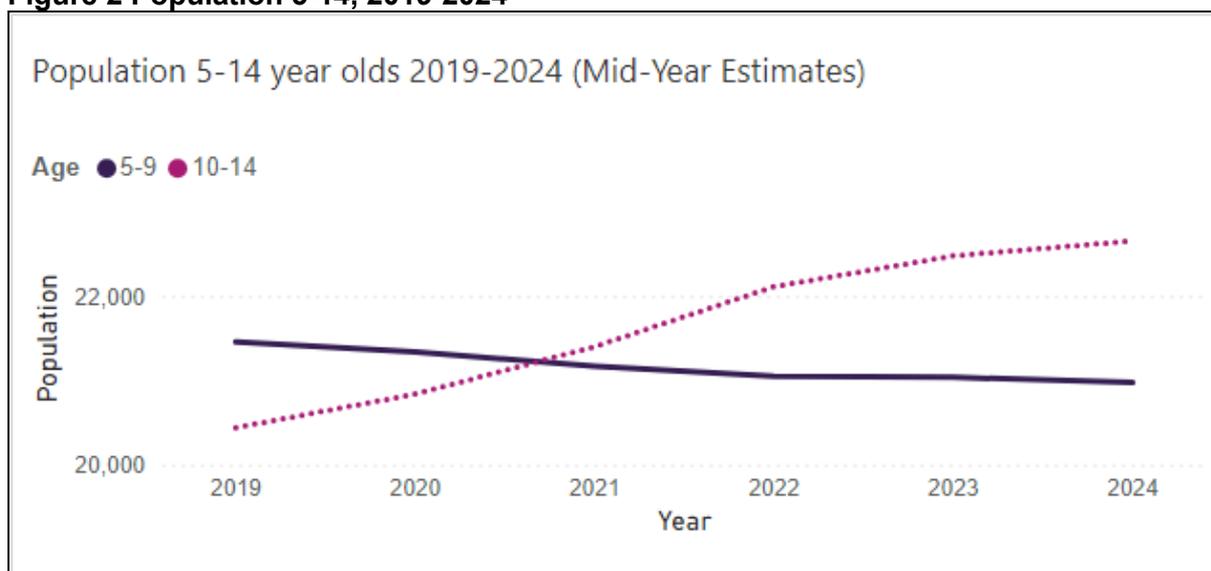
Wards with the highest population of 0-4 year-olds are Newtown & Heatherlands, Kinson and Alderney & Bourne Valley. Wards with the fewest number of 0-4 year-olds are Canford Cliffs, Highcliffe & Walkford, and East Southbourne & Tuckton.

Population 5-14

BCP currently has **43,600 children aged 5-14**, comprising **20,974 aged 5-9** and **22,656 aged 10-14** (2024 Mid-Year Estimates). These children may require wraparound childcare (before/after school), holiday provision, or activity-based care.

Compared to 2023, the **number of 5–9 year-olds fell by 63**, while the overall **10–14 age group increased by 178**.

Figure 2 Population 5-14, 2019-2024

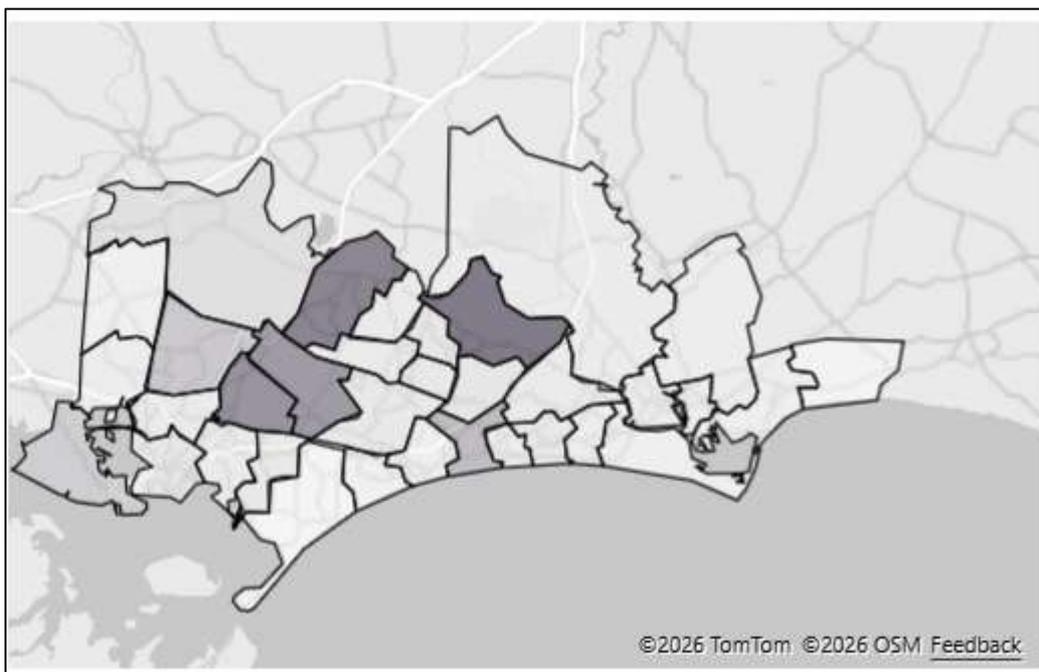


Ward-level data from the October 2025 GP Register show the highest concentrations of 5–14 year-olds in:

- Muscliff & Strouden Park 2,467
- Kinson 2,384
- Newtown & Heatherlands 2,248

The map below shows the distribution of this age group in the BCP area. The darker colour the ward, the greater number of 5-14 year olds.

MAP 2: 5-14 year-olds by Ward, GP registrations October 2025



Medium-term outlook (2025-2030)

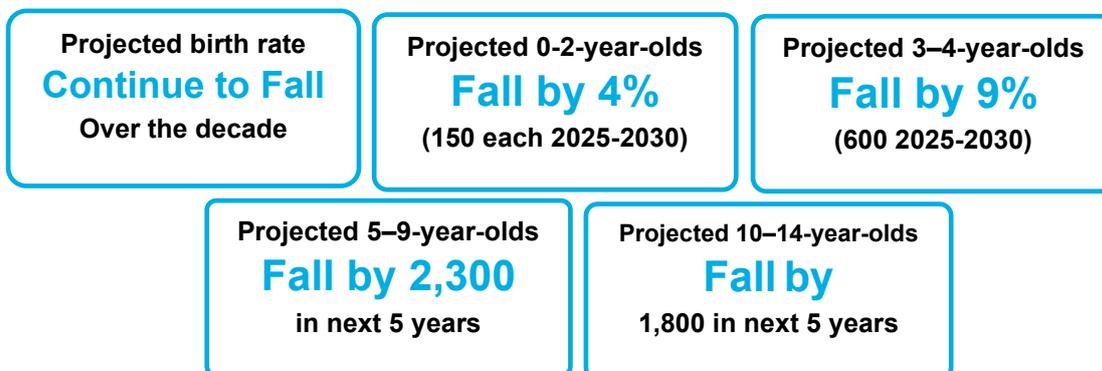
Overall school-age numbers are projected to decline by around 4,000 children (-10%).

The 5–9 population is expected to fall by 2,266, reducing demand for after-school clubs and holiday schemes targeted at younger children.

The 10–14 population is projected to fall by 1,787, gradually easing demand for older-age provision such as enrichment activities, and holiday programmes for early teens.

Population Projections

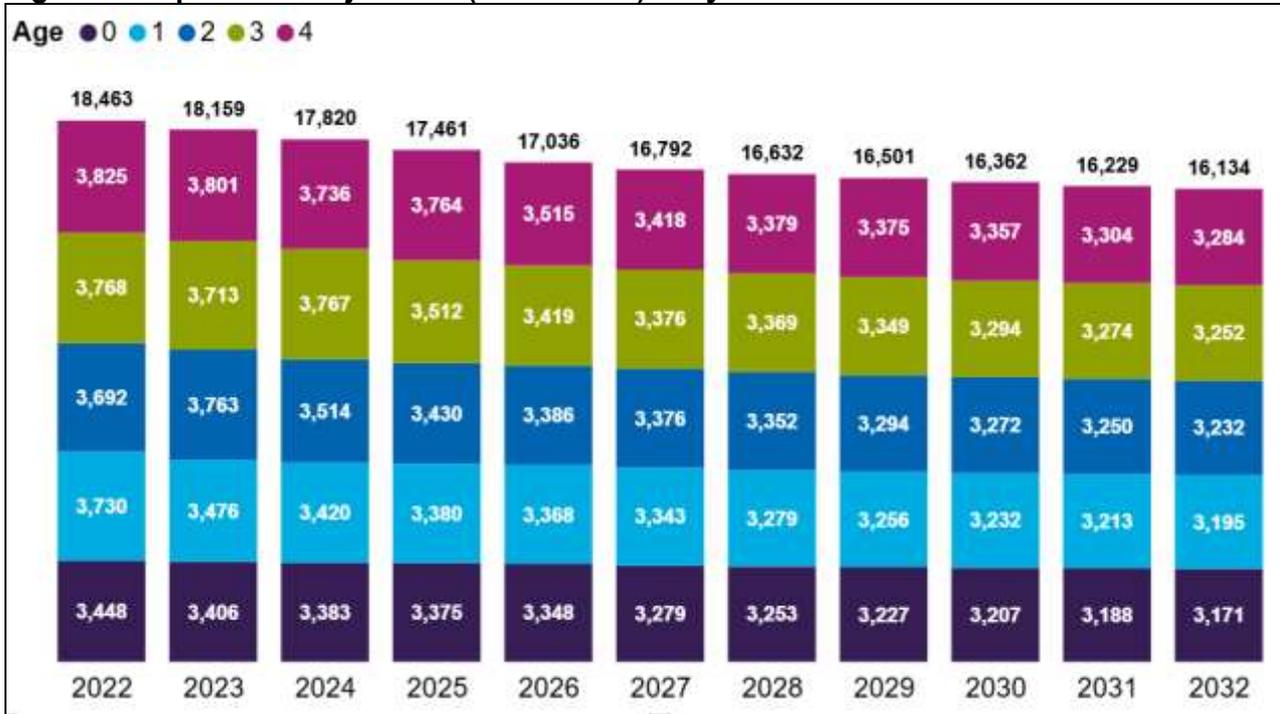
The 2022-based population projections were published in June 2025.



- The total population is projected to grow by approximately **17,000 people (+4%)** over the ten-year period from 2022 to 2032.
- The most significant increase is expected among residents aged 65 and over, with an estimated rise of 15,000 people (17%).
- In contrast, the number of children aged **0 to 15 is forecast to decline by 8,600 (14%)**, reflecting a broader trend of falling birth rates in the area.
- The latest projections suggest that **births will continue to decrease** throughout the decade.

- The number of **0, 1 and 2 year olds** are forecast to **decline by approximately 150 (4%), each**.
- The number of **3-4 year olds**—all of whom are eligible for at least 15 hours per week of council-funded early years childcare—is expected to **fall by around 600 (-9%) 2025-2030**.
- The number of children **aged 5 to 14 is expected to fall by approximately 4,000 (10% decrease)** between 2025 and 2030.
- The number of **5-9-year-olds is set to fall by 2,300** over the next five years 2025-2030.
- The population of **10-14 year-olds is projected to decline by approximately 1,800 2025-2030**.

Figure 3: Population Projections (2022-based) 0-4 year-olds



Since the 2020/21 academic year, there has been a noticeable decline in the demand for Primary school places across the BCP area. This trend is expected to continue at least until 2029/30. The primary driver is a 30% drop-in birth rates since 2012/13, which has led to reduced demand for Reception places starting from 2017/18.

- Between 2024/25 and 2029/30, the total number of Primary pupils is projected to fall by approximately 3,000 (an 11% decrease), from 26,298 to 23,337.
- As a result, surplus Reception places are expected to rise from 13% in 2024/25 to about 20% by 2029/30, with a slight temporary increase in demand in 2025/26.

The number of Secondary school pupils in BCP began to rise from 2017/18, reflecting the earlier increase in Primary pupils, but with a six-year delay. This upward trend is expected to continue until 2027/28, after which pupil numbers are projected to decline.

- According to the 2025 BCP pupil forecasts, the number of Secondary pupils (excluding sixth form) is expected to remain high—around 20,800 and 20,900—until 2027/28, peaking at 20,931 in 2026/27.

