

# Notice of Cabinet



Date: Wednesday, 24 June 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=6483>

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

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

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

AIDAN DUNN  
CHIEF EXECUTIVE

16 June 2026

**DEBATE  
NOT HATE**



Available online and  
on the Mod.gov app

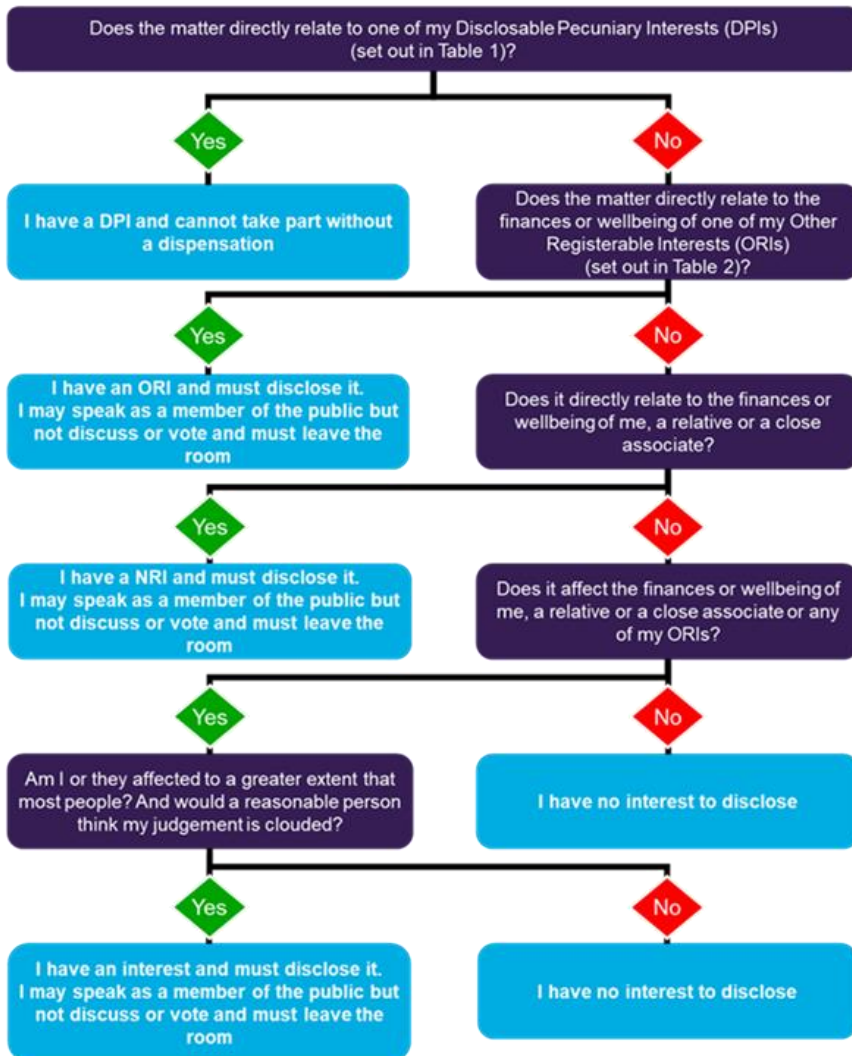


Maintaining and promoting high standards of conduct

**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 27 May 2026.

7 - 14

## 4. Public Issues

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

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

The deadline for the submission of public questions is mid-day on Thursday 18 June 2026 [mid-day 3 clear working days before the meeting].

The deadline for the submission of a statement is mid-day on Tuesday 23 June 2026 [mid-day the working day before the meeting].

The deadline for the submission of a petition is Wednesday 10 June 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. Financial Outturn 2025/26

15 - 68

The report presents the revenue and capital budget outturn, reserves position, dedicated schools grant outturn, housing revenue account, and results of council company and partner organisations for the financial year 2025/26.

The 2025/26 general fund revenue outturn of £4.6m is in line with the quarter three forecast and confirms that demand-led social care services remain the council's most significant financial challenge. This is particularly within children's services which overall has overspent by (£9.1m), being 9% of the service's budget. Planned investment and mitigation for 2026/27 will be critical to improving resilience and bringing these pressures under

control.

Pressures across the main service areas were partly offset by underspends in Resources and corporate budgets.

Included in the budget were itemised savings of £9.6m with 91% achieved through service transformation, third party spend reduction, staff savings and raising additional income.

The transformation programmes over the last six years have been crucial in reducing annual ongoing expenditure with cumulative revenue savings of £56m over this period from one off investments of £45m to date.

The accumulated deficit of £180m for the dedicated schools grant at 31 March 2026 remains a significant threat to the council's financial stability. Expenditure will continue to outstrip funding by an estimated further £200m over the next two financial years. The required SEND reform plan has been developed and if approved, central government could provide an estimated 90% contribution toward this deficit. This would still leave the council with a residual debt to fund of £38m.

Delivery of the £100m general fund capital programme was 60% spent by the year end, largely funded by government grant, with the balance carried forward into future years.

## **7. Medium Term Financial Plan (MTFP) Update**

69 - 92

This report:

- Aims to ensure the council presents a legally balanced 2027/28 budget.
- Presents an update to the MTFP
- Proposes a budget planning process and timeline for key financial reports.
- Proposes a financial strategy to support the delivery of a robust and financially sustainable budget for the medium term.

## **8. Corporate Performance Report - Q4**

93 - 126

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

The shared vision is the corporate strategy which sets out the council's vision, priorities and ambitions as well as the principles which underpin the way the council works as it develops and delivers its services.

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

This is the performance monitoring report for Quarter Four 25-26, presenting an update on the progress measures.

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

## 9. Homelessness and Rough Sleeping Strategy 2026-2031

127 - 224

Homelessness continues to be one of the most significant challenges facing Bournemouth, Christchurch and Poole. Demand for assistance has risen sharply, driven by rising private rents, household income pressures and increasing complexity of need. In 2024 to 2025, BCP Council determined that 2,767 households needed formal intervention because of their homelessness or threat of homelessness, representing a doubling of demand compared with 2020. Rough sleeping reached a peak of 193 individual people seen over the month of July 2024 before beginning to reduce through targeted outreach, expanded supported housing and strengthened multi agency work.

Alongside these sustained pressures, recent performance shows clear evidence of improvement in key areas. Strengthened prevention activity has increased early intervention, with over 1,100 households supported to avoid homelessness during the past year. Targeted action has also reduced overall reliance on temporary accommodation, with a reduction of around 10% in recent months. Rough sleeping, which peaked in mid-2024, has declined following expanded supported accommodation, enhanced outreach and improved multi-agency coordination, with the most significant reductions seen among people experiencing long-term rough sleeping. In addition, the Council has sustained a position of no families placed in bed and breakfast accommodation for longer than six weeks. These improvements provide a strong foundation for the ambitions set out in the new Strategy, while recognising that demand and system pressures remain high.

The proposed Homelessness and Rough Sleeping Strategy 2026 to 2031 sets out a long term, evidence based and partnership led plan for reducing homelessness and rough sleeping across the area. The Strategy is fully aligned with national Government priorities on homelessness and rough sleeping, including the emphasis on earlier prevention across public services, national commitments to reduce families and children in Bed & Breakfast, rough sleeping and the monitoring of performance within the Local Outcomes Framework.

Developed through comprehensive review, extensive engagement, consultation and strong lived experience input, the Strategy presents a shared ambition to make homelessness in BCP rare, brief and unrepeatable. It reflects updated statutory data, changing system pressures and learning from recent years.

Approval of the Homelessness and Rough Sleeping Strategy 2026–2031 will provide a clear strategic framework for the Council and its partners to prevent homelessness earlier, reduce reliance on unsuitable temporary accommodation, improve multi-agency practice and support people to secure and sustain safe and stable homes. A Delivery Plan, co-produced with partners and people with lived experience, will support implementation and provide ongoing oversight of progress and impact.

**10. Housing Strategy Review**

225 - 244

This report provides Cabinet with the annual update on progress in delivering the Housing Strategy 2021–2027.

Over the past year, delivery has continued across all five priorities, with a focus on increasing housing supply, strengthening homelessness prevention, improving housing options, and raising standards of safety and sustainability.

The report summarises key achievements and highlights the main challenges and risks, including sustained housing demand, market and viability pressures affecting affordable housing delivery, ongoing pressure on temporary accommodation, and the capacity implications of regulatory reform. It also outlines proposed priorities for the year ahead and the intended approach and timetable for developing a new Housing Strategy, recognising that the commitment to meeting future growth needs is expected to remain a core priority and that the Council will need to continue to act as an enabler, partner and facilitator, as well as a direct deliverer of new affordable homes.