Figure 4: Reception year forecasts

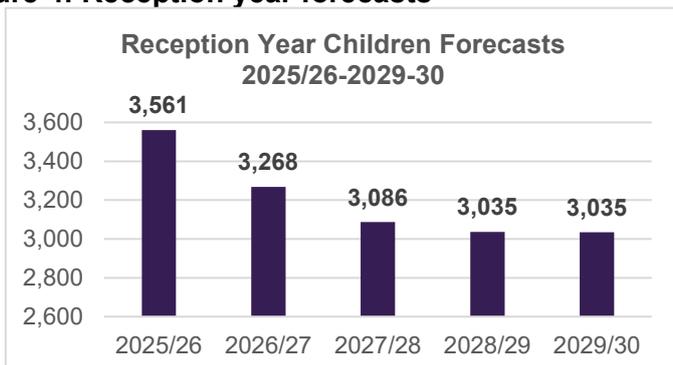


Table 2: Reception-year 6 forecasts

Forecast Year	Reception-Year 6
2025/26	26,049
2026/27	25,469
2027/28	24,661
2028/29	23,906
2029/30	23,337

Childcare Provision

KEY FINDINGS - Childcare capacity and gaps in provision in BCP

1. The BCP area has 47 registered childcare places per 100 children aged 0–4 roughly one per every two children. For under-5s eligible for Funded Early Education (FEE), there are 77 places per 100 children. No universal benchmark exists for ‘sufficient’ childcare supply, but some suggest areas with fewer than 60 places per 100 children may face unmet demand or waiting lists.
 2. Provision is unequal across the area: eight wards offer fewer than 30 places per 100 children, and at least half of these include neighbourhoods with high levels of deprivation.
 3. Most recent occupancy rates at 84% suggest there is spare capacity in BCP. but, places for under 2s are in demand with 40 providers stating they had waiting lists for this age for Autumn 2025.
 4. There remains limited provision outside of standard hours, and wrap-around care is not consistently available or affordable for all families.
- At September 2025 there are 281 registered childcare providers in the BCP Council area. These offer a maximum of 7,771 places at any one time.
 - Although there are 11 fewer providers than in 2024, the number of childcare places has increased by 74, however this increase is localised and driven by a large, newly registered day nursery in Broadstone.
 - Day nurseries: 4,173 places (+49 places 2024-25, and +92 2023-24)
 - Pre-schools: 1,876 places (-63 places 2024-25, and -58 2023-24)
 - Childminders: 917 places (-7 2024-25, and -81 2023-24). Total reduction of 23 childminders since 2022.

281 registered childcare providers offering maximum **7,771** places at any one time

Active registered **childminders** have **fallen by 8** in the last 12 months

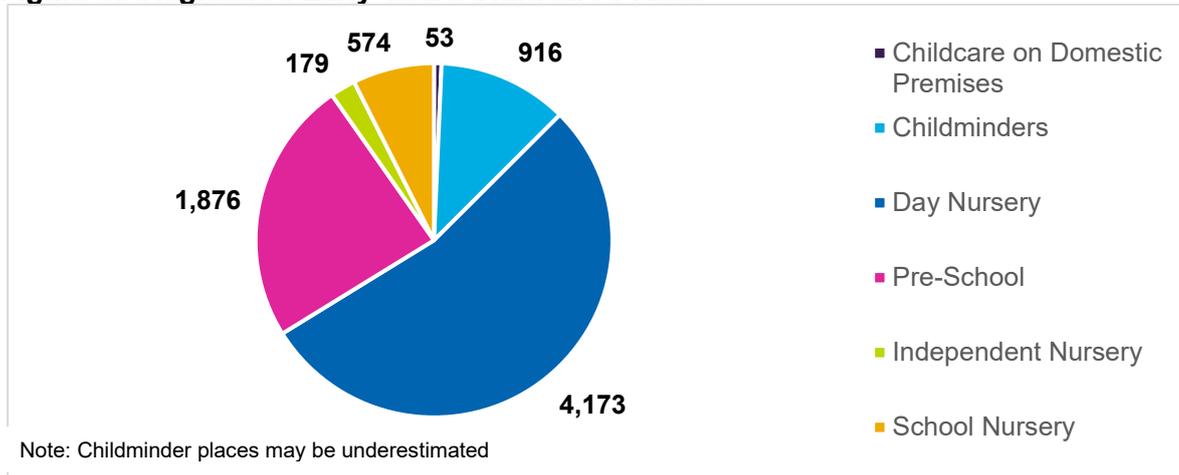
Day Nursery places have **risen** and **Pre School** places have **fallen** since the 2024 analysis

There is a total of **281** childcare providers in the BCP Council area, offering a maximum of **7,771** places at any one time². As of September 2025, the total number of registered childcare places has increased by 74, rising from 7,697 in September 2024 to 7,771 now. But this masks significant differences both at ward level and by provision type. Overall, the number of childminders has fallen by 53 since the 2021 analysis, losing a further 8 childminders in the last 12 months.

- Day nursery places rose by 92 in 2024–2025, building on a previous increase of 49 in 2023–2024. There was notable variation across wards.
- School nursery places increased by 66 overall during 2024–2025, with no change in 2023-24.
- The number of registered childminders continues to decline, with 7 fewer places in 2025 compared to 2024. This reduction is less severe than the 81 drop recorded in 2023–2024.
- Pre-school places declined by 58 between 2024 and 2025, following a similar drop of 63 the previous year (2023–2024).

² Note that data is at 1 September 2025, this can fluctuate throughout the year with provision closing and new providers opening. Some settings may also change their status type thus affecting the individual provider type figures. Comparisons are made with September 2024 figures to show consistency.

Figure 5: Registered Early Years Childcare Places



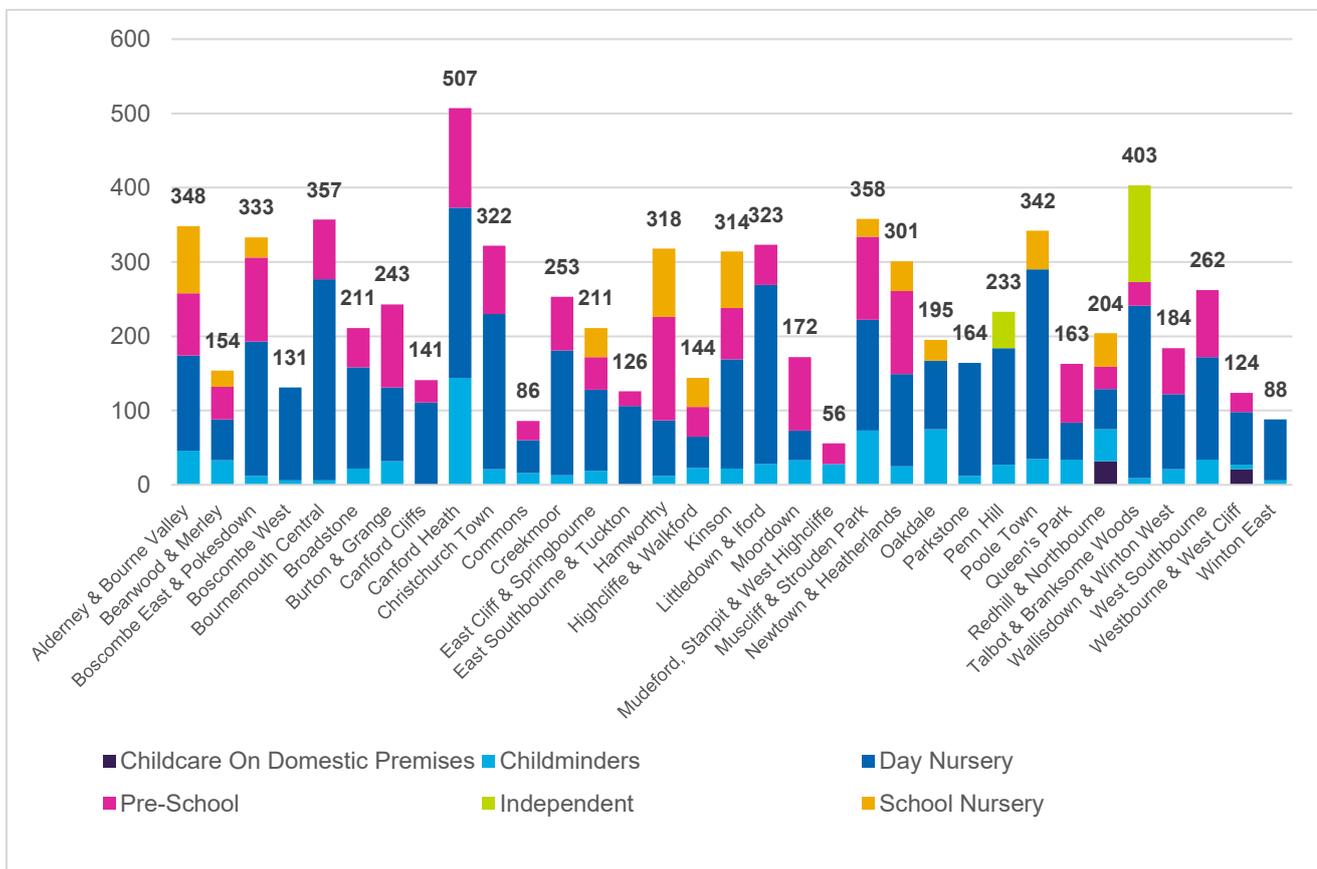
54% (4,173) of places are in Day Nursery settings, 24% (1,876) of places are in Pre School settings and 12% (916) of places are at Childminders. There are 179 Independent Nursery setting places and 574 places at School Nurseries.

- The highest number of childcare places are in Canford Heath 507 places, Talbot & Branksome Woods 403 places and Muscliff & Strouden Park 358 places
- The lowest number of childcare places are in Winton 88 places, Commons 86 places and Mudeford, Sandpitt & West Highcliffe 56 places.

In Bournemouth, Christchurch and Poole (BCP), childcare is most commonly provided during standard working hours. Typical opening times range from 7:30am to 8:30am, with closing times between 5:00pm and 7:00pm.

- 4% of early years settings and childminders open before 7am. A further 35% open before 8.00am.

Figure 6: Early years places by type and ward (September 2025)



Summary of Childcare Provision - Changes 2024-2025

- The total number of registered childcare places has increased by 74, rising from 7,697 in September 2024 to 7,771 now.
- Day nursery places rose by 92 in 2024–2025, building on a previous increase of 49 in 2023–2024.
- Pre-school places declined by 58 between 2024 and 2025, following a similar drop of 63 the previous year (2023–2024).
- Overall, the number of childminders has fallen by 53 since the 2021 analysis, losing a further 8 childminders in the last 12 months.
- School nursery places increased by 66 overall during 2024–2025, with no change in 2023-24.
- **Broadstone** ward has seen the greatest increase in places.
- **Poole Town** ward has seen the greatest decrease in places.

99% of childminders, preschools and day nursery settings have signed up for

Tax-Free Childcare.

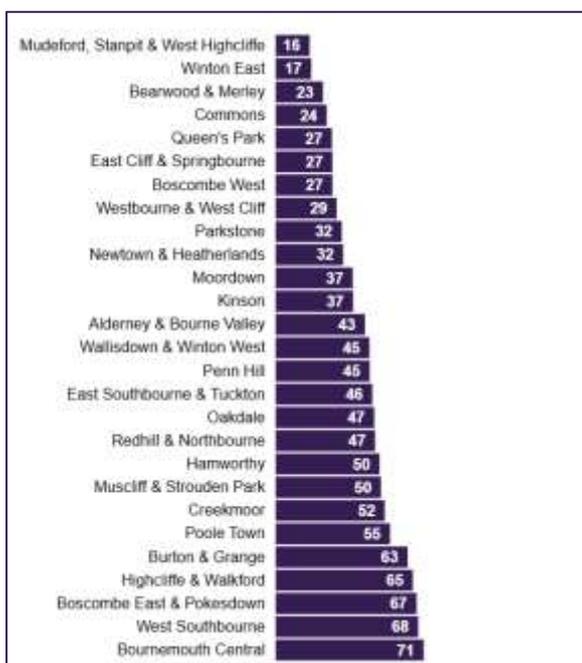
Day nursery and preschool sign up is **100%** (where known) and childminders has increased to 98.5%

The number of families who have used tax free accounts continues to **increase** year on year. The number of families who have used tax free accounts between 2024-25 has increased by **10% in England, 9% in the South West** and **7% in BCP**.

Supply of early years places per 100 population aged 0-4

There are large disparities in rates of early year places per 100 children aged 0-4 across wards. Early years paces per 100 children aged 0-4 year in BCP is 47.

Figure 7: Rate of early years places per 100 children aged 0-4 by ward



Mudford, Sandpit & West Highcliffe and Winton East have the lowest rates of provision at 16 and 17 places per 100 children, compared to Christchurch Town with the highest rates of provision at 103 places per 100 children.

It should be noted that new day nursery provision is, at the time of writing, proposed for Mudford and Boscombe West and not reflected in these figures.

The latest **occupancy figures** available are for Summer 2025 (64% response rate to survey).

Occupancy rates at **childminders** is 90%

Occupancy rates at **PVI settings** is 84%

Occupancy rates at **school nursery settings** is 82%

Special Educational Needs and Disabilities (SEND)

KEY FINDINGS- Children with Special Educational Needs and Disabilities (SEND) have been increasing steadily both nationally and in BCP.

1. The number of early years children with SEND support in BCP peaked in Summer 2023 at 442, but have fallen slightly over the last two years to 374 since the introduction of new SEND support eligibility criteria in 2024.
2. This trend generally contrasts with the continued increase in children receiving SEND support and with an EHCP in the primary and secondary phases.

Early Years

All registered childcare providers are required to submit their individual SEND offer for inclusion. This supports parents and carers in identifying suitable providers. Childcare settings must also have an inclusion policy and a named SENCO.

4 1-year-old & **48** 2-year-old children received additional SEND funding support in a BCP provider (Summer 2025)

322 3 & 4-year-old children received additional SEND funding support in a BCP provider (Summer 2025)

In Summer 2025, **374** children were recorded as **receiving additional SEND Support**.

28 (7.5%) of children receiving additional SEND support are in Tier 1, 131 (35%) are in Tier 2 and 215 (57.5%) are in Tier 3.

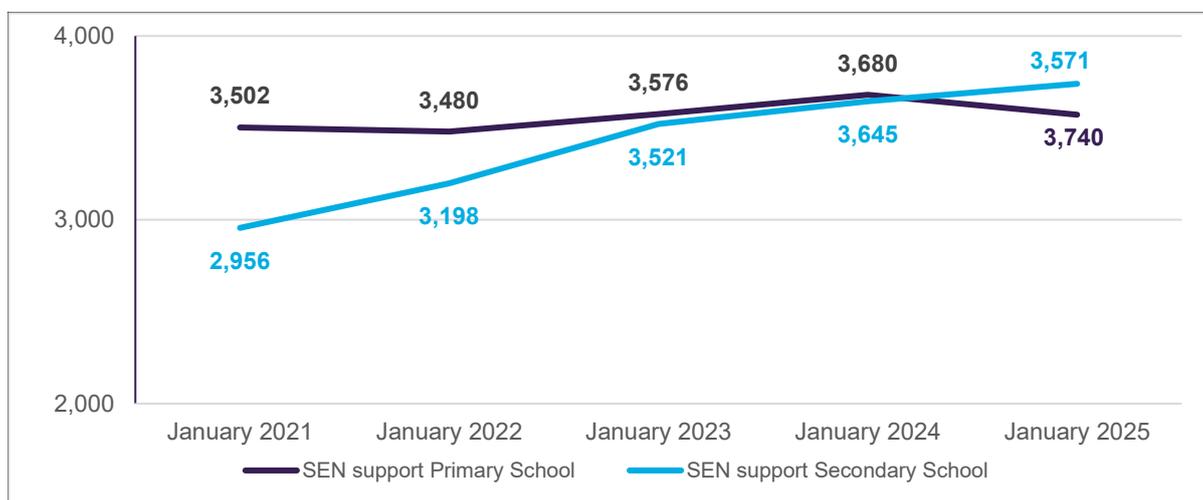
Of the 374 children receiving additional SEND funding in Summer 2025:

- 124 (33%) received the Early Years Pupil Premium, compared to 14% of all children.
- 192 (51%) received the Deprivation Supplement, compared to 21% of all children.
- 135 (42%) of 3-and-4 year olds received Extended Entitlement, compared to 57% of all children.
- Additionally, 95% of children receiving SEND funding who attended an inspected provider were placed in a setting rated good or outstanding.

School Age Children

In January 2025 the schools census recorded **1,345 EHCPs for primary schools** and **1,328 for secondary schools**. A total of **7,311** primary and secondary school children received SEN support, a similar number to that reported in January 2024.

Figure 8: School age children that receive additional SEN support



Quality Of Provision And Hourly Rates Of Provision

KEY FINDINGS- High quality provision and equal to or better than national rates.

1. The quality of early years provision in BCP is high, with 98% of inspected settings rated 'Good or Outstanding' at 1 Sept 2025.
2. Performance is stable over time and better than or equal to national benchmarks.

KEY FINDINGS - Affordability Challenges with high childcare costs remaining a barrier

1. **Financial pressures on providers:** national evidence shows childcare providers are under growing financial strain due to falling private income, rising operational costs, and insufficient government funding. This has led to widespread fee increases and the introduction of voluntary additional charges against government funded hours at some settings.
2. **Rising costs in BCP:** childcare costs have increased across all settings in BCP, with sharper rises in the past two years. Coram's childcare survey indicates BCP's costs align with national averages
3. **Affordability challenges:** high childcare costs remain a barrier, especially for families not eligible for funded entitlements. While expanded government support has reduced costs for parents of children under 3, families with 3&4 year olds are absorbing full cost increases as entitlements for them remain unchanged. Many families still face additional charges for items like meals, nappies, and activities. These fees help providers stay afloat but must be optional, clearly itemised, and not tied to access to funded hours.
4. **Cost disparities:** families not eligible for new entitlements—such as those not in work or earning below the threshold—face significantly higher costs. A part-time place for a child under two can cost around £100 more per week for these families
5. **Emerging two-tier system:** the expansion of funded childcare is primarily benefiting working families, raising concerns that disadvantaged children and those with SEND are being left behind due to lower eligibility for support

The percentage of P&V* settings who have a quality rating of "good" or "outstanding" has **remained the same**

ALL childminders have a quality rating of "good" or "outstanding"

The % of P&V* settings and childminders with a rating of 'good' or 'outstanding' in BCP is **slightly lower** than the National average

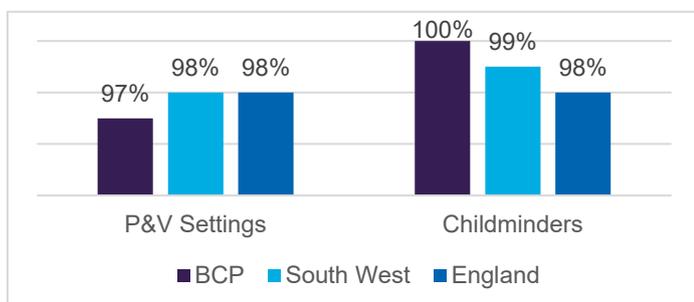


Figure 9: Ofsted rating 'good or outstanding' (March 2025)

97% of private and voluntary settings have a quality rating of 'good' or 'outstanding' (those with an Ofsted rating), the same as reported in 2024.

ALL childminders in the Local Authority who have a quality rating are rated as 'good' or 'outstanding'.

The quality of out-of-school provision in BCP has improved since 2024. In 2025, two settings were rated as 'requires improvement', compared to four rated 'requires improvement' and one rated 'inadequate' in 2024.

From 10 November 2025, Ofsted inspections of early years settings will change. The single overall grade will be replaced by five rating levels across six assessment areas, designed to highlight strengths and areas for improvement rather than relying on one overall judgement

Hourly Cost Of Early Years Childcare

The average price per hour is

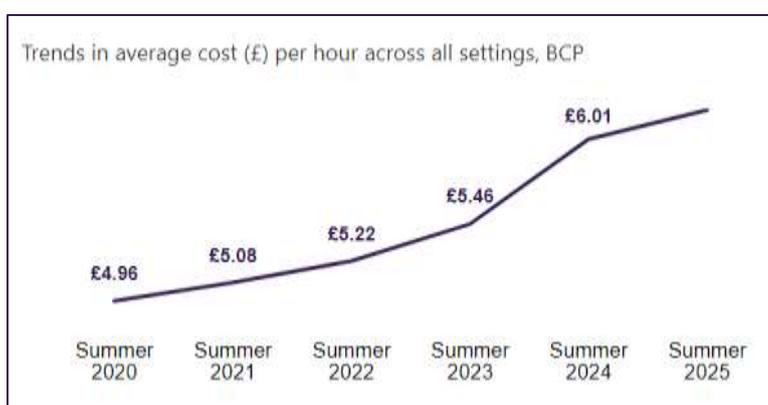
£7.36 at a day nursery

£6.10 at a pre-school

£5.94 at a childminder

- Childcare costs have risen year-on-year across all settings, with sharper increases in the past two years. From summer 2024 to 2025, the average hourly rate rose from £6.01 to £6.20 - a 3% increase, following a 8% rise the previous year.
- 2020-2025 have seen significant cost increases, the highest being at day nursery settings showing 27% rise (+£1.58 per hour).
- Parents with children under 3 have seen reduced costs due to expanded government-funded entitlements. For 3&4 year-olds, families are absorbing the full cost increases as entitlements remain unchanged.

Figure 10: Average Cost Per Hour (All Settings)



- The average price per hour at a day nursery is £7.36. The most expensive settings are in **Westbourne & West Cliff ward and Queens Park ward**.
- Charges at pre-schools average £6.10 per hour. The most expensive pre-schools are in **Moordown ward & Muscliff & Strouden Park ward**. The cheapest pre school is **Moordown ward**.
- The average price per hour at a childminder is £5.94, a 25% increase since 2020.

Cost of 25 hours per week childcare in nurseries for 3 & 4 year-olds (without working family entitlements) (Coram 2025 Childcare Survey)

£64.09 ENGLAND

£60.92 SOUTH WEST

£66.93 BCP

Funded Early Education (FEE) For Children 9 Months - 4 Years

From 1 April 2024, 15 hours government funding is available for 2- year-old children of working families, in addition to the existing funding for disadvantaged 2-year-olds.

From 1 September 2024, the 15 hours FEE entitlement is extended for eligible working parents of children aged 9 months - 2 years of age

From 1 September 2025, eligible working parents of children aged 9 months and above will be able to access 30 hours (over 38 weeks a year)

KEY FINDINGS- Under 2-Year-Olds

1. **Demand for FEE for under 2's has increased** after expanded eligibility. 40 providers reported waiting lists for children under two for Autumn 2025 (2025 Providers Survey)
2. **Ward variation:** 61% take-up in Broadstone vs. 21% in disadvantaged wards (Boscombe West, Bournemouth Central)
3. **Implication:** Equity concerns as expansion favours working families. Monitoring needed with demand for under-2 provision rising - capacity and workforce implications.

KEY FINDINGS- 2-Year-Olds

1. **In Summer 2025 BCP funded early education for 2,158 two-year-olds** (65% of the population).
2. **Disadvantaged take-up shows a sharp decline** from 770 (93%) 2023 to 445 (68%) 2025. Key drivers are frozen income thresholds, rising living costs, and overlap with working parent entitlement.
3. **Ward variation:** Working FEE take up ranges from 81% in West Southbourne to under a third in Bournemouth Central, East Cliff & Springbourne, and Boscombe West. Disadvantaged take-up is also low in these latter three wards.

KEY FINDINGS- 3&4-Year-Olds

1. **Universal entitlement take-up remains strong** at 97%, but overall numbers are falling due to declining births and resulting drop in population. Extended entitlement continues to grow.
2. **Ward variation:** Wards with the lowest overall take-up and low extended entitlement suggest persistent gaps for disadvantaged families. Bournemouth Central: 80% overall take-up; 35% accessing extended FEE. Boscombe West: 83% overall take-up; 40% extended FEE.

Under 2-Year-Olds

Under 2's accessing working FEE BCP (Summer 2025)

1,518

- **Demand for FEE for under 2s in BCP has increased**, following the expansion of eligibility from 15 hours childcare starting Sept 2024 to 30 hours from Sept 2025.

- In Summer 2025 1,518 children aged under 2 accessed FEE in BCP, compared with 1,703 codes issued and 1,621 codes validated. This suggests 100+ children living in BCP validated codes at providers in neighbouring LAs, mainly in Dorset and the New Forest.

The number of eligibility codes issued to parents in BCP has risen from 1,703 in Summer 2025 to 1,797 in Autumn 2025. While codes issued to parents applying for FEE, are not a perfect measure, they serve as a useful proxy for gauging demand.

Overall, 38% of under 2s resident in BCP accessed government-funded childcare, with significant variation at ward level: 21% in Boscombe West and Bournemouth Central compared to 61% in Broadstone.

This points to a potential two-tier system emerging, where the expansion of funded childcare mainly benefits working families. This raises concerns that disadvantaged children—those who stand to gain the most from early years provision—are being left behind due to limited eligibility.