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

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

**12. Cabinet Forward Plan**

245 - 258

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

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

**BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL**

**CABINET**

Minutes of the Meeting held on 27 May 2026 at 10.15 am

Present:-

Cllr M Earl – Chairman

Cllr M Cox – Vice-Chairman

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

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

1. Declarations of Interests

There were no declarations of interest made on this occasion.

2. Confirmation of Minutes

The Minutes of the meeting held on 26 March 2026 were confirmed and signed as a correct record.

3. Public Issues

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

4. Recommendations from the Overview and Scrutiny Committees

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

5. Local Plan process

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

Cabinet was reminded that in June 2025, Cabinet had agreed to prepare a new Local Plan under the Government's reformed plan-making system.

In relation this Cabinet was advised that the Government had now published the Regulations and guidance setting out the new process, which was intended to enable plans to be prepared and adopted within 30 months from Gateway 1.

Cabinet was informed that this report summarised the process and proposed timetable for preparing the new BCP Local Plan and sought authorisation to undertake the Stage 1 ("Getting ready") activities, together

with delegated authority to progress the Plan through the prescribed Gateway stages.

In relation to this Cabinet was advised that Cabinet decisions would remain for each formal consultation stage, and that a cross-party Working Group was being set up to guide the Local Plan.

The Chair of the Overview and Scrutiny Board, Councillor Kate Salmon, addressed Cabinet and advised that, at its recent meeting, the Board had given detailed consideration to this item and had resolved to submit the following recommendations: -

*The Overview and Scrutiny Board recommend to Cabinet:*

1. *That further clarification be provided on the stakeholders who will be engaged with beyond the statutory consultees and that Ward members be encouraged to provide the details to officers of any organisations that they feel should be engaged with as stakeholders.*
2. *That the Working Group Terms of reference be amended to allow the possibility for substitute members provided that group leaders or their nominated representative notify of the change at least 72 hours in advance of a meeting and provided that the substitute attend a briefing with relevant officers prior to the meeting.*
3. *That a risk concerning the wider potential implications of devolution and local government reorganisation, e.g. changing consultees, be added to the risk register included within the Project Initiation Document*

*Voting: Nem. Con.*

The Leader thanked the Board for its recommendations and advised that these were accepted and, subject to Cabinet's agreement, would be incorporated within the formal resolutions of Cabinet.

**RESOLVED that: -**

- (a) Cabinet give delegated authority to the Leader of the Council and Chair of the Cabinet to undertake the necessary activities to:**
  - (i) Issue the Notice to Commence plan making;**
  - (ii) Publish the timetable and Project Initiation Document, and update as required.**
  - (iii) Publish a scoping consultation exercise for a period of 6 weeks.**
  - (iv) Progress the Local Plan through the Gateway stages.**
- (b) Cabinet agreed the Terms of Reference of the Local Plan Working Group subject to the inclusion to allow the possibility for substitute members provided that group leaders or their nominated representative notify of the change at least 72 hours in advance of a meeting and provided that the substitute attend a briefing with relevant officers prior to the meeting:**

- (c) **further clarification be provided on the stakeholders who will be engaged with, beyond the statutory consultees and that Ward members be encouraged to provide the details to officers of any organisations that they feel should be engaged with as stakeholders; and**
- (d) **a risk concerning the wider potential implications of devolution and local government reorganisation, e.g. changing consultees, be added to the risk register included within the Project Initiation Document**

Voting: Unanimous

Portfolio Holder: Leader of the Council

Reason

To agree the governance arrangements and enable work to formally commence on preparing a new Local Plan within the reformed 30-month plan making system.

Recommendations from the Overview and Scrutiny Board

Cabinet accepted the recommendations of the Overview and Scrutiny Board, as set out above, and resolved that they be incorporated within the formal resolutions of Cabinet.

6. Updating Library Byelaws

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

Cabinet was advised that the Department of Culture, Media and Sport (DCMS) had published a revised set of 'Public Library Byelaws for England' in March 2025 (updated August 2025).

In relation to this Cabinet was informed that DCMS state library byelaws were aimed at helping libraries to offer a "safe and comfortable environment and to make libraries places everyone can enjoy", and that they also aid the "library workforce to deal with disruptive behaviour and allow for flexibility in dealing with local concerns".

Further to this Cabinet was advised that BCP Council had not updated its library byelaws since local government review and were therefore operating with separate versions in place for the legacy authority areas.

Cabinet was informed that the library service would like to update its byelaws to bring consistency across areas, and also because the new version produced by the DCMS were more modern and a better fit for life as it is today.

In relation to this Cabinet was advised that the report presented the draft byelaws and sought support to undertake the necessary next steps to enable them to be adopted by the Council.

**RESOLVED that Cabinet: -**

- (a) approved the process required to formally adopt the new draft Library Byelaws made under Section 19 of the Public Libraries and Museum Act (1964);**
- (b) delegates responsibility to the Portfolio Holder for Customer, Communications and Culture to review any concerns raised through public consultation, prior to the report progressing to Full Council and then seeking final sign off from the DCMS; and**
- (c) delegates responsibility to the Library Management Team for implementing the new Byelaws and using them in day-to-day operation.**

Voting: Unanimous

Portfolio Holder: Customer, Communications and Culture

Reason

The purpose of this report is to present the draft new library Byelaws for BCP Council.

7. Social Value Statement for BCP Council

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

Cabinet was advised that BCP Council did not currently have a Social Value Policy nor a Social Value Statement, and that in June 2025, Corporate Management Board had convened a Social Value Working Group to develop the Council's Social Value Statement, aligned to priorities within the Corporate Plan and BCP's Procurement and Contract Management Strategy.

Cabinet was informed that the scope of the Social Value Statement included leveraging social value through:

- Procurement and contract management
- External offers relating to Corporate Social Responsibility (CSR)
- Planning
- Economic Development
- Community-based projects.

Cabinet was advised that in relation to this the report was being brought to Cabinet for a decision to adopt the Social Value Statement as appended at Appendix 1 to the report.

In presenting the paper the Portfolio Holder thanked the Overview and Scrutiny Board for their consideration and recommendations particularly for their support to approve the Social Value Statement for adoption.

With regards to the first recommendation from the Board the Portfolio Holder clarified that whilst the statement does refer to the councils overall commitment to achieving social value as already incorporated into the councils corporate strategy and summarises elements of that strategy that the real purpose of the statement was to establish how social value would be encouraged and maximised through the councils procurement processes and that there was no intention to develop a new action plan or governance structure for the corporate strategy.

In relation to this the Portfolio Holder advised that Cabinet already receives routine reports which are available to the Board for scrutiny.

The Chair of the Overview and Scrutiny Board, Councillor Kate Salmon, addressed Cabinet and advised that, at its recent meeting, the Board had given detailed consideration to this item and had resolved to submit the following recommendations:

*The Overview and Scrutiny Board Recommend to Cabinet:*

1. *That an action plan, including details of an appropriate governance structure, is produced in order to clearly outline how the social value statement will be taken forward to cover all Council activities beyond procurement.*

*Voting: 10 in favour, 2 against (Note that this vote was revisited following further clarification of the motion – the original vote being 11 in favour 1 against.)*

2. *That the O&S Board support the recommendation outlined in the report to approve the Social Value Statement for adoption*

*Voting: 10 in favour, 2 against*

Councillor Patrick Canavan addressed the Cabinet advising that he felt that had the Board received the clarification around their first recommendation at the meeting that they would have likely presented an entirely different recommendation which would have potentially included the request for a second phase, and in relation to this requested that Cabinet reconsider whether or not there could be a second phase of the process in terms of adding social value.

Cabinet comprehensively discussed and expressed their support for the adoption of the social value statement.

**RESOLVED that Cabinet approved the Social Value Statement for adoption.**

Voting: Unanimous

Portfolio Holders: Transformation, Resources and Governance  
Communities and Partnerships

Reason

To align stakeholders across all council services and ensure a consistent organisation-wide approach, aligned with the Council's priorities, stretching beyond procurement to improve benefits for our communities and residents.

Recommendations from the Overview and Scrutiny Board

Whilst the Leader advised that Cabinet agreed with the first recommendation in so far as agreeing that social value extended beyond the procurement process, but that Cabinet could not accept the recommendation to commit to an action plan and governance structure that would see how that applies.

The Portfolio Holder highlighted during their presentation that there was no intention to attempt to establish equivalent cash values for all other aspects of the councils service which would make serious demands on officer capacity and if not be impractical, subjective and of little value when evaluating service delivery.

Further to this the Portfolio Holder advised that that was better achieved through the existing system of reports and scrutiny already available to members of the council.