% under 2-year-olds accessing FEE in the same ward as their home address

31%

- In BCP under a third (31%) of under 2 year olds access childcare in the same ward as their home address. But this varies considerably between areas, from 63% of under 2 year olds in Burton & Grange to just 3% in Commons ward.

2-Year-Olds

Figure 11: Number and (%) take up of 2-year-old disadvantaged and working family FEE in BCP



- Summer 2025 shows 2,158 2-year-olds were accessing FEE in BCP. 445 of these were disadvantaged 2-year-olds.
- 1,713 2-year-olds accessed the working family FEE in Summer 2025.

% 2 year-olds accessing any FEE in BCP Summer 2025

64%

- **Disadvantaged families** - Take-up remains much lower and has declined from 770 children (93%) in Summer 2023 to 445 (68%) in Summer 2025. National rates have also fallen, from 75% in 2024 to 65% in 2025.
- **Key drivers of the decline in disadvantaged take-up:**
 - The total disadvantaged cohort has shrunk. Eligibility is based on income thresholds that have been frozen since 2014, and inflation and rising living costs mean fewer families qualify. The 2 year old population has also declined due to declining births.
 - Misclassification of children eligible for both entitlements under the working-family category, may have also artificially lowered disadvantaged take-up rates.

% 2-year-olds accessing FEE in the same ward as their home address

37%

- In BCP 37% of 2 year olds access childcare in the same ward as their home address. But this varies considerably between areas, from 69% of 2 year olds in Highcliffe & Wakeford to 15% in East Cliff & Springbourne ward.

3 and 4-Year-Olds

3&4 year-olds accessing Universal FEE in BCP (Summer 2025)

2,324

3&4 year-olds accessing Extended FEE in BCP (Summer 2025)

3,098

% Accessing Extended FEE in BCP (Summer 2025)

57%

Figure 12: Take up 3&4 year-olds universal and extended FEE in BCP



- **Universal Entitlement:** The falling population of 3 & 4 year olds has reduced the absolute number accessing FEE. But overall participation remains strong, 97% accessed the universal 15-hour entitlement in 2025, up from 92% (2023) and 94% (2024). This contrasts with the national decline to 93% in 2025.

- **Extended Entitlement (Working Parents):** 57% of children accessing FEE also received the extended entitlement in 2025, up from 54% in 2023. This growth may indicate increased parental employment, particularly among mothers, and greater awareness of the entitlement.
- **Implications:** The number of 3 & 4 year olds is falling, but there is strong overall participation. Significant local disparities remain, possibly requiring targeted outreach and support in disadvantaged wards.

% 3&4-year-olds accessing FEE in the same ward as their home address

41%

- In BCP 41% of 3&4 year olds access childcare in the same ward as their home address. But this varies considerably between areas, from 70% in Hamworthy to 21% in Boscombe West and Winton East wards.

- The location where children access funded early education is an important consideration for policy, equity, and planning. Limited capacity can restrict access, but other factors such as parental preferences, work patterns, and awareness can also influence uptake.

Out Of School Provision

KEY FINDINGS- localised pressure on school age childcare supply

- 1 **Current supply broadly matches overall need at the BCP wide level, but localised shortages are evident. Short-term access issues are likely in hotspot wards** for both breakfast/after-school clubs and holiday schemes, particularly following the reductions in breakfast clubs in 2024–25.
- 2 Wards with high demand but minimal or no supply: **Newtown & Heatherlands, Alderney & Bourne Valley, East Cliff & Springbourne, and Moordown.**

In the PVI Sector there are

19 Breakfast Clubs &
39 After School Clubs

There are additional school-run clubs

36 Breakfast Clubs &
30 After School Clubs

There are **41** Registered
Holiday Schemes

Throughout the Local Authority several providers, including schools, offer a variety of childcare services and activities outside of normal school hours which support working families. Increasing the 8am to 6pm wraparound places offered to working families is a key local and national priority. With the use of the DfE's Wraparound Care Programme Delivery Fund, BCP Council is working with schools and private providers to ensure that a term-time 8am to 6pm offer is in place at every primary school, where there is a need.

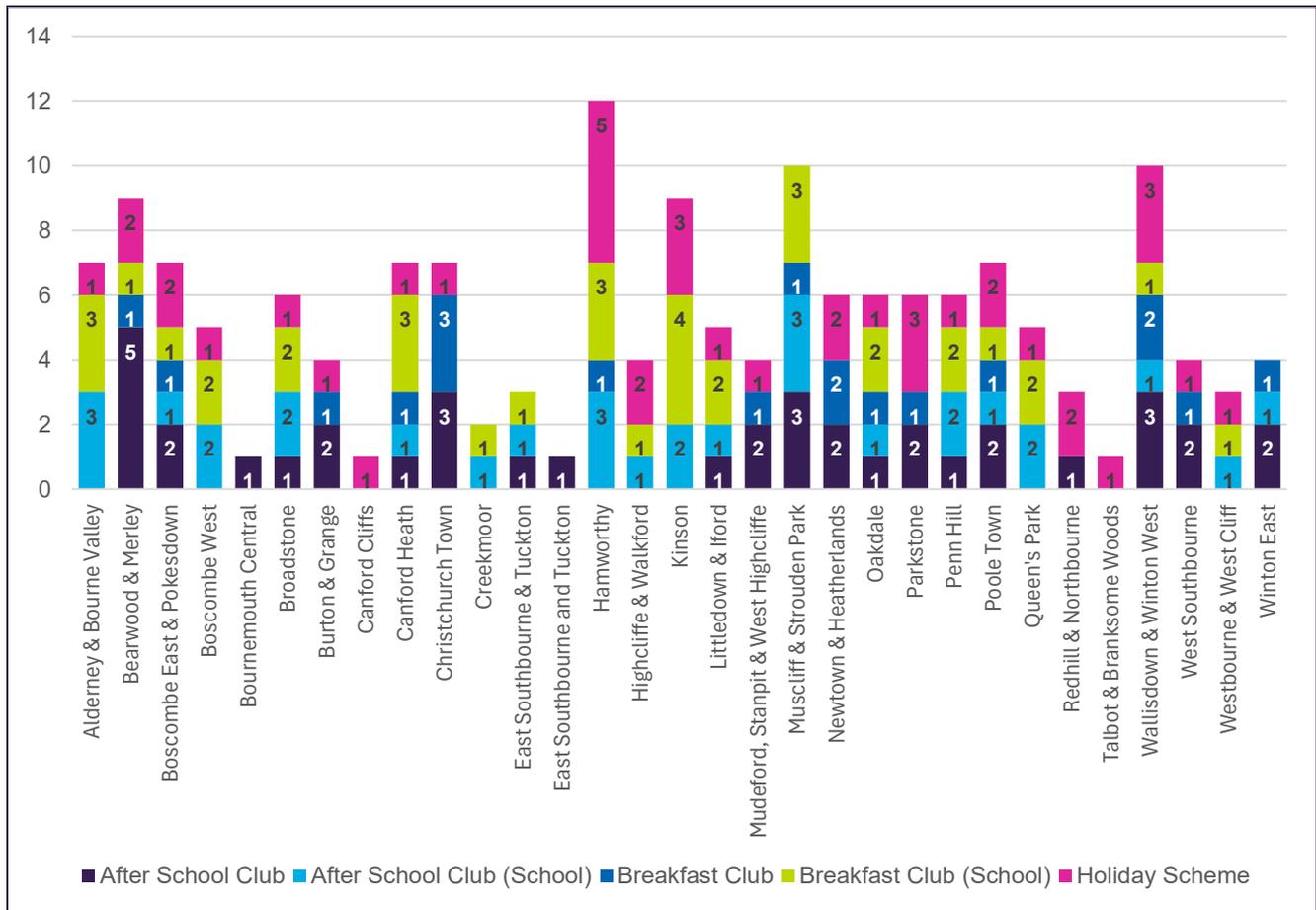
- Overall, there are 55 breakfast clubs and 69 after school clubs. There are also 41 registered holiday schemes.
- **Changes since 2024-2025**
 - There has been a small change in the overall number of registered out-of-school provisions in the BCP area between 2024-25. Overall, the total number has decreased by four provisions.
 - There is a small increase in some areas and reductions in others. Breakfast clubs have experienced the largest decline with 3 fewer PVI settings in 2025 compared to 2024.
 - **Newtown & Heatherlands** and **Alderney & Bourne Valley** have each lost one breakfast and after-school club. In addition, **Newtown & Heatherlands** has seen the closure of one holiday scheme. These reductions are significant given that both areas are adjoining and have one of the highest populations of school-age children in BCP, making the loss of provision especially impactful.

- **Geographical variation**

- There is notable variation in the availability of out-of-school provision across the area. Some wards with a high population of children aged 5–14 - such as **Newtown & Heatherlands** have **relatively low levels of provision** leading to likely unmet demand for both wraparound and holiday provision.
- **Alderney & Bourne Valley** has a sizeable child population and local capacity is likely to be pressured, especially during term time.
- **Eastcliff & Springbourne and Moordown**, currently have no registered provision at all leading to a potential gap for both wraparound and holiday scheme

- Childminders will continue to play an important role for older children in the area.

Figure 13: Out of school provision by ward



Glossary of Terms

- BCP Bournemouth, Christchurch and Poole (Council)
- DfE Department for Education
- EHCP Education Health Care Plan
- EY Early Years
- FEE Funded Early Education
- HAF Holiday Activities and Food Programme
- IMD Index of Multiple Deprivation
- LSOA Lower Super Output Area
- OfSTED Office for Standards in Education, Children's Services and Skills
- PVI Private, Voluntary and Independent Early Years Settings
- P&V Private and Voluntary Early Years Settings

Further information

For further information regarding this report please contact the [Research & Consultation Team, BCP Council](#)

CABINET



Report subject	Children in Care Transformation Programme
Meeting date	26 March 2026
Status	Public Report
Executive summary	<p>This report presents the Children in Care (CiC) Invest to Save Proposal, a targeted programme to deliver savings against the 2026/27 Children in Care budget of £54.84m by reducing the number of children in care and lowering the overall cost of placements, while maintaining strong outcomes and stability for children and young people.</p> <p>The programme will accelerate delivery of strategic and operational actions to safely manage demand and secure sustainable cost reductions. It provides a structured approach to delivering both immediate savings and longer-term financial resilience within Children’s Services.</p> <p>Approval is sought to procure specialist support over a six-month period to support implementation of a phased delivery strategy. An investment of £0.561m is required. The programme is expected to deliver at least £2.0m savings by 2027/28 and establish a sustainable platform for the continued reduction in demand and cost.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <p>Approve the procurement of an external transformation partner to support the delivery of Phase one of the Children in Care Transformation Programme over a period of 6 months with a total cost of £0.561m, funded from Children’s Services revenue budget to deliver service improvements and Children in Care savings projected at £2million by the end of 2027/28.</p>
Reason for recommendations	<p>The recommended option supports the identification and delivery of sustainable reductions in Children in Care numbers and costs, while ensuring value for money and positive outcomes for children. Commissioning specialist external support through a formal tendering process provides the Authority with the capacity and expertise required to implement a Children in Care Transformation Programme.</p>
Portfolio Holder(s):	Councillor Richard Burton, Portfolio Holder for Children & Young People, Education & Skills
Corporate Director	Cathi Hadley, Corporate Director, Children’s Services

Report Authors	Children’s Senior Leadership Team, Sarah Langdale, Head of Children’s Commissioning, Stefanie Gehrig-Clark, Head of Performance, Governance & Systems, Harriet Stovell, Children’s Programme Manager and Ronke Olarewaju, Finance Manager
Wards	Council-wide
Classification	For Decision

Background

- Over recent years, the Children in Care system at BCP has experienced sustained and escalating pressure, reflected in both rising demand and significant cost growth. Between 2021/22 and 2025/26, placement expenditure increased from £29.7m to a forecast of £56.1m (Table 1), an increase of approximately 89%. This growth has been most pronounced in the last three financial years and is driven by a combination of increasing numbers of children entering care, greater complexity of need, and a placement market that is increasingly constrained and costly.
- With 624 children currently in care, BCP now has 85 children in care per 10,000. This number is higher than that of statistical neighbours and this transformation programme is targeted at helping the service achieve 75 children in care per 10,000.
- Residential care is the principal driver of this cost pressure. Spend on residential placements has more than doubled over the period, rising from £16.2m to £34.4m, and now accounts for well over half of total placement expenditure. As a result, overall costs have become highly sensitive to relatively small changes in placement numbers and unit prices. Costs associated with Independent Fostering Agencies and supported accommodation have also increased steadily, reflecting limited in-house capacity, growing demand from older children and care leavers, and rising provider costs. While in-house fostering capacity has grown, it remains insufficient in scale to offset reliance on higher cost external provision.

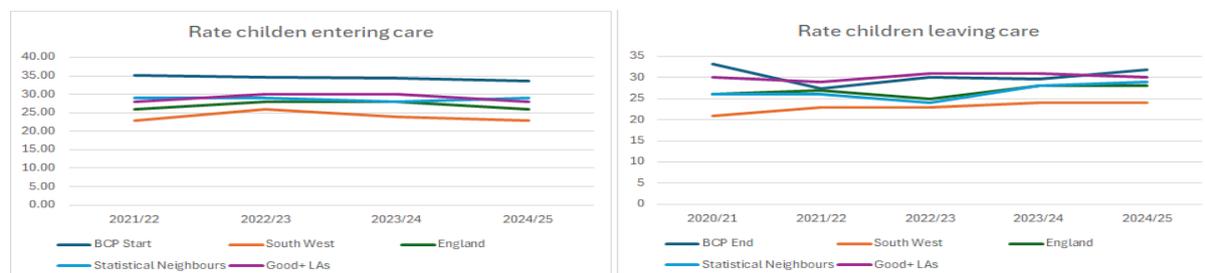
4. Table 1 2025/26 Cost of Care Full Year Forecast

Placement Type	2025/26 (Forecast) £'000	2024/25 Outturn £'000	2023/24 Outturn £'000	2022/23 Outturn £'000	2021/22 Outturn £'000
IFA	6,945	6,763	5,845	4,608	3,808
Residential	34,378	22,811	20,907	14,877	16,164
Supported Accommodation	7,523	7,510	7,209	5,239	4,277
Ind Living	993	261	177	258	36
In-House Fostering	5,957	6,023	5,662	5,658	4,951
Others (Remand, Hospital)	132	68	345	328	311
Other LA Foster Placement	216	210	298	154	124
Total	56,144	43,646	40,443	31,122	29,671

- At the same time, the number of children entering and leaving care remains volatile. Although BCP sees higher than average numbers of children leaving care compared to

statistical neighbors and national averages, inflows continue to exceed outflows, resulting in steady growth in the overall care population (see table 2). This position is out of kilter with comparators and continues to place pressure on placement sufficiency, workforce capacity and financial planning.

6. Care Entry & Exit Benchmarking



7. Notwithstanding these pressures, Children’s Services has made sustained and demonstrable progress. The service improved from an Ofsted judgement of Inadequate to Good between 2021 and 2025, supported by extensive external challenge, including sector led improvement partners and monitoring activity. This has strengthened practice, governance, and leadership, but has also placed additional demands on capacity during a period of increasing operational pressure.
8. Despite this improvement journey, significant structural challenges remain. The service continues to experience difficulty securing suitable placements, particularly for younger children, often resulting in placements being made at distance and driven by availability rather than best match. This has implications for outcomes, placement stability and cost. In addition, there is an ongoing need to better understand whether current levels of care activity reflect genuinely higher levels of need, or whether they are influenced by system dynamics, risk appetite, decision making thresholds and market constraints.
9. The service has already taken targeted action to mitigate cost pressures and improve value for money. Initiatives such as the Creative Care Panel and the “It Takes a Family” fostering scheme have delivered meaningful cost avoidance, estimated at over £1.2m combined by late 2025. In addition, Children’s Commissioning have achieved an additional £1.2m MTFP savings since 1 April 2024, with an additional forecast amount of almost £0.7m for 26/27.
10. However, these initiatives alone are insufficient to address the scale of structural demand and market driven cost pressures. Residential placements are forecast to overspend by approximately £4.5m in the current year, resulting in an estimated £19m MTFP growth pressure over the next three financial years. While MTFP growth provides short term financial mitigation, it does not address the underlying drivers of cost growth or deliver long term sustainability. The service also has a clear ambition to reduce the current budget pressure.
11. In this context, the Children’s Senior Leadership Team is looking to mobilise a targeted Children in Care transformation Programme. The Programme will be forward looking and build on existing strengths, rather than revisiting past structural change. Its focus will be on strengthening insight into children’s needs, system flows and outcomes; improving decision making around care, placement and reunification; shaping the local market and sufficiency strategy; and developing a clear, credible long-term Children in Care strategy. This approach

is intended to support improved outcomes for children and young people, reduce reliance on high-cost placements, and place the system on a more sustainable financial footing, while maintaining the progress already achieved in service quality and regulatory performance.

12. The summary of the planned transformation strategy and delivery model is divided into two phases and multiple work streams summarised as below. It is important to note that the plan for phase 2 of the programme is still indicative and will be defined and refined, with support from IMPOWER, as part of phase 1.
 - Phase 1 Workstream 1 – Procure IMPOWER to accelerate Children’s Social Care transformation using the Valuing Care Approach. Delivers £2m savings over two years, as well as helping to address the rising budget pressures.
 - Phase 1 Workstream 2 - Define a single, joined-up full-service strategy with a clear vision and plan.
 - Phase 2 Workstream 3 – Improve Children in Care data and reporting to support better decision-making.
 - Phase 2 Workstream 4 - Expand *It Takes a Family*, supporting step-down from residential care and preventing placement breakdowns. This is generating £420,000 a year in cost avoidance, but is not currently sustainably funded.
 - Phase 2 Workstream 5 - Explore commissioning residential/supported provision for children with complex needs to improve value for money. Potential to deliver up to £1m savings.
 - Phase 2 Workstream 6 – Develop our Reunification model which supports children and families and enables children to return ‘home’ from Care. This is not currently sustainably funded, but has the potential to save up to £2m a year.
 - Phase 2 Workstream 7 – Procure the Pause model to prevent repeat care proceedings, delivering long-term, multi-million-pound cost avoidance.

A separate business case for phase 2 expenditure will come forward after the savings potential has been established during phase 1 of the programme.

Options Appraisal

Option 1 – Maintain existing models only

13. Utilise existing funding streams to maintain (but not grow) key models developed by the Building Stronger Foundations Programme, which are already delivering cost avoidance/savings and continue to deliver the Families First programme, which will support the goals of this work, utilising its own grant funding.
14. This includes maintaining the Creative Care Panel, our It Takes a Family Model and the Reunification Team. The cost avoidance and savings generated by these initiatives is detailed below. This includes transformation savings for Commissioning value for money activities which is included in the Medium-Term Financial Plan (MTFP).
15. Despite our work and the success of the pilots, numbers of children in care and associated costs within BCP continue to rise. We therefore can evidence that delivering the models we already have in place does not deliver the significant level of change required to materially address our rising numbers and costs.
16. It is also important to note that several of these models are not sustainably funded. The Reunification team has been funded for 26/27 by the Families First Programme and the It

Takes a Family model has been funded by both money from the Southwest Hub and remaining funding from Building Stronger Foundations (which has now been fully allocated). To maintain these models and agree sustainable solutions, we therefore need to invest in further targeted transformation, something that we are proposing to do as part of Phase 2 of Option 2.

Table 2 - Savings generated by existing models/initiatives

Initiative	2025/26 £
Creative Care Panel	823,553
It Takes a Family	420,376
Reunification	1,000,188
Commissioning	249,000

**The figures for the Creative Care Panel, It Takes a Family and Reunification are cost avoidance. The figures for Commissioning are MTFP savings.*

17. Pros of Option 1:

- No additional funding required.
- No additional direct resource required to deliver transformation (although with no targeted transformation and increasing numbers of children in care, it's expected that resource within the service would need to increase in response).

Cons of Option 1:

- Does not help to future proof the service or address the root cause of the problem. Children in care numbers will likely continue to increase, posing challenges around increasing costs, increasing pressure on the service and an increasing risk around sufficiency of placements.
- Does not provide any long-term solution for developed models which are not currently sustainably funded and does not provide us with the capacity to grow/develop these successful models.
- We can already evidence from the data in 25/26 that this approach does not resolve the problem.
- Does not provide us with all the tools we need to create a strong and robust underpinning structure (children in care strategy, enhanced data and reporting)

Option 2 – Creation of a targeted Children in Care Programme

The initial investment required to begin phase 1 and establish longer term benefits for a potential phase 2

18. Agree to tender an external provider to deliver a transformation programme over 6 months with a total cost of £0.561m, funded from Children's Services revenue budget, to deliver service improvements and children in care savings projected at £2 million by the end of 2027/28.
19. This programme will build on work already completed as part of the wider Building Stronger Foundations Programme, realigning work and capacity following the 'Good' Ofsted rating in

January 2025, to deliver more specific and specialised transformation which will balance the increasing financial demand and better support our children, young people, families, carers, partners and providers.

20. The programme will provide the tools necessary to complete a full system case review incorporating both internal and external expertise data and learning, build a targeted Children in Care Strategy and support the service to move from the current position of 85 children in care per 10,000 to the target of 75 per 10,000.
21. It is proposed that the programme is delivered in phases, with workstreams 1 and 2 forming the basis of phase 1.
22. Procure IMPOWER to deliver targeted, practical support to help enhance and accelerate transformation within Children's Social Care, including the use and application of IMPOWER's Valuing Care methodology. The investment will enable the council to implement a systematic needs-led approach to practice, placements and commissioning to improve care outcomes and identify cost savings, with savings starting to be generated from transformation activity within 6-7 months of programme kick off.
23. This review will provide strategic direction of where we can best focus resources to expand our approach and deliver further transformation savings in phase 2 and will feed into the development of a Children in Care Strategy at the end of the phase which will set the full-service intention and direction for phase 2.
24. The Children in Care Strategy will use national and local data to understand what the BCP Children in Care cohort should look like and set out how we can achieve this picture. It will set out a defined full-service approach which ties together all the relevant services, and which provides one consistent vision and plan. The Children's Governance and Improvement Manager will lead activity (resource already committed) underpinned by the work completed by IMPOWER. No additional investment is therefore required to complete workstream 2.
25. In parallel to phase 1 we will utilise other funding streams to maintain (but not grow) key models which are already delivering cost avoidance/savings, as detailed in options 1 and 2.
26. Phase 2 will then look to use the findings, foundations and recommendations of phase 1 to expand our approach and deliver further transformation savings. This will include workstreams which look to expand our successful models, further develop the market and provide additional governance, controls and data/reporting.
27. Due to the scale and complexity of the programme and transformation, it is anticipated that dedicated project management resource will be required to support phase 1 and 2. This is included in the figure of £561,000.
28. Pros of Option 2
 - Clear evidence of return on investment - ROI (4:1 or more) based on past success in other councils.
 - Rapid implementation with proven methodology - While the service have been doing what they can to transform and deliver improvement with regards to our children in care

approach (see details on Creative Care Panel, Reunification and It Takes a Family as examples), we can evidence that the progress we have been able to make with existing resource and expertise has been not been at the scale required to make a significant impact on children in care numbers. Procuring IMPOWER will support us to transform further, faster, making the transformation ultimately more effective and the impact far greater.

- Specialist expertise in needs-led placement decision-making.
- Reduction in high-cost placements.
- Optimised commissioning and provider negotiations.
- More sustainable budget management.
- Improved Placement Decision-Making.
- Strengthened Commissioning & Market Shaping.
- Embedding a culture of financial and care accountability.
- Improved Outcomes for Children & Families by ensuring children receive care that truly meets their needs, greater placement stability and continuity and long-term improvements in well-being, education, and life opportunities.
- Strong combination of both internal and external expertise - IMPOWER will provide extensive external knowledge from across the industry, bringing with them experience of working with numerous Local Authorities in this space. They will also be able to provide an objective viewpoint, something we feel will be a massive benefit when reviewing the children in care system.

29. Cons of Option 2

- Requires investment.
- Full diagnostic work does not take place until after initial investment. This means that savings are based on significant evidence of benefit from similar work with other Local Authorities, rather than BCP data.
- Full potential impact of phase 2 of programme will not be known until work on phase 1 is underway. Information on potential scope of phase 2 is included in Appendix 1.
- While supported by a consultant, resource investment in the programme from the service will still be required to guarantee success (this will be mitigated by closure of Building Stronger Foundations programme).

Why are we confident in the service delivered by IMPOWER?

30. IMPOWER has a proven track record of delivering measurable impact in other local authorities, often with high return on investment (ROI) and sustainable improvements. They have provided assurances that, for the majority of their projects, there has been a clear in year cost reduction which has covered the initial investment for their services.
31. We are anticipating that in the worst-case scenario, we can expect a return on investment of 3:1 based on the work completed by IMPOWER with another Local Authority who are DfE statistical neighbours and also rated good by Ofsted. However, BCP has a higher rate of children in care compared to this other Local Authority and IMPOWER's average return on

investment is 5:1. Due to this difference, and the fact that the ROI is driven by factors such as the cohort of children who are prioritised, the ambition the local authority sets and the capacity to be able to focus on this work, we would anticipate at least a 4:1 return of investment, with some Local Authorities experiencing as much as a 8:1 return on investment. This is highlighted in Table 4.