8. Winchelsea School Satellite Unit and Post 16 Place Expansion

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 'D' to these Minutes in the Minute Book.

Cabinet was advised that in line with statutory guidance on making significant changes to maintained schools, the report outlined the proposal to create a new Winchelsea School satellite unit and nursery at Stanley Green Infant Academy, in addition to expanding post-16 places at Winchelsea School's Broadstone Youth Centre site.

Cabinet was informed that these developments supported the council's duty to provide sufficient specialist school places and form part of a wider programme to expand high-quality local SEND provision, and that the proposal responds to rising demand for specialist places driven by increasing numbers of Education, Health and Care Plans (EHCPs) and the resulting reliance on independent and non-maintained special schools.

In relation to this Cabinet was advised that by using surplus space available at Stanley Green Infant Academy and at Broadstone Youth Centre for post-16 provision, the Council aims to strengthen local capacity so that more children and young people can access appropriate education closer to home, and that increasing provision would reduce the need for costly out-of-area placements, often involving higher fees and significant transport costs, while improving outcomes by enabling pupils to remain within their communities and delivering long-term financial efficiencies for the Council.

**RESOLVED that: -**

- (a) Cabinet agreed with the proposal to establish a new Winchelsea School satellite unit and nursery for children with SEND at Stanley Green Infant Academy, in addition to expanding Winchelsea School's post-16 places at Broadstone Youth Centre, with effect from 1 September 2026.**

**(b) Cabinet approve a budget allocation of £710k using High Needs Provision Allocation.**

Voting: Unanimous

Portfolio Holder: Children, Young People, Education and Skills

Reason

To increase local specialist early years and key stage 1 capacity in the Oakdale and wider area, in addition to permitting an increase to the number of post-16 places made available in Broadstone, to meet the assessed educational needs of children and young people with SEND and to reduce pressure on the High Needs Budget. The Council is the authority for approving this significant change.

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

The Chief Executive advised Cabinet that he had taken one urgent decision in relation to an adjudication matter following a confidential report which was received by Cabinet on 26 March 2026 and which all Group Leaders had been briefed, further to this the Chief Executive advised that this decision had also been reported to the reconvened March full Council meeting on the 12 May 2026.

10. Cabinet Forward Plan

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

The meeting ended at 11.09 am

CHAIRMAN

This page is intentionally left blank

**CABINET**



Report subject	<b>Financial Outturn 2025/26</b>
Meeting date	24 June 2026
Status	Public Report
Executive summary	<p>The report presents the revenue and capital budget outturn, reserves position, dedicated schools grant outturn, housing revenue account, and results of council company and partner organisations for the financial year 2025/26.</p> <p>The 2025/26 general fund revenue outturn of £4.6m is in line with the quarter three forecast and confirms that demand-led social care services remain the council's most significant financial challenge. This is particularly within children's services which overall has overspent by (£9.1m), being 9% of the service's budget. Planned investment and mitigation for 2026/27 will be critical to improving resilience and bringing these pressures under control.</p> <p>Pressures across the main service areas were partly offset by underspends in Resources and corporate budgets.</p> <p>Included in the budget were itemised savings of £9.6m with 91% achieved through service transformation, third party spend reduction, staff savings and raising additional income.</p> <p>The transformation programmes over the last six years have been crucial in reducing annual ongoing expenditure with cumulative revenue savings of £56m over this period from one off investments of £45m to date.</p> <p>The accumulated deficit of £180m for the dedicated schools grant at 31 March 2026 remains a significant threat to the council's financial stability. Expenditure will continue to outstrip funding by an estimated further £200m over the next two financial years. The required SEND reform plan has been developed and if approved, central government could provide an estimated 90% contribution toward this deficit. This would still leave the council with a residual debt to fund of £38m.</p> <p>Delivery of the £100m general fund capital programme was 60% spent by the year end, largely funded by government grant, with the balance carried forward into future years.</p>

<b>Recommendations</b>	<p><b>It is RECOMMENDED that Cabinet:</b></p> <ol style="list-style-type: none"> <li><b>1. Note the final outturn position for 2025/26.</b></li> <li><b>2. Agree the general fund capital virements set out in paragraph 2 of appendix C1.</b></li> <li><b>3. Agree the acceptance of capital grant for the HRA as set out in paragraph 20 of appendix D.</b></li> </ol>
Reason for recommendations	<p>To comply with accounting codes of practice and best practice which requires councils to regularly monitor the annual budget position and take any action to support the sustainability of the council's financial position.</p> <p>To comply with the council's financial regulations regarding capital virements and acceptance of grants.</p>
Portfolio Holder(s):	Cllr Mike Cox, Finance
Corporate Director	Aidan Dunn, Chief Executive
Report Authors	<p>Matthew Filmer, Interim Director of Finance and Chief Finance Officer</p> <p>Nicola Webb, Assistant Chief Finance Officer</p> <p>Anna Fresolone, Interim Assistant Chief Finance Officer</p>
Wards	Council-wide
Classification	For Decision

## Background

1. In February 2025 Council agreed the 2025/26 annual general fund net revenue budget of £356m, and a capital programme of £136m. The revenue budget included delivery of £9.6m of itemised service and transformation savings. Budgets were also agreed for the ring-fenced housing revenue account (HRA) and Dedicated School Grant for school funding.
2. Services have been expected to deliver balanced budgets by finding mitigations to budget pressures, with this aided by the expenditure control measures that have been in place across the council during the year.
3. At quarter three, the forecast revenue outturn was a £4.6m overspend with senior officers, budget holders, and portfolio holders encouraged to take all reasonable steps to reduce the forecast overspend in the final quarter of the financial year.
4. The budget and medium-term financial plan (MTFP) report to Council on 11 February 2026, proposed to fund the overspend from the one-off additional business rates resources available in 2026/27. These resources became available following a fundamental review of the council's collection fund and the approach recognises that some of the previously assumed use of these funds have been profiled into the next financial year.

5. The report noted that as a matter of principle should any improvement be delivered in the final quarter then consideration will be given to:
  - a. Further supporting unearmarked reserves and improving the financial health of the council which has been impeded by the 2025/26 overspend.
  - b. Ensuring that the council can continue to fund its regeneration service after 31 March 2027.
  - c. Making voluntary repayments of debt, as recognised in the Treasury Management Strategy.

### Revenue Outturn 2025/26

6. The final revenue outturn for 2025/26 is a £4.6m overspend as forecast at quarter three and allowed for in the budget for 2026/27. A summary of the outturn is below in Table 1:

**Table 1: Summary General Fund Outturn 2025/26**

Quarter 3		Outturn Budget Position					
Variance Forecast £000's	Corporate Directorate	Gross Budget £000's	Net Budget £000's	Outturn £000's	Total Variance £000's	Savings undelivered £000's	Other Variance s £000's
2,826	Wellbeing	338,462	137,643	140,880	3,237	40	3,197
5,110	Children	130,801	100,303	109,414	9,111	0	9,111
608	Operations	187,928	60,402	62,199	1,797	796	1,001
(881)	Resources	59,124	50,938	48,973	(1,965)	0	(1,965)
(3,090)	Central		11,552	5,264	(6,288)	0	(6,288)
0	Funding		(360,838)	(362,156)	(1,317)	0	(1,317)
<b>4,573</b>	<b>Total</b>		<b>0</b>	<b>4,574</b>	<b>4,574</b>	<b>836</b>	<b>3,738</b>

7. The overall council financial position remains under significant pressure, driven mainly by on-going increases in demand from demand-led social care services.
8. **Children's Services** has the most significant financial pressures, closing the year with a £9.1m overspend, which is £4m more than quarter three. This is mainly due to continued growth in the number and cost of children's social care placements. A £7m growth allocation has been built into the 2026/27 budget to cater for some extra demand. An invest-to-save programme was agreed by Cabinet in April 2026 aiming to deliver some savings in-year, growing to £2m by the end of 2027/28 through improving demand management and long-term service sustainability.
9. **Wellbeing** overspent by £3.2m (2.4%), with the primary driver being adult social care, which ended the year with a £4.8m overspend with some mitigation through commissioning from contract reviews, block bed reconfiguration, vacancy control and agency spending restraint. Pressures in adult social care are overwhelmingly demand-led, especially for those aged 65+ needing care home placements, high-cost learning disability/autism placements and increased domiciliary care hours. These pressures were only partly offset by higher client contributions, extra health funding, and staffing underspends.