Table 3- IMPOWER results from similar work with other Local Authorities

Local authority	Ofsted rating	Changes to care and support for CYP	Cashable savings delivered to date	Timescale	Duration (Months)
LA 1	Requires Improvement	153	£19.4m	Feb 23 – present	24+
LA 2	Outstanding	35	£6m	Dec 23 – Dec 25	24
LA 3	Good	28	£10m	Oct 23 – Apr 25	18
LA 4	Good	33	£2.1m	Jan 24 – Aug 24	6
LA 5	Requires Improvement	24	£2.4m	Aug 23 – Mar 24	8
LA 6	Good	30	£3.7m	Sept 23 – Feb 24	6
LA 7	Outstanding	45	£5.8m	Apr 21 - Sept 22	18

31. This is further supported by evidence from a Local Authority who we have spoken to directly, who are in the process of working with IMPOWER to trial the Valuing Care approach across Children's Services, as well as working alongside commissioning, brokerage, finance and performance to identify and test new ways of working.
32. This other Local Authority are reporting a return on initial investment within 8 months of working with IMPOWER, with an additional £300,000 cost reduction achieved in year. They are predicting an 8:1 return on investment in the longer term if all opportunities identified within the diagnostic are realised.
33. In addition, they report further annualised cost reduction from provider conversations and associated cost reductions of care packages.
34. By considering the performance data provided by IMPOWER and other Local Authorities, in conjunction with information on the methodology IMPOWER use (as included in Appendix 1) we have calculated the impact procuring the service from IMPOWER would be expected to have for BCP. We would expect IMPOWER to work with us to maximise our opportunities for reducing the numbers of children in care, helping us develop the scope and effectiveness of our existing models, while challenging the assumptions about what else is possible. We are anticipating that this would deliver annual results as detailed in the below table.

Table 4 – Break down of anticipated annual savings

Method / Model	Estimated Saving £ 26/27	Estimated Saving £ 27/28
Reunification	500,000	500,000
It takes a Family	210,000	210,000
Discharged Care Order	28,000	28,000
Supported Accommodation	93,000	93,000
Parent and child residential assessments / reverse residential	69,000	69,000
Step down from unregistered	105,000	105,000
Total	1,005.000	1,005.000

Summary of Financial Implications

35. The proposal requires upfront investment of £0.561m in 2026/27 for project management and external consultancy to deliver system changes that will reduce the currently projected increase in costs for children in care. Savings have been estimated at £1m for 2026/27 with a further £1m in 2027/28. This investment will be funded by the expected in-year budget savings for 2026/27.
36. The savings of £2m per annum from 2027/28 onwards will reduce the CiC forecast cost pressure included in the current MTFP.
37. The estimated annual savings in each year are based on an early 2026/27 starting point and the assumption that we will achieve a 4:1 return on investment with IMPOWER and maintain this financial position.

Summary of legal implications

38. Any changes will be delivered within the Council's statutory duties, including the Children Act 1989 and associated care planning regulations, the statutory sufficiency duty (s22G), and relevant safeguarding guidance. Procurement activity will comply with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015. Legal Services will be engaged to advise on contractual, data protection and regulatory issues, and to assess any legal risks and mitigations.

Summary of human resources implications

39. Children in Care Strategy Business Case Phase 1 will require dedicated programme management and analytical capacity (within the £561k envelope).
40. Any workforce changes will follow consultation requirements and consider training, practice development and leadership support. No TUPE implications are anticipated at this stage.

Summary of sustainability impact

41. Increasing local sufficiency reduces out-of-area placements, cutting travel, associated emissions and staff mileage. Market development and step-down to family-based care are expected to improve stability and community connections, supporting sustainable outcomes.

Summary of public health implications

42. Stable, local care and timely step-downs are associated with improved mental and physical health, education engagement and reduced risky behaviours. The programme aims to reduce health inequalities by enabling children to access local services and family networks.

Summary of equality implications

43. A full Equality Impact Assessment will be completed for the CiC Transformation Programme and for any significant service changes (e.g. new provision types). We will monitor outcomes across care cohorts (e.g. unaccompanied asylum-seeking children, adolescents with complex needs) to ensure equitable access and impact.

Summary of risk assessment

44. Key risks:
- Limited internal capacity to deliver change alongside business as usual.
 - Stakeholder engagement / adoption risk.
 - The expected level of savings might not be delivered as these have been based on the experience of other councils.
 - Any delay to implementation of phase 1 will delay benefits realisation.
45. Mitigations include strengthened governance, external expertise (time-limited), provider engagement and market-shaping, established engagement with IMPOWER, process agreed with strategic procurement and a phased delivery with measurable milestones.

Background papers

None

Appendices

Appendix 1 – Context and Background on IMPOWER

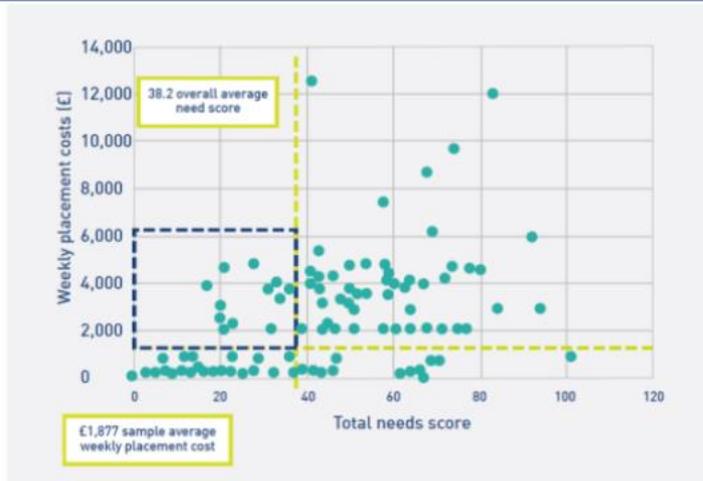
Proof of Concept

In recent years, local authorities across England have faced escalating challenges in children's social care, primarily due to rising placement costs and increasing demand.

The escalating costs and demand pressures necessitate a strategic approach. There is a critical need to implement a needs-led methodology that ensures children receive appropriate care tailored to their specific requirements, while also addressing the financial sustainability of care placements.

Investing in consultancy support from IMPOWER includes the opportunity to apply the Valuing Care methodology, which focuses on aligning care provision with individual needs, and the needs of children and young people at a cohort and population level.

How Valuing Care strengthens link between needs, cost and care



- By using Valuing Care, we can better understand the needs of children in care and compare this to cost.
- This highlights that there are multiple children with low needs who are in higher cost provision – and that **there is no correlation or 'value curve' between needs and cost.**
- This analysis has **helped re-shape placement sufficiency** and has driven down spending in numerous LAs.

IMPOWER

**EDGE
WORK**

This approach aims to improve outcomes for children and achieve significant cost savings, addressing both the quality of care and financial challenges we face as a council. This support will also identify wider opportunities for outcomes improvement and cost reduction and ensure the changes and interventions are embedded and sustained into business-as-usual.

IMPOWER has a proven track record of delivering measurable impact in other local authorities, often with high return on investment (ROI) and sustainable improvements. This includes Local Authorities who are rated Good and Outstanding with Ofsted and Local Authorities who are DfE statistical neighbours for BCP.

They have provided assurances that, for the majority of their projects, there has been a clear in year cost reduction which has covered the initial investment for their services.

We are anticipating that in the worst-case scenario, we can expect a return on investment of 3:1 based on the work completed by East Sussex Council. East Sussex are DfE statistical neighbours and rated good by Ofsted. However, BCP has a higher rate of children in care

(85 per 10,000 compared to 66 per 10,000 in East Sussex). Due to this difference, and the fact that the ROI is driven by factors such as the cohort of children who are prioritised, the ambition the local authority sets and the capacity to be able to focus on this work, we would anticipate at least a 4:1 return of investment, with some Local Authorities experiencing as much as a 8:1 return on investment.

This is illustrated in the below table where East Sussex is highlighted in green, demonstrating £1.5m in cashable savings in just 6 months.

Figure 1 | Examples of impact from support delivered to other local authorities

Local authority	Ofsted rating	Changes to care and support for CYP	Cashable savings delivered to date	Return on investment	Timescale	Duration (Months)
North/West Northants	Requires Improvement	71	£7m	5:1	Feb 23 – Dec 24	23
Telford & Wrekin	Outstanding	20	£4.2m	5:1	Dec 23 – Dec 24	12
North East Lincolnshire	Inadequate	33	£2.1m	6:1	Jan 24 – Aug 24	6
Leicester City	Good	24	£2.4m	7:1	Aug 23 – Mar 24	8
Cornwall	Outstanding	9	£2.0m	6:1	May 23 – Apr 24	12
East Sussex	Good	8	£1.5m	3:1	Sept 23 – Feb 24	6
Lincolnshire	Outstanding	45	£5.8m	7:1	Apr 21 - Sept 22	18
Stockton	Requires Improvement	24	£3.7m	8:1	June – Dec 2019	7
Oxfordshire	Good	22	£3.5m	8:1	Jan – Aug 2018	8

This is further supported by evidence from Dorset Council who are currently working with IMPOWER to trial the Valuing Care approach across Children’s Services, focussing on an initial cohort of 106 children and young people in care, as well as working alongside commissioning, brokerage, finance and performance to identify and test new ways of working.

Dorset have been working with IMPOWER since May 2025. They are reporting that if all 36 opportunities (from the cohort of 106) identified in the diagnostic are realised, there will be £4,160,000 of annualised cost reduction (an 8:1 return on investment). This will be delivered from a mix of Reunifications, Special Guardianship Orders, step downs to fostering, Discharge Care Orders, step downs to Semi-supported accommodation and provider conversations.

Dorset report that between May 2025 and December 2025 they had achieved cost avoidance of £800,000 in 8 months, significantly better than their initial forecasts of £316,000 by end of quarter 3.

Delivery Detail – How IMPOWER will work

Objectives

The investment in IMPOWER's support aims to deliver clear, measurable improvements in how BCP manages care placements and costs. The objectives of this engagement are:

• Improve Placement Decisions through a Needs-Led Approach:

- o Use structured assessments to provide a clearer picture of individual needs and how well they are currently being met.
- o Ensure care placements align with the actual needs of children rather than defaulting to higher-cost options.
- o Support step-down transitions from high-cost residential care to more appropriate family-based placements where suitable.

• Strengthen Financial Sustainability & Deliver Cost Savings:

- o Identify cost-saving opportunities through improved placement matching and provider engagement.
- o Reduce reliance on expensive, high-cost placements by reshaping care arrangements.
- o Support BCP in developing a long-term, sustainable commissioning strategy that balances costs and outcomes.

• Improve Strategic Commissioning & Market Engagement:

- o Provide data-driven insights to strengthen commissioning decisions and reshape the local provider market.
- o Equip the council with better tools and methodologies for engaging with care providers in a strengths-based, needs-led manner.
- o Develop a clear, structured framework for tracking and improving placement decisions over time.

• Build Internal Capacity for Sustainable Change:

- o Train and support social workers and commissioning teams in applying the Valuing Care approach.
- o Embed a systematic way of monitoring children's needs and placement costs, ensuring long-term improvements.
- o Enable improved practitioner confidence in practice and decision-making through a consistent approach to capturing, monitoring and responding to need.
- o Develop a self-sustaining model where BCP can continue applying the methodology beyond the consultancy period.

- **Improve Outcomes for Children & Young People:**

- o Ensure children receive the right level of care and support tailored to their individual needs.
- o Support better stability and continuity in placements, reducing unnecessary moves.
- o Improve long-term life outcomes, including emotional well-being, education, and transition to adulthood.

Scope of Work

The engagement will focus on identifying and delivering opportunities to make positive changes to care and support which can improve outcomes and reduce cost across children's social care, including through the use and application of the Valuing Care methodology. The scope of work includes the following key areas:

- **Assessment & Analysis of Current Care Arrangements:**

- o Conduct a structured review of a representative sample of children in care to assess their needs, placements, and costs.
- o Use IMPOWER's Valuing Care tool to evaluate whether current care arrangements are proportionate to each child's needs.
- o Identify gaps, inefficiencies, and areas for realignment in placement decisions.