10. **Operations** overspent by £1.8m (3%), largely from lower parking income, which worsened significantly in the final quarter. Some services performed better than expected and helped offset pressures. The most significant is Environment with a £1.0m underspend. However, Planning & Transport overspent by £0.7m, mainly due to reduced planning income and rising concessionary fares costs.
11. **Resources** underspent by £2.0m, mainly due to vacancy management, one-off funding, expenditure controls and strong underspends in IT & Programmes (£1.2m), People & Culture (£0.7m) and Finance/Estates/Benefits (£0.5m).
12. **Central budgets and funding changes** delivered a combined £7.6m underspend, driven by lower debt repayments, better treasury management and stronger business rates performance, plus unused contingency to support service overspends. The expenditure includes £4.7m transferred to reserves to support corporate maintenance priorities. Further details are included within the Medium-Term Financial Plan report on the meeting agenda.
13. Appendix A1 provides the detail and reasons for the main projected budget variances in each service area.
14. Appendix A2 provides a summary revenue outturn statement.

### Savings Monitoring 2025/26

15. Savings delivered at outturn are £8.7m (91% of budget), a similar level as reported throughout the year. The final position is summarised below. The impact of savings not delivered during the year is included in the budget variances in Appendix A1.

**Table 2: Summary of savings delivery 2025/26**

2025/26 Savings by Directorate	Council Approved Savings £000s	Outturn Savings £000s	Savings Shortfall £000's
Wellbeing Directorate	(2,759)	(2,759)	0
Children's Services Directorate	0	0	0
Operations Directorate	(3,259)	(2,463)	796
Resources Directorate	(664)	(664)	0
<b>Total general service-based savings</b>	<b>(6,682)</b>	<b>(5,886)</b>	<b>796</b>
Wellbeing Directorate	(1,610)	(1,570)	40
Children's Services Directorate	(576)	(576)	0
Operations Directorate	(140)	(140)	0
Resources Directorate	(559)	(559)	0
<b>Total transformation/efficiencies savings</b>	<b>(2,885)</b>	<b>(2,845)</b>	<b>40</b>
<b>Total service - based savings</b>	<b>(9,567)</b>	<b>(8,731)</b>	<b>836</b>

16. Although Wellbeing and Children's are reporting overspends overall, individual programmed savings for specific budget items have been met. As an example, within children's services, savings have been met in full due to staff reductions in specific areas from the new operating model. Other savings have been achieved through the new process for proactive management of existing contracts and placement reviews.
17. The undelivered saving in Wellbeing is within adult social care costs from the pan-Dorset project with the NHS (FutureCare programme). Savings have been achieved across partners from external consultancy with the BCP shortfall expected to be delivered in 2026/27 along with further programmed savings.

18. The savings not delivered across Operations include reduced income from seafront activities (due to the cliff slip), delays to carparking changes, (due to resources diverted to the PCN trial), and lower planning income as agreement of the local plan has been delayed. The main cost savings not achieved are from the planned creation of community service hubs. Non-delivery of savings was identified early in the year with future year budgets updated for any considered ultimately unachievable.
19. Appendix A3 provides a schedule of final savings delivery for 2025/26 for each service area with explanations for non-delivery and future budget expectations.

### Transformation

20. Since the start of the council transformation programme in 2020/21 to the end of 2025/26 net revenue savings of almost £54m have been achieved from a total one-off investment of £41m.
21. The separate service investment programmes within adult social care and children's services are also delivering annual savings. At the end of March 2026, £2.3m of ongoing savings have been delivered from expenditure incurred of £3.9m.
22. Appendix A4 provides details of the transformation programmes and funding through the agreed flexible use of capital receipts (FUCR) policy.

### Reserves Monitoring for 31 March 2026

23. Earmarked reserves are those set aside for specific purposes.
24. Table 3 below summarises the movement in reserves during the current financial year.

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

	Balance 1 April 2025	Balance 31 March 2026	Movement
	£m	£m	£m
Un-earmarked reserves	27.3	29.3	2.0
Earmarked reserves*	55.7	48.8	(6.9)
<b>Total reserves</b>	<b>83.0</b>	<b>78.1</b>	<b>(4.9)</b>

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

25. Unearmarked reserves have increased by £2m from a transfer from the transition and transformation earmarked reserve which is no longer required.
26. The main other movements in earmarked reserves include the drawdown to cover the £4.6m overspend for the year, as agreed at Cabinet in February 2026, and progressing corporate priorities and transformation. Additions to earmarked reserves include planning related (£0.7m) and corporate maintenance (£5.5m) and a net increase for grants carried forward of (£0.6m).
27. The higher earmarked reserves at outturn of £48.8m compared with quarter three (£32.5m) is largely due to more grants being carried forward into 2026/27 than had been expected and funding set aside for corporate maintenance.
28. Appendix B provides a summary of the actual earmarked reserves position as of 31 March 2026.

## Dedicated Schools Grant (DSG)

29. The ring-fenced DSG in 2025/26 was budgeted at £405m and is provided to fund early years providers, schools, a small range of central services and provision for pupils with high needs. The high needs funding within that total was £64.5m with expenditure projected to be approaching double. A funding gap of £57.5m was budgeted and included in the estimated accumulated deficit for March 2026.
30. High needs funding has been reduced by £0.5m in-year to reflect the growth in the number of placements in the year since January 2024 for provisions hosted by the DfE. The adjustment is unusually high for 2025/26, reflecting the significant growth over 2024/25 in the number of children and adults up to age 25 in these provisions, with the number in specialist post-16 institutions doubling.
31. The final 2024/25 settlement for the DSG early years block to reflect the January 2025 census, was received in August 2025. This provided an additional £1.9m compared with the estimated clawback in the year end accounts. This was mainly due to funded places for children aged under two being higher than estimated.
32. At quarter three, the in-year deficit was projected at £70.3 with the cumulative deficit at £183.6m. The outturn position is an improvement in this position as presented in the table below:

**Table 4: Summary position for dedicated schools grant**

Dedicated Schools Grant	£m
<b>Accumulated deficit 1 April 2025</b>	<b>113.3</b>
Prior year additional funding – early years	(1.9)
Budgeted high needs funding shortfall 2025-26	57.5
High needs funding reduction 2025-26	0.5
High needs overspend 2025-26	13.5
Other block underspends	(3.1)
<b>Projected accumulated deficit 31 March 2026</b>	<b>179.8</b>

33. The final Local Government finance settlements for 2026/27 included the details of government financial support available for the historic and still accruing DSG deficit up to March 2028. This included:
  - a. A new high needs stability grant, to cover 90% of the deficit as at the 31 March 2026. This grant is subject to the council securing government approval for a local SEND reform plan. This plan is to reflect the aspirations in the February 2026 Schools White Paper with submission required in June. If agreement is reached the grant will be paid during the autumn of 2026. It will be applied to the above accumulated deficit balance at 31 March 2026.
  - b. There is an expectation that similar support will be given for further deficits that will arise in 2026/27 and 2027/28, although it was recognised that this support would not be unlimited.
34. The current accounting statutory override, which requires the council to hold a negative reserve (not normally permitted) for the DSG in its statutory accounts, will continue until the 31 March 2028.
35. The government has indicated that there should not be further deficits beyond March 2028 because from 2028/29, funding to councils for SEND will increase to fully fund expected expenditure levels. Details are to be confirmed in the 2027 Spending Review for financial year 2028/29.

## **Capital Investment Programme (CIP)**

36. The total resources for the 2025/26 capital investment programme changed during the year from the £136m agreed in February 2025 to £100m by the year end. It was increased due to slippage from 2024/25 and as new projects were added but then reduced as schemes were removed from the programme or expenditure was profiled into future years.
37. Delivery of the programme was £60m, being 60% of the final annual programme, with the remaining £40m reprofiled into future years.
38. A major part of the programme is within operations at £85m with the largest budgets in commercial operations (65% spent), customer arts and property (75% spent) and environment (34% spent). Within environment the main slippage in spend was in fleet replacement and the play programme.
39. The majority of spend was covered by government grants of £49m (82%) with the balance by internal and other external sources.
40. Appendix C provides monitoring information for the capital programme with the details of the virement to be agreed by Cabinet summarised in paragraph 2 of Appendix C1. This approval is for the allocation of education SEND capital grant to clear the Linwood school remaining prudential borrowing repayments outstanding from prior years capital works of £0.5m.