- **Development of a Needs-Led Placement Strategy:**

- o Establish a systematic approach to linking children's needs with the most appropriate and cost-effective placements.
- o Support step-down transitions for children who could move to family-based or lower-cost settings without compromising their well-being.
- o Develop an evidence-based placement framework to improve future decision-making.

- **Strengthening Commissioning & Market Engagement:**

- o Work with the council's commissioning and brokerage teams to improve provider engagement and contract negotiations.
- o Introduce strengths-based conversations with care providers to ensure placements deliver value for money.
- o Identify and deliver opportunities to change care plans, packages and fees to realign to children and young people's needs.
- o Provide market analysis and forecasting to inform future commissioning strategies.

- **Training & Capacity Building for Council Teams:**

- o Train social workers, commissioners, and finance teams on applying the Valuing Care methodology.
- o Develop a sustainable model where BCP can continue assessing care needs effectively beyond the period of support.
- o Establish ongoing tracking mechanisms to monitor the impact of care placement decisions.

- **Financial Impact Modelling & Cost Reduction Plan:**

- o Provide financial analysis of current spending on placements and potential cost-saving opportunities.
- o Model different scenarios to predict the impact of revised placement strategies.
- o Develop a detailed implementation roadmap for delivering cost savings while maintaining high-quality care.

- **Reporting & Strategic Recommendations:**

- o Deliver a comprehensive report outlining findings, recommendations, and a roadmap for sustained improvements.
- o Present a clear action plan for embedding a needs-led approach within BCP's Social Care services.
- o Ensure all recommendations align with statutory requirements and best practices in social care.

The outline scope and proposed timescales are indicative and subject to a full proposal document to be shared by IMPOWER.

Benefits & Value Proposition

The investment in IMPOWER's Valuing Care methodology will aim to deliver both financial and service improvements, ensuring that children receive the right level of care while reducing unnecessary expenditure. The key benefits of this approach are:

- **Financial Benefits & Cost Savings:**

- o Reduction in high-cost placements: By ensuring that children are placed according to their actual needs, BCP can reduce reliance on expensive residential placements.

- o Optimised commissioning and provider negotiations: Strengths-based engagement with care providers will help secure better value for money, changes to care packages which reduce cost, and more flexible care arrangements.
- o Projected return on investment (ROI): Based on IMPOWER's work with other councils, the expected ROI is typically 4:1 or higher, meaning for every £1 invested, councils achieve at least £4 in cost reductions.
- o More sustainable budget management: By embedding a structured, needs-led approach, the council can avoid future financial pressures and reactive spending on placements.

• Improved Placement Decision-Making:

- o More appropriate, needs-led care arrangements: Ensuring children receive the right level of support without unnecessary escalation to high-cost settings.
- o Better placement stability: Reducing the number of placement breakdowns by aligning support with needs from the outset.
- o More effective use of in-house fostering provision: Identifying where foster care can better meet children's needs, reducing reliance on external residential placements.

• Strengthened Commissioning & Market Shaping:

- o Better engagement with providers: Ensuring that placement decisions are based on collaborative, needs-led conversations, rather than simply accepting high-cost offers.
- o More effective strategic commissioning: Providing clear, data-driven insights to inform market shaping and future service planning.
- o A long-term framework for managing placements: Ensuring that the approach remains aligned with BCP's systems beyond the consultancy period.

• Capacity Building & Workforce Development:

- o Training for social workers, commissioners, and finance teams: Equipping internal staff with the skills to apply the Valuing Care methodology independently.
- o Developing a structured approach for ongoing assessment: Enabling BCP to continue making data-driven placement decisions after the project concludes.
- o Embedding a culture of financial and care accountability: Helping staff understand the direct link between placement decisions, financial sustainability, and long-term outcomes.

• Improved Outcomes for Children & Families:

- o Ensuring children receive care that truly meets their needs: Preventing unnecessary escalations to restrictive or costly placements.
- o Greater placement stability and continuity: Reducing placement moves and ensuring children feel more settled and supported.

- o Long-term improvements in well-being, education, and life opportunities: Ensuring children receive the right support for their development, education, and transition to adulthood.

Timescales & Delivery Plan

The proposed engagement with IMPOWER will run for six months, from March 2026 to end of August 2026. The delivery will be structured around key phases to ensure rapid impact and sustained improvements:

Phase 1: Mobilisation & Data Gathering (Month 1)

- o Establish project governance, including Steering Group and Core Team.
- o Identify target cohort of children for review.
- o Gather baseline placement and financial data.

Phase 2: Needs Analysis & Initial Findings (Months 2-3)

- o Complete Valuing Care assessments for identified children.
- o Identify misaligned placements and potential step-down opportunities.
- o Train social workers, commissioners, and finance teams in methodology.

Phase 3: Implementation & Provider Engagement (Months 3-5)

- o Begin provider negotiations to optimise placements.
- o Implement strengths-based conversations to align support with children's needs.
- o Support commissioning team in reshaping placement strategy.

Phase 4: Final Review & Embedding Sustainable Change (Months 5-6)

- o Deliver final impact analysis and financial modelling.
- o Establish ongoing tracking framework for continued savings and better placement decisions.
- o Provide a final report with strategic recommendations for BCP.
- o A Steering Group will meet every month to oversee progress and resolve key issues.

As stated above, this outline scope and proposed timescales are indicative and subject to a full proposal document from IMPOWER.

CABINET



Report subject	Proposal for Dorset Council to join South-West Flood & Coastal shared service
Meeting date	26 March 2026
Status	Public Report
Executive summary	<p>BCP Council have hosted the South West Flood & Coastal (SWFaC) shared service with East Devon District Council for nearly 2 years and operate a multitude of partnership/cooperation agreements with other risk management authorities (South West Flood and Coastal). Dorset Council have confirmed (3 March Cabinet) they would like to propose joining SWFaC, entering into the shared service for all Flood and Coastal Erosion Risk Management (FCERM) activities, in recognition of the mutual benefits that will bring.</p> <p>The Shared Service Agreement (SSA) will set a framework where Dorset Council can fund a proportion of the service net cost with Dorset Council staff integrating under the existing SWFaC management structure.</p> <p>The proposal aligns with our SWFaC service vision, and is fully supported by the Environment Agency (EA) who have the strategic overview for national FCERM delivery. It will improve the ability of all participating Councils to make our communities more resilient to climate change.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Cabinet agree to Dorset Council entering into our SWFaC Shared Service Agreement for Flood and Coastal Erosion Risk Management and continued discussion with Dorset council around possible TUPE requirements</p> <p>(b) Cabinet delegate authority to the Service Director for Commercial Operations (in consultation with Cabinet Member for Climate Response, Environment and Energy, Director of Finance and Director of Law and Governance and Monitoring Officer) to authorise and sign the Shared Service Agreement.</p>
Reason for recommendations	<p>This will support and follow the Corporate Strategy in the following areas:</p> <p><i>The way we work to deliver our objectives</i></p> <ul style="list-style-type: none"> • Work with others to make the most of all our strengths. • Use our limited resources sustainably by transforming the way we plan, develop and deliver services. <p>Key Objectives</p>

	1. Help people, nature and places to adapt to the changing climate.
Portfolio Holder(s):	Councillor Andy Hadley – Portfolio Holder for Climate Response Environment and Energy
Corporate Director	Glynn Barton – Chief Operations Officer
Report Authors	Matt Hosey – Head of South West Flood & Coastal
Wards	Not applicable
Classification	For Decision

Background

1. The recent formation (last 7 years) of a dedicated Flood and Coastal Erosion Risk Management (FCERM) service, along with a remit to expand partnership working on a regional scale was in response to dialogue with the Environment Agency (EA) who were concerned with the lack of project delivery in the South-West area.
2. The EA have the Strategic Overview of the national delivery of FCERM, including allocation of the FCERM Grant in Aid programme.
3. Service growth has been rapid, with the formation of an expert team facilitated by the vision to deliver across the South-West. The ability to attract grant funding to deliver projects means growth has been at no additional cost to the Council.
4. In January 2024, Cabinet approved for East Devon District Council (EDDC) to enter into a Shared Service with BCP Council (*in Background Papers*), thus forming South West Flood and Coastal, hosted at BCP Council. This has delivered on its objectives and is receiving excellent feedback from EDDC. A number of projects are being progressed, attracting significant funding from central government (£10m's)
5. The Shared Service functions via the participating authorities all paying a portion of the net cost of staffing the service, including salaries, equipment, IT, HR, Insurance etc, as well as income from charging staff time against grant funded projects across the shared service area.
6. At present, the relationships between broader partner authorities are managed through a variety of supply agreements or straight purchase orders. We have a cooperation agreement with Dorset Council, whereby SWFaC staff are 'called off' to deliver packages, when requested. Whilst positive, they are constraining as don't carry a long-term commitment. The uncertainty associated with ad-hoc call-offs means that recruitment needs to be proportionate to the risk, so the resource to support partner authorities is not always available.
7. With relationships building and improving with the FCERM officers across the South-West, Dorset Council have confirmed they would like to propose coming into the SWFaC Shared Service. This is in line with the SWFaC Service vision and corporate aspirations when the FCERM service was formed.
8. The EA have long been supporting BCP Council to promote this model of delivery in our region, having seen its success in delivering FCERM in other parts of the country. Our reputation and trust with them has led to high confidence in project delivery and is reflected in

our success with project funding bids. They have helped facilitate discussions with neighbouring authorities to investigate sharing services and are enthusiastic to see it delivered.

9. The Shared Service Agreement is based on an existing format that has successfully been used at neighbouring authorities since 2012 (Coastal Partners – Fareham, Gosport, Portsmouth, Havant and Chichester local authorities), where the existing BCP Council FCERM Head of Service delivered on the same vision/remit for their Coastal Protection service.
10. Each participating authority maintains its powers under the various flood and coastal Acts, with the joint staffing team delivering on behalf of each authority (under section 113 of the Local Government Act 1972)
11. All Grant in aid or Local Levy funding bids would be hosted at the authority in which the project is being delivered
12. All construction and professional service contracts for delivery of FCERM projects would be delivered through the authority at which the project is being delivered and the budget is hosted

Financial Strategy

13. Delivering for Dorset Council will allow growth of their capital programme through bids for national grant funding to deliver their projects.
14. The ability to recharge staff time against the externally funded projects in each authority area will reduce the net cost of the Shared Service.
15. The SSA will include an appropriate exit strategy/clause, as is usual for this type of agreement
16. Each authority maintains control of their FCERM budgets with revenue maintenance and capital project budgets hosted at each authority
17. The initial Dorset Council investment into SWFaC will reflect their current staffing budget and will form a percentage 'share' of the SWFaC Shared Service.
18. The primary portion of the Dorset Council investment would be through their existing staffing (i.e. paying for their staff who would become part of SWFaC), plus management costs that would be paid as a fee.
19. The proportion of actual objectives completed would be worked out against accurate and detailed time recording, and an understanding of rechargeable activities that generate income for the service
20. There would be no additional financial risk to BCP Council and the service level for BCP, or EDDC, would not drop.
21. The budget for the shared service (hosted at BCP) would reflect the staff costs and any associated revenue costs such as equipment / IT / training / HR, etc.

Options Appraisal

Option 1 – Accept Dorset Council entering into SWFaC

22. Sharing of net cost of service at agreed proportion
23. Dorset Staff become part of the SWFaC team creating a single delivery model where the right skills and resources are utilised on each objective / project
24. Ability to use permissive powers to bid for broader project delivery across the Dorset area – benefits Dorset Council in more being delivered for communities, and benefits shared service in building capital programme and generating income to reduce service net cost.
25. Enables growth in a number of ways - size of the service, reputation and knowledge there-in.
26. A higher overall proportion of capital projects will lower the net cost of SWFaC.
27. Reduction in expensive consultancy support on activities that could be delivered by SWFaC

28. More efficient structure, enabling savings for all participating authorities

Option 2 – Not accepting Dorset Council entering into a SWFaC.

29. All work undertaken by SWFaC for Dorset council continues on an ad-hoc basis

30. Limited pipeline of projects as relies on Dorset Council identifying suitable grant funding bids and initiating projects

- To date, call-offs have been very limited due to the existing agreement with Dorset Council not allowing a true collaborative approach.

31. Less frequent call-offs rely on being able to shuffle staff resources for given programmes. It doesn't provide long-term commitment to justify recruitment to the service.

32. Not following service aspiration or vision.

Option Summary

33. The outcomes of shared services in the FCERM sector are a win-win for all parties:

- Authorities get better quality staff, lower cost service, greater service resilience, more projects funded and delivered.
- Communities are made more climate resilient.
- Staff have a healthier and more interesting work environment where they can grow.
- The EA have more projects delivered on the national programme, helping achieve the national 'properties protected' targets

34. The SWFaC service has already demonstrated excellent results in its first two years, operating under budget and delivering a significant capital programme. The addition of Dorset Council would significantly strengthen the model.