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

41. The HRA is a separate account within the council that ring-fences the income and expenditure associated with the council's housing stock. The HRA does not therefore directly impact on the council's wider general fund budget.
42. The 2025/26 HRA budget was approved by Council in February 2025. It budgeted for total income of £58.5m for the year and a net surplus of £4.1m.
43. The overall net impact of variances resulted in a surplus for the year of £3.0m, £1.1m less than the original budgeted surplus.
44. Income was ahead of budget from dwelling rents and service charges.
45. Repairs & maintenance expenditure was ahead of budget due to the very high volumes of response repairs, damp and mould works, and the very cold and wet autumn and winter increased boiler and roofing repairs.
46. Net Interest charges are £0.9m lower than budget as reserves were higher than budgeted for the start of year reducing the need to borrow and higher interest earned on cash balances.
47. The forecast expenditure for the capital programme is ahead of budget by £2.2m as schemes have caught up on slippage brought forward in programmes from last year and additional spend was approved for major projects.
48. Appendix D provides a summary of HRA budget monitoring for both the revenue and capital account. The appendix at paragraph 20 includes a request for Cabinet to approve up to £0.975m of grant funding from the Warm Homes: Social Housing Fund to improve the energy efficiency of the Council's social housing stock, primarily through the installation of PV and batteries.

## **Companies and partner organisations**

49. The financial sustainability of the council could be impacted by the performance of partners and subsidiaries in which it has a financial interest. Each of these entities has their own governance framework and arrangements for reporting their financial and operating performance.

50. Appendix E contains a summary of the outturns for partner and subsidiary organisations. It should be noted that these are provisional figures and are unapproved by the respective boards of directors and are also subject to audit.

### **Scenarios**

51. The outturn includes some estimates and assumptions, with anticipated losses provided for where known and able to be estimated.

### **Summary of financial implications**

52. This is a financial report with budget implications a key feature of the above paragraphs.

### **Summary of legal implications**

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

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

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

### **Summary of sustainability impact**

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

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

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

### **Summary of equality implications**

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

### **Summary of risk assessment**

58. The outturn is prepared based on the best estimates available to close the financial statements. Any variations to these will impact in the 2026/27 financial year.

### **Background papers**

2. The link to the budget papers at February Council for 2025/26 is below:  
[Welcome to BCP Council | BCP](#) item General Fund 111 and HRA 113
3. The link to the 2025/26 quarter three budget monitoring report is below:  
[Welcome to BCP Council | BCP](#) item 117

## **Appendices**

- Appendix A Revenue Outturn 2025/26
  - A1 Revenue Budget Variances by Service Area
  - A2 Revenue Outturn Summary
  - A3 Revenue Savings Monitoring
  - A4 Transformation Programme
- Appendix B Earmarked Reserves for 31 March 2026
- Appendix C Capital Programme Outturn 2025/26
  - C1 Summary Capital Programme Outturn and Narrative
  - C2 Capital Programme Project Detail
- Appendix D HRA Outturn 2025/26
- Appendix E Company Outturns 2025/26

This page is intentionally left blank

## Appendix A1: Outturn Revenue Budget Variances by Service Area 2025/26

1. The outturn for each directorate is shown in the tables and narrative below.

### Wellbeing – £3.2m overspend (2.4%)

2. The Wellbeing directorate has overspent by £3.2m due to additional net expenditure in adult social care services with some offset from other budget areas.

Q3 Variance £000's	Service	Final Budget £000's	Outturn £000's	Outturn Variance £000's
	<b>Adult Social Care Services</b>			
<b>9,541</b>	Care packages – all ages and needs	190,796	201,585	<b>10,789</b>
<b>(138)</b>	Employees	28,320	27,722	<b>(598)</b>
<b>(3,521)</b>	Client Contributions	(32,526)	(33,623)	<b>(1,097)</b>
<b>(1,424)</b>	Health Funding: CHC/JF/Sec117/BCF	(28,762)	(30,345)	<b>(1,583)</b>
<b>(832)</b>	Other Funding: grants, other authorities, NHS	(15,269)	(16,134)	<b>(865)</b>
<b>157</b>	Other services: training, running costs, etc.	305	406	<b>101</b>
	Bad debts provision for deferred payment	0	(1,955)	<b>(1,955)</b>
<b>3,783</b>	<b>Total Adult Social Care Services</b>	<b>142,864</b>	<b>147,656</b>	<b>4,792</b>
	<b>Commissioning</b>			
<b>(625)</b>	ASC: Care and contracts (including Tricuro)	30,099	29,241	<b>(858)</b>
<b>(239)</b>	ASC: Employees	3,238	3,078	<b>(160)</b>
<b>150</b>	ASC: Client contributions	(1,598)	(1,525)	<b>73</b>
<b>54</b>	ASC: Health Funding: CHC/JF/Sec117/BCF	(12,510)	(12,492)	<b>18</b>
<b>(22)</b>	ASC: Grants and other income	(34,312)	(34,438)	<b>(126)</b>
<b>(54)</b>	ASC: Other services/voluntary sector/projects, etc.	690	605	<b>(85)</b>
<b>(736)</b>	<b>Total Commissioning</b>	<b>(14,393)</b>	<b>(15,531)</b>	<b>(1,138)</b>
	<b>Housing and Public protection</b>			
<b>0</b>	Asset Management	(2,280)	(2,922)	<b>(642)</b>
<b>0</b>	Housing and Community Management	226	232	<b>6</b>
<b>(60)</b>	Public Protection	3,474	3,525	<b>51</b>
<b>(161)</b>	Strategic Housing and Partnerships	6,500	6,762	<b>262</b>
<b>(221)</b>	<b>Total Housing and Public Protection</b>	<b>7,920</b>	<b>7,597</b>	<b>(323)</b>
	<b>Public Health and Communities</b>			
<b>0</b>	Community Engagement and Safety	1,252	1,158	<b>(94)</b>
<b>0</b>	Public Health – ring-fenced grant funded	0	0	<b>0</b>
<b>0</b>	<b>Total Public Health and Communities</b>	<b>1,252</b>	<b>1,158</b>	<b>(94)</b>
<b>2,826</b>	<b>Wellbeing Total</b>	<b>137,643</b>	<b>140,880</b>	<b>3,237</b>

### Adult Social Care

- The Adult Social Care (ASC) Service Unit finished the financial year 2025-26 overspending by £4.8m.
- The most prominent component of the above position is attributable to the cost of care packages driven by demand for adults aged 65+ and high-cost placements for service users with learning disability and autism related needs:

- a. Full year analysis of the care home budget for adults aged 65+ indicates over 6.5% higher demand than budgeted. This volume pressure is mainly from hospital discharges and quicker than anticipated private service users' capital depletion.
  - b. Circa £0.3m of the cost increase within residential care for adults aged 65+ is due to accepting an ordinary resident case from Hampshire with backpay for 6 years.
  - c. Apart from demand pressures, fees payable for care home placements for adults aged 65+ were 1% higher than budgeted. The price pressure however slowed down comparing to previous financial years.
  - d. Domiciliary care for service users with long term conditions grew by over 1350 hours per week in the fourth quarter translating to an additional pressure of £0.4m compared with the quarter three forecast.
  - e. Cost of care home placements for younger adults was impacted by an unforeseen high-cost case transferred from children social care with a cost of £15,000 per week. The case was put forward for NHS continuing health care (CHC) joint funding with the Integrated Care Board (ICB) with a 50-50 cost split agreed. In addition, the case was considered by the Court of Protection (COP) with it possible to secure an appropriate placement with better value. Pressures have also arisen in working age adults from expensive placements from brain injuries.
  - f. The number of Specialism cases in care homes and community care or approved for such care exceeded planned activity by 10%, whilst the total cost of such care, driven by needs complexity, exceeded planned level by 6%. The autism budget, as for care homes for adults aged 65+, was also exposed to the impact of an ordinary residence ruling with costs of specialist care home placements being £0.15m higher than expected. Fees in-year were reviewed on an individual basis to ensure providers' uplifts were awarded on a fair basis. Whilst care home fees were kept under control, only 57% of all commissioned community care was purchased via the framework resulting in 12% higher prices than budgeted.
5. The rising demand for care noted above has also increased client contributions with £1.1m more invoiced than the planned level. Over the last financial year, the number of service user contributions where providers are paid gross has increased through assessed charges. However, deferred income from asset-secured debt has reduced. The estimated number of service users who support their cost of care with assets fell in 2025/26 by 20% compared with last year, with a reduction of £1.2m from the estimate at quarter three. Higher levels of outstanding debt for other care charges increased net expenditure by a further £1.2m through the increased provision for bad and doubtful debts. No provision against asset secured debt has been made in 2025/26, releasing £2m, as historically these have proved collectable in full as they fall due.
  6. Staffing turnover has slowed with fewer vacancies than usual in the second and third quarter. The vacancy freeze implemented in the autumn and agency cost controls introduced in December resulted in a £0.6m underspend in staffing costs.
  7. Due to the rising volume of service users in care, the number of cases where cost sharing with the health authority is in place or fully funded within NHS has also continued ahead of budget, estimated at £1.6m. This outturn includes newly agreed joint funded cases and recharges to the NHS following ordinary residence agreements and high-cost transition case mentioned above in paragraph 4. Also, more cases are subject to cost-sharing with out of area health authorities.

### **Commissioning**

8. The Commissioning service completed financial year 2025/26 with an underspend of £1.1m, supporting pressures in Adult Social Care.
9. Contractual arrangements continued being reviewed with block bed commitments reconfigured and contract agreements revised to achieve in-year efficiencies or allow for demand changes

where beds were not being fully used. This underspend alleviates cost of care pressure in Adult Social Care, where spot purchasing must be pursued due to complexity of service user needs.

10. There is a small number of health care eligible service users in commissioning-led block contracts in the council-owned (Tricuro) care homes. The full cost of the service, previously reported as recovered and retained, was transferred to the local authority trading company, in support of their non-council commissioned activities.
11. Continued scrutiny of vacancies and agency worker expenditure controls resulted in a staffing underspend of £0.2m.

### **Housing & Public Protection**

12. Asset Management covers income and maintenance responsibilities for photovoltaic (PV) panels and garages. A review is underway to ensure these assets operate on a sustainable financial basis, with income supporting ongoing investment in maintenance and enhancement.
13. At outturn, the service has generated a surplus of £0.6m, reflecting stronger than anticipated income performance during the year.
14. Public Protection reports an overspend at outturn, a change from the surplus forecast at quarter three. The movement reflects a reassessment of anticipated income levels, alongside ongoing pressures in staffing. While one-off funding has supported the service during the year, this has not fully offset these underlying pressures. The service continues to actively manage its financial position, with a focus on maintaining stability and supporting core service delivery.
15. Strategic Housing is reporting an overspend of £0.3m at outturn, a change from the underspend projected at quarter three. This movement is largely driven by the recognition of historic loan written off. Excluding this, the service has continued to benefit from the effective use of targeted grants to support homelessness prevention and recovery initiatives, helping to offset ongoing pressures including borrowing costs for temporary accommodation, bad debt associated with a vulnerable client base, and essential repairs to older housing assets.
16. The service has also successfully maintained lower levels of emergency accommodation usage, which has significantly supported budget management and enabled grant funding to be directed towards prevention and wider homelessness initiatives.
17. During the year, additional grant funding has been received to support rough sleeping prevention and recovery, housing strategy priorities, and preparation for new legislative requirements including the Renters Rights Act. Where this funding relates to future delivery, it has been transferred to earmarked reserves to support planned activity in subsequent years.
18. The service continues to focus on aligning funding and delivery to manage demand and support sustainable service provision, with grants remaining a key component in addressing current and future pressures.

### **Public Health & Community Engagement and Safety**

19. Public Health, including the smoking cessation service, is fully funded by external Department of Health and Social Care (DHSC) grant and currently is projected to spend all resources on planned services. Government was assured in their visit during the year that the planned use was consistent with their expectations and the grant conditions, but indications are that future funding growth will be limited. Budget scrutiny and reserve management will be necessary for future sustainable public health services.
20. Community engagement and safety is primarily funded through grants, community initiatives, and strategic partnerships. The service has delivered an overall underspend of £0.1m at outturn. This variance is largely attributable to staffing savings achieved through the recharging of costs to external grant funding during the year. As a result, the service required less call on earmarked reserves than originally anticipated. However, in line with the planned

use of reserves to support the overall general fund position, the full budgeted contribution has been maintained.

### Children's Services – £9.1m overspend (9.1%)

21. Children's Services closed the 2025/26 financial year with an overspend of £9.1m being 9.1% more than the approved budget. This is £4m (4%) above the quarter three forecast reflecting a further increase for demand and cost of children in care.

Forecast Variance		Budget	Outturn	Outturn Variance
<b>(3,215)</b>	<b>Management</b>	<b>(9,820)</b>	<b>(12,936)</b>	<b>(3,116)</b>
847	Child Health & Disability	4,573	5,979	1,406
1,553	Children & Families First, Care Proceedings and Court	6,559	8,719	2,160
7,492	Children In Care and Care Experienced Young People	43,294	53,010	9,716
(545)	Children's Social Care Management	1,292	1,851	559
90	Early Help & Targeted Intervention	3,440	2,321	(1,120)
(275)	Safeguarding Hub, Assessment & Out of Hours Service	5,315	5,105	(210)
32	Youth Justice Service	692	692	0
<b>9,193</b>	<b>Children's Social Care</b>	<b>65,165</b>	<b>77,677</b>	<b>12,512</b>
65	Adoption	0	61	61
(147)	Aspire Adoption	2,083	2,248	165
(518)	Children's Commissioning	1,504	1,443	(62)
(275)	Commissioning, Resources and Quality Assurance	1,032	747	(286)
155	Fostering & Supported Lodgings	12,303	12,694	391
(113)	Performance, Management Information & Governance	1,214	1,014	(200)
(78)	Quality Assurance, Safeguarding & Partnership	2,540	2,509	(32)
<b>(911)</b>	<b>Commissioning, Resources and Quality</b>	<b>20,677</b>	<b>20,715</b>	<b>37</b>
12	Adult Learning and Skills	0	0	(0)
(422)	Education Management	(321)	(113)	208
(119)	Education Effectiveness	1,378	1,065	(313)
(607)	School Organisation	18,338	17,035	(1,303)
1,175	SEND Team	4,573	5,660	1,087
1	Virtual School	312	312	0
<b>41</b>	<b>Education &amp; Skills</b>	<b>24,280</b>	<b>23,959</b>	<b>(322)</b>
<b>5,108</b>	<b>Children's Total</b>	<b>100,303</b>	<b>109,414</b>	<b>9,111</b>

22. **Children's Social Care:** The most significant pressure remains within the children's social care service which reported an overspend of £12.5m. This was primarily driven by increased numbers of children in care (CIC) and higher placement costs due to complexities of needs. Overspends were also seen in other social care services such as in short breaks for children with disabilities.
23. The table below details the cost of care packages for children in care those and with care experience. The CIC costs for 2025/26 were £55.8m, which is £7.9m (17%) above budget, and £2.5m higher than the quarter three forecast, and £16.2m above actual expenditure for 2024/25. The overspend is primarily driven by a higher-than-anticipated rise in the number of children in care, increasing from 556 in March 2025 to 643 by March 2026 (a 16% increase representing 87 net in-flow compared to 17 in 2024/25). This is alongside higher placement

costs, sufficiency challenges in fostering provision, and increasing complexity of need. The position was partly offset by underspends in in-house fostering and income from unaccompanied asylum-seeking children (UASC). It also includes £0.84m of costs relating to young adults aged 18+ that are more appropriately aligned to adults or housing budgets. In response to these ongoing pressures, the service has commissioned an invest-to-save project expected to deliver £2m of savings by the end of 2027/28 while supporting a more sustainable approach to managing future demand.

<b>Children in Care (Budget, Forecast &amp; Outturn)</b>						
<b>Budget category</b>	<b>2025/26 Budget £000's</b>	<b>2025/26 Outturn £000's</b>	<b>Outturn Variance £000's</b>	<b>2025/26 Q3 Forecast £000's</b>	<b>2025/26 Q2 Forecast £000's</b>	<b>2024/25 Outturn £000's</b>
Residential	£27,896	£35,525	£7,955	£34,157	£31,780	£20,486
Other - reverse residential		£327		£131	£59	
Independent fostering (foster care/staying put)	£6,476	£6,999	£715	£6,945	£6,770	£6,549
Other LA foster placement		£192		£216	£290	
Supported accommodation (semi-independent)	£6,414	£3,915	(1,497)	£4,793	£4,627	£5,669
Independent living		£1,003		£993	£1,102	
Other (remand/secure placements)	£95	£132	37	£132	£128	£199
At home with Support		£51	51	£91	£91	
In-house fostering	£6,960	£6,721	(239)	£5,957	£5,749	£6,638
<b>Other</b>		£908	£908	(146)	(146)	
<b>Total</b>	<b>£47,841</b>	<b>£55,772</b>	<b>£7,931</b>	<b>£53,269</b>	<b>£50,450</b>	<b>£39,541</b>

<b>Budgets are included in the main budget monitoring table as below</b>	
	<b>£000's</b>
Children's Social Care – CIC budget	£40,881
Commissioning, Resources and Quality) – in house fostering	£6,960
<b>Total</b>	<b>£47,841</b>

24. **Commissioning, Resources and Quality:** Reported a small overspend at outturn compared with a significant surplus expected at quarter three. This change is mainly due to unexpected costs from in-house fostering's together with reconciliation and budget adjustment within the wider Children's services.
25. **Education and Skills:** These services achieved a modest underspend of £0.3m. This is due to £1m saving on special education needs and disability (SEND) transport from assessment delays, partially offset by additional costs of SEND tribunals, compensation and mediation expenditure.
26. **Service Management:** The budget includes grants where expenditure is attributed across the service with additional income allocated in-year. The reduced surplus from quarter three is primarily due to unexpected consultation and legal fees charged.
27. In conclusion, the 2025/26 outturn reflects a significant overspend of £9m due to growth in social care activities. Looking ahead, a £7m growth allocation has been built into 2026/27 to help address these ongoing pressures. This additional investment together with the recently commissioned service project to deliver savings and improve demand management, is expected to place the service in a stronger position to manage financial pressure more effectively in the new year.