35. Both options allow each authority to maintain full control of their FCERM objectives. In the Shared Service, a Client Manager Board is in place to ensure each authority has director participation to agree business plan and priority objectives proportionate to their share in the service.

Summary of Financial Implications

36. No additional financial risk for BCP council

37. The Shared Service Agreement will have clauses to ensure any resourcing risk comes with a shared financial responsibility in proportion to the fee (e.g. redundancy costs in the event of the national capital programme being stopped by central government, which is highly unlikely)

38. The Shared Service Agreement contains an appropriate exit clause in the event of either party not wanting to continue

39. Each authority maintains control of their non-staffing FCERM budgets with revenue maintenance and capital project budgets hosted independently

40. Each authority in the shared service has a percentage share to cover all running costs proportionate to the objectives being delivered for that authority

41. The SSA will provide more opportunities for growth of the capital programme (currently in excess of £80m).

Summary of legal implications

42. The Shared Service Agreement, being the SWFaC project, is consistent with s113(1) Local Government Act 1972 in having a local authority carry out functions on behalf of another. Therefore, the status of each authority as a Lead Local Flood Authority or Coastal Protection Authority would remain unaffected, with the SWFaC performing said duties on behalf of DC (and the other partner authorities within the SWFaC).

43. The Shared Service Agreement does not create an independent legal entity. Instead, it is fundamentally a contractual collaboration between those authorities joining up to the SWFaC project. Under the terms of the Shared Service Agreement, each authority shall be jointly and severally liable to any third party in respect of all action and causes

of action.

44. The Shared Service Agreement does not have a fixed term, but authorities are free to withdraw at any point, upon 12 months' notice.
45. The terms of the Shared Service Agreement contain provisions around management structures, apportionment of financial resources, data protection, and intellectual property rights.
46. BCP is the host authority, with all staff within the SWFaC project employed by BCP. DC signing up to the project therefore potentially gives rise to a service provision change under the TUPE Regulations and enquiries will need to be undertaken of DC to ascertain whether there is an organised grouping of employees whose principal purpose is the carrying out of the activities being transferred to the SWFaC.

Summary of human resources implications

47. Subject to Cabinet approval and as per the Legal Implications above, it will be necessary for BCP Council to carry out the required due diligence with Dorset Council in respect of staffing impacts of a shared service and specifically for consideration to be given to TUPE given BCP Council would be the host employer.
48. Once the required due diligence and further analysis has been carried out, the relevant internal processes will be undertaken to seek final approvals.

Summary of sustainability impact

49. There is no sustainability impact.

Summary of public health implications

50. Improved resilience to flood and coastal erosion risks has a very positive impact on public mental health.

Summary of equality implications

51. Greater resilience for service provision would positively impact protected groups who are more at risk from flooding, e.g. older or disabled residents

Summary of risk assessment

52. Attracting resource should the service grow, as recruitment is difficult in the FCERM sector
 - Experience has shown that interest from recruits is increased in the Shared Service model.
53. Change of heart at either authority
 - Shared Service is just about staff resource, not assets.
 - Maintenance and Capital project budgets are hosted at each authority independently.
 - The SSA will contain an appropriate termination clause with reasonable notice period.
54. Budget control
 - The larger spatial coverage of a Shared Service allows bids for FCERM Grant in Aid to be organised to provide a smoother and more predictable capital programme
 - The SWFaC service operates a detailed time recording system and monitors budgets closely throughout the year to ensure expenditure is within or below budget.
 - Each authority maintains control of their respective maintenance and capital project budgets
 - Through the Shared Service Agreement, each authority can vary their percentage share (i.e. staffing level / objectives delivered), through dialogue and agreement at Client Manager Board

Background papers

January 2024 Cabinet Paper (Entering into Shared Service with East Devon DC / formation of SWFaC)



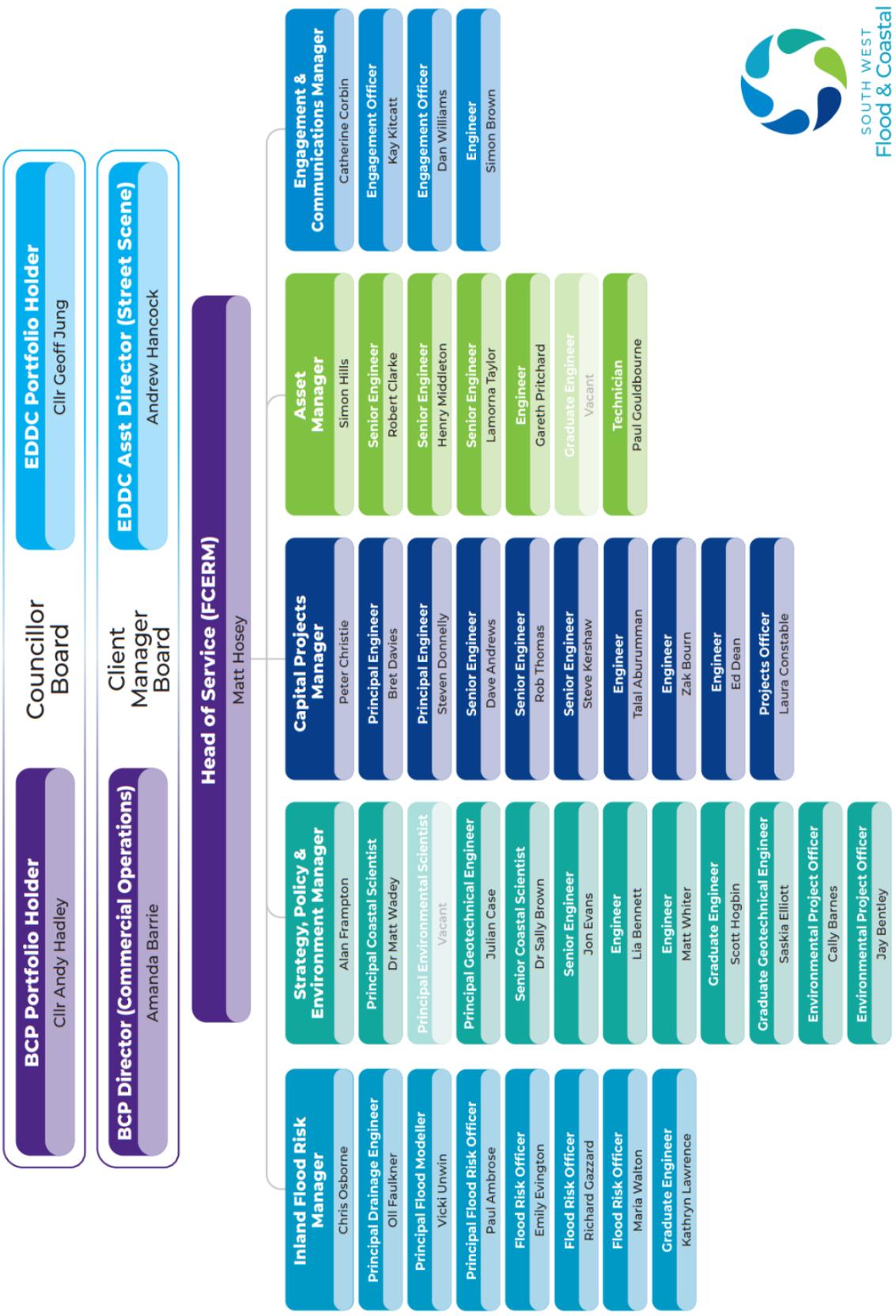
Cabinet Jan 2024 -
FCERM Shared Service

Appendices

Appendix 1 – Current SWFaC staffing structure

South West & Flood & Coastal Service Structure

14 August 2025



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By virtue of paragraph(s) 1,2,3,4,5,6a,6b,7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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CABINET FORWARD PLAN – 1 APRIL 2026 TO 31 JULY 2026

(PUBLICATION DATE – 18 March 2026)



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 Public Waste Bin Provision Policy	This proposed policy seeks to establish the principles that will guide the future selection and installation of all public waste bins, the review of existing bin sites, and the application of appropriate bin designs in suitable locations.	No	Cabinet 26 Mar 2026	All Wards			Kate Langdown	Open
BCP Homes Asset Management Plan	Approval of BCP Homes Asset Management Strategy 2026-2031	No	Cabinet 26 Mar 2026	All Wards			Simon Percival	Open

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Agenda Item 14

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)?
Childcare Sufficiency Assessment 2025/26	Local Authorities must regularly report to elected members on the local childcare sufficiency position, and make findings public on the council website.	No	Children's Services Overview and Scrutiny Committee 10 Mar 2026 Cabinet 26 Mar 2026	All Wards			Lisa Linscott	Open
Children in Care Outline Business Case	To secure approval and funding for a new targeted programme of transformation focussing on reducing Children in Care numbers and associated costs.	No	Cabinet 26 Mar 2026	All Wards				Open
South West Flood & Coastal shared service	Decision on Dorset Council proposal to join South West Flood & Coastal	No	Cabinet 26 Mar 2026	All Wards			Matt Hosey	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Adjudication Update	To consider the report.	Yes	Cabinet 26 Mar 2026 Council 2 Jun 2026	Poole Town			Nicholas Fisher	Fully exempt
Local Plan process	To consider key elements needed for the preparation of the Local Plan.	Yes	Cabinet 27 May 2026	All Wards			Caroline Peach	Open
Outline for the new Crisis and Resilience Fund	To agree on the allocation of Crisis and Resilience Fund and programme of work.	No	Cabinet 27 May 2026	All Wards			Amy Gallacher	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
BCP 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
Supported & Specialist Housing Strategy 2025 to 2035	To introduce the Supported & Specialist Housing Strategy for the next 10 years	No	Cabinet 27 May 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

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)?
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	Cabinet 27 May 2026	All Wards			Rachel Stewart	Open
The development of a framework of registered housing providers (RPs) to deliver affordable housing using BCP sites		Yes	Cabinet 27 May 2026	All Wards			Kerry-Marie Ruff	

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
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	Environment and Place Overview and Scrutiny Committee 20 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

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)?
Holly Tree Lodge Public Mortuary - Capacity investment	The report details the increasing demands placed on the Dorset Public Mortuary located at Holly Tree Lodge Bournemouth, and seeks an investment decision to: Meet current and future storage capacity needs. Ensure the mortuary remains HTA compliant. Provide resilience to winter surges and exceptional events. Protect the dignity, security and condition of the deceased.	No	Cabinet 27 May 2026	All Wards			Kate Langdown	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Corporate Performance Report - Q4	<p>BCP Council adopted 'A shared vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024. The shared vision is the Corporate Strategy, which incorporates a set of measures of progress for achieving the vision, priorities and ambitions.</p> <p>This is the performance monitoring report for Quarter Four 25-26, presenting an update on the progress measures.</p>	No	Cabinet 24 Jun 2026	All Wards			Chris Shephard	Open
Financial Outturn 2025/26	To update Cabinet on the financial outturn for 2025/26	No	Cabinet 24 Jun 2026	All Wards	n/a	n/a	Nicola Webb	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Youth Justice Plan 2026-2027	To present the Youth Justice Plan for 2026/27. There is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. This report summarises the Youth Justice Plan for 2026/27, with a copy of the Plan appended. The Youth Justice Plan needs to be approved by the full Council. This report also outlines progress made by the Youth Justice Service in the past year, and priorities for the year ahead.	No	Children's Services Overview and Scrutiny Committee 16 Jun 2026 Cabinet 24 Jun 2026 Council 28 Jul 2026	All Wards			Kerrie Ainley, Sophie Bradfield, Tanya England, David Webb	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Corporate Performance Report - Q1	BCP Council adopted 'A shared vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024. The shared vision is the Corporate Strategy, which incorporates a set of measures of progress for achieving the vision, priorities and ambitions. This is the performance monitoring report for Quarter One 26-27, presenting an update on the progress measures.	No	Cabinet 2 Sep 2026	All Wards			Chris Shephard	Open
Barriered Car Park Systems	To approve the investment into car park systems to ensure the continued efficient running of them	Yes	Cabinet 3 Mar 2027	All Wards			Zak Cusens	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Approved Devices	To seek approval to install Approved Devices for enforcement	Yes	Cabinet 3 Mar 2027 Council 25 May 2027	All Wards			Zak Cusens	Open
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 Date to be confirmed	All Wards				Open
DfE SEND review next steps	To consider the DfE review next steps	No	Cabinet Date to be confirmed				Rachel Gravett, Shirley McGillick, Sharon Muldoon	Fully exempt

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

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