## Operations – £1.8m overspend (3%)

28. The overspend for Operations increased over the final quarter by £1.2m to £1.8m in large part due to lower carparking income than budgeted or forecast at quarter three.

Q3 Variance £000's	Service	Working budget £000's	Outturn £000's	Outturn Variance £000's
	<b>Commercial Operations</b>			
0	Director	255	181	(74)
0	Flood and Coastal Erosion	1,123	1,125	3
(52)	Head of Commercial Operations	103	54	(49)
(85)	Leisure and Events	1,452	1,058	(395)
0	Parking Services	(18,827)	(17,791)	1,037
(348)	Seafront	(6,629)	(6,827)	(198)
<b>(485)</b>	<b>Commercial Operations</b>	<b>(22,524)</b>	<b>(22,200)</b>	<b>323</b>
	<b>Environment</b>			
18	Service Management	569	547	(22)
(76)	Neighbourhood & Grounds	17,301	17,254	(47)
(335)	Passenger Transport	478	72	(406)
(75)	Bereavement & Coroner	875	638	(237)
(160)	Strategic Waste	8,355	8,343	(12)
(27)	Greenspace	379	243	(136)
50	Transport & Operating Centres	4,907	4,697	(210)
<b>(604)</b>	<b>Environment</b>	<b>32,864</b>	<b>31,794</b>	<b>(1,070)</b>
	<b>Planning &amp; Transport</b>			
0	Planning Management	487	393	(94)
662	Planning Operations	1,028	1,785	757
8	Strategic Planning	1,567	1,467	(100)
0	Planning System	122	132	10
187	Transport Policy / Sustainable Travel	12,687	12,845	158
<b>857</b>	<b>Planning &amp; Transport</b>	<b>15,891</b>	<b>16,622</b>	<b>730</b>
	<b>Investment and Development</b>			
(92)	Housing Delivery	139	148	9
0	Regeneration Delivery	1,050	1,050	0
0	Smart Places	122	109	(13)
(27)	Operations Strategy	78	76	(2)
<b>(119)</b>	<b>Investment and Development</b>	<b>1,390</b>	<b>1,384</b>	<b>(6)</b>
	<b>Customer &amp; Property Operations</b>			
46	Business Support	8,411	8,661	251
0	Culture	3,145	3,501	356
(50)	Customer Services	2,917	2,849	(68)
153	Libraries	4,358	4,377	19
0	Bournemouth Library PFI contract	1,457	1,521	64
(17)	Engineering	5,264	5,283	19
537	Facilities Management	7,632	8,427	794
200	Property Maintenance (CWT & IHT)	(563)	(362)	201
90	Telecare	161	344	183
<b>959</b>	<b>Customer &amp; Property Operations</b>	<b>32,782</b>	<b>34,600</b>	<b>1,819</b>
<b>608</b>	<b>Operations Services</b>	<b>60,402</b>	<b>62,199</b>	<b>1,797</b>

## Commercial Operations

29. Overall commercial operations had an overspend of £0.3m, with reduced parking income outweighing the savings in other areas.
30. Director of Commercial Operations is showing a surplus of £0.1m due to underspends on supplies and services budgets.
31. Parking services have ended the financial year with a pressure of £1m. Whilst income had been comparable with previous years throughout the first half of the year, this was less than budget. In February and March there was an income shortfall of £0.4m which was not anticipated at quarter three. Whilst discretionary expenditure had been frozen to mitigate the income shortfall, there was also £0.3m of additional salary expenditure from the new pay & reward scheme.
32. The Leisure & Events service has a surplus of £0.4m. The staffing pressures and business rates liabilities associated with Kings Park leisure centre reported at quarter three have been offset by underspends in other areas from the expenditure freeze, leading to a balanced position within the expenditure budgets. However, income is higher than had been anticipated from contracted and in house leisure services.
33. Seafront services have experienced a fall in income mainly due to the cliff slip impact on income generating services such as the land train, beach huts, cliff lifts and catering of £0.3m. This loss of income has been partially offset by freezing, wherever possible, discretionary budgets, including staffing, equipment and repairs and maintenance. This has enabled the service to turn the position around and report a £0.2m surplus. In addition, all spend relating to the repairs and maintenance of the cliffs are being funded from the cliff slip reserve, using £0.6m of the £1.4m earmarked reserve.

## Environment

34. Overall Environment had a £1m underspend, with all service areas contributing.
35. **Neighbourhood services and grounds** had an outturn slightly below the forecast surplus at quarter three. Although a broadly balanced position overall, there were individual savings and pressures within the individual services including an unforeseen business rates bill for the Kings Park Athletics Centre, backdated for 3 years adding a £0.1m pressure.
36. Within the waste and cleansing teams, managing a salary pressure of £0.4m remained a challenge, with high levels of unbudgeted overtime needed to maintain good service levels. Added pressure arose in March to recruit and train extra staff ready for the expanded food waste collection service for Poole residents from 5th April 2026. Work continues to reduce agency spend and tackle absence issues. Pay and reward outcomes highlighted an unpaid contractual allowance applicable to new starters since April 2019 of £0.3m.
37. Green waste income overachieved by £0.1m due to the uplifted subscription rates for the 2026 service, which has helped to mitigate the salary pressure.
38. Within highways, after increased levels of work in previous years, demand in vehicle access fees fell during the year with ICT issues during the early part of the year hindering online applications. However, overall highways achieved a surplus position from savings in expenditure.
39. **Passenger transport services** had an outturn as forecast with a £0.3m underspend. This is primarily related to vacant driver posts and reduces spend on supplies and services from the expenditure freeze.
40. **Bereavement and coroner services** have a surplus of £0.2m, being better than forecast due to a slightly improved income position and salary savings from vacant posts. The number of cremations has reduced compared with last year. This trend is anticipated to grow as awareness of direct cremations increases. In addition, local competitors have established in the area and BCP death registrations have declined. Conversely, public health burial caseload

has increased with extra costs of £0.1m. Regulation changes introduced the requirement for local authorities to be responsible for all local cases (including cases from hospital settings).

41. **Strategic waste service** achieved a broadly balanced position, close to the quarter three forecast. However, there are some individual pressures and savings. General waste was considerably higher than budgeted, the main causes being waste tipped at the recycling centres and increased litter bin tonnages, partially offset by lower black bin waste. Recycling sales were hindered by market conditions affecting the textiles contract. The waste disposal contract terms produced a lower than budget recycling price for the first three quarters providing an overall favourable position. Garden waste tonnages were low during the summer, impacted by the dry weather conditions. Loss of significant local commercial waste collections saw a reduction in fees, partially offset by lower disposal costs. The new commercial food waste collection service generated income during the year and the bulky household waste collections continued to produce a surplus. Services were delivered despite staff vacancy savings.
42. **Greenspace and conservation** achieved a final surplus position of £0.1m. Overall contract income is higher than expected by £0.1m
43. **Transport and operating centres** had an overall surplus of £0.2m. Fleet services have been able to use their vehicles over a longer economic life with acquisitions delayed and borrowing costs reduced. Due to changes to the structure of BBML (the council owned building company) and the in-house team (IHT), the annual recharge for vehicle and fuel costs increased in line with the larger fleet. There were also savings on diesel costs during the year as fuel prices were lower than budgeted throughout most of the year. After events in the Middle East began there was a sharp increase in price in March which has impacted late in the year, but the main pressure will be seen in 2026/27.

#### **Planning and Transport**

44. Overall, planning and transport overspent by £0.7m, largely due to the planning service.
45. The overspend within planning operations is mainly due to lower demand for planning applications and the associated income. This follows on from the reduction seen last financial year and is consistent with the national trend. The planning service are continuing to try to manage the implications of downward trend where possible. In addition, a provision for £0.3m for legal costs was required to support an ongoing planning appeal.
46. Also, within planning, there was an improved outturn position for tree maintenance costs compared with the quarter three forecast. This overall pressure of £0.2m, arose from the requirement to tackle the backlog of tree maintenance work to be compliant with statutory duties and avoid potential future costs. The improved position was due to higher income through service recharges.
47. Strategic planning ended the financial year with a £0.1m surplus. This was due to savings arising in staffing and the local plan budget from the delay in the programme delivery.
48. Concessionary fares expenditure (a statutory service) overspent by £0.4m which reflects the national trend of increases in travel demand and which is set to continue into 2026/27 and beyond. This has been partly offset by many small underspends across the sustainable travel service.
49. Within network management, whilst income budgets have been achieved overall, it was less than had been forecast at quarter three. This is due primarily to street works income from falling demand, and highway enforcement activity. Expenditure has also increased further over budget within the intelligent transport system (ITS) team.

#### **Investment and Development**

50. Investment & development have achieved a small surplus. This is less than expected at quarter three due to lower recharges of staff time to capital within the housing delivery team.

## Customer & Property Operations

51. Business support overspent by £0.25m due to higher staffing costs within the children's services business support team.
52. Culture overspent by £0.4m is largely due to the externalisation of the Russell Cotes Museum not progressing from 1 October 2025 as planned. The net annual cost of the service estimated at £0.7m will impact in 2026/27 as no budget provision has been made for this service to remain within the council.
53. Customer services had a slightly improved surplus mainly due to staff vacancies and additional income for green waste collection support.
54. Within library services an improved position compared to quarter three, still resulted in a slight service pressure. This is mainly related to £0.13m of unrealised savings from delayed opportunities for vacating corporate properties. This saving requirement has been removed for 2026/27. There were also additional costs from security required at Bournemouth central library as a direct result of anti-social behaviour. This was nearly wholly offset by additional underspends within ICT and book stock to mitigate.
55. Engineering services was in line with budget although there were savings and pressures identified within the individual services. There are savings attributable to the Dorset PFI street-lighting contract from lower rates for electricity. Pressures have come from lower capital recharges and lower income within the building control service.
56. Facilities management ended the financial year with an additional pressure of £0.3m since the quarter three forecast. This was due to the growing demand, year on year for emergency/essential building repairs and maintenance across the council's estate, including the leisure centres and waste transfer stations brought in house last year. Works of £0.16m have been capitalised with funding provided by a small contingent fund in capital reserves under officer delegations. The cleaning contract outturn position showed a pressure of £0.6m, and this is mainly due to a centralised budget that was too small in addition to the annual inflation and national living wage increases from the external contractor. As part of the process for 2026/27, this budget has been increased for the future.
57. The construction works team (CWT) within Property Maintenance ended the year on budget. Following the strategic realignment of the CHNAS housing programme, the team adapted to a reduced pipeline of new works by identifying alternative project opportunities, enabling the service to broadly achieve full cost recovery.
58. The in-house team (IHT) for repairs and maintenance has an outturn pressure of £0.2m, in line with the quarter three forecast. This reflects the revised operating model introduced from 1 April, under which services are delivered through the council-owned company, BBML. The pressure arises from historic income assumptions that do not align with the current delivery model, where most works are not expected to generate a surplus. During the year, budgets were reviewed to better reflect the revised operating arrangements, and in-year mitigations were applied.
59. Within telecare a £0.2m pressure is due to income with annual budget increases not being matched by demand and a slower than anticipated switch to digital from analogue. This is partly offset by other savings, mainly in staffing.

## Resources – £2m underspend (3.9%)

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

Q3 Variance £000's	Service	Working budget £000's	Outturn £000's	Outturn Variance £000's
0	Executive	929	928	(1)
280	Law and Governance	5,927	6,269	342
(3)	Marketing, Comms and Policy	2,608	2,706	98
(497)	People and Culture	5,124	4,423	(701)
(220)	Finance, Estates and Benefits	17,539	17,013	(526)
(441)	IT and Programmes	18,812	17,635	(1,177)
(881)	<b>Executive &amp; Resources Total</b>	<b>50,938</b>	<b>48,973</b>	<b>(1,965)</b>

61. Resources is reporting an underspend of just under £2m, a significant improvement from the position reported at earlier quarters. The final position reflects a combination of in-year savings and adjustments across services, including vacancy management, controls on expenditure, and the application of new funding and income received during the year.
62. Law and Governance's overspend is greater than anticipated at quarter three. The final position reflects income underperformance within registrars and land charges. Additional cost pressures have also arisen within electoral services, driven by higher than anticipated postage and printing costs, some of which has been offset from new burdens funding. While improved cost recovery in some areas partially mitigated these pressures, they were insufficient to offset the overall budget challenges.
63. Legal Services and Information Governance faced recruitment challenges which resulted in a reliance on locum cover for longer than expected. Legal services continue to review its staffing and operating model, with further improvements anticipated in 2026/27.
64. There is an adverse variance for Marketing, Communications and Policy, a change from the broadly balanced position projected last quarter. This reflects ongoing challenges in income generation, alongside increased staffing costs. While mitigation measures have been implemented and expenditure has been carefully managed, these have not fully offset the combined impact of income shortfalls and in-year cost pressures. The service continues to focus on strengthening income performance and maintaining tight control over expenditure.
65. People and Culture services have achieved an underspend of £0.7m, an improvement from the £0.5m forecast at quarter three. This reflects the continued impact of actions reported previously, including the allocation of base staffing costs to the pay and reward project and the release of reserves no longer required. The improved position also reflects the continuation of vacant posts during the latter part of the year, alongside higher than anticipated income from the provision of HR and payroll services. These factors have further reduced pressure on the core budget and contributed to the overall underspend.
66. Finance, Estates and Benefits has reported an underspend of £0.5m, an improved outturn position compared to quarter three. This movement is largely driven by a reassessment of potential additional fees for the 2025/26 external audit, together with the late allocation of government grant towards these costs and those incurrent and charged in prior years. In addition, larger underspends have been realised across the service areas, including from increased recharges to companies, charities and the HRA, alongside general savings arising from the expenditure freeze.
67. An underspend of £1.2m is reported for IT and Project Management, a significant improvement from the quarter three forecast of £0.4m. This reflects a continuation of the vacancy savings and efficiencies reported previously, particularly across desktop replacement, telephony, mobile and printing costs. Quarter four movements included one-off credits from suppliers of

£0.2m, the reprofiling of software expenditure into future years, and higher than anticipated income from recharges to projects and council companies.

## Corporate Budgets

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

Q3 Variance £000's	Service	Working budget £000's	Outturn £000's	Outturn Variance £000's
338	Pay related costs	(338)	0	338
(2,828)	Contingency	2,828	0	(2,828)
(700)	Interest Payable	6,488	6,118	(370)
(400)	Investment Income	(655)	(1,414)	(759)
(0)	Prudential Borrowing	2,920	2,920	0
0	Pay & grading project	710	569	(141)
0	MRP & Property Repairs	11,800	8,415	(3,385)
900	Housing Benefits	(1,323)	(165)	1,159
0	Contribution from HRA	(3,300)	(3,322)	(22)
0	Investment Properties	(5,301)	(4,941)	359
180	Vacant Properties	507	892	385
0	Dividend Income	(725)	(1,245)	(520)
0	Levies	658	674	16
0	Apprentice Levy	782	859	77
0	Parishes / Town Precept / Chartered Trustee	1,491	1,491	0
(580)	Earmarked Reserves use	(8,440)	(9,038)	(598)
0	Pension Backfunding	3,716	3,959	243
0	Admin costs charged to Grants	(1,820)	(1,987)	(167)
0	One off Corporate Items	1,554	1,479	(76)
(3,090)	<b>Corporate Items</b>	<b>11,552</b>	<b>5,264</b>	<b>(6,288)</b>
	<b>Funding</b>			
0	Council Tax Income	(281,232)	(281,232)	0
0	Parishes / Town Precept / Chartered Trustee	(1,491)	(1,491)	0
0	New Homes Bonus	(246)	(246)	0
0	Revenue Support Grant	(4,416)	(4,416)	0
0	NI Government Support	(3,318)	(3,152)	166
0	NNDR Net Income NI	(43,243)	(43,350)	(107)
0	NNDR 31 Grants	(26,215)	(27,590)	(1,375)
0	Estimated Deficit Collection Fund - NNDR	(678)	(679)	(1)
0	Estimated Surplus Collection Fund - CTAX	0	0	0
(3,090)	<b>Corporate Total</b>	<b>(349,287)</b>	<b>(356,893)</b>	<b>(7,606)</b>

69. An overall £0.3m pressure in pay related costs combine an underspend in the budget set aside for national insurance increases (£0.5m) with a £0.8m overspend on the cost of annual pay award which was agreed at 3.2% compared with the budget of 2.8%.

70. The underspent contingency of £2.8m represents the release of all available budget to support overspends across other budgets.

71. Minimum Revenue Provision (MRP) and Property repair contribution is £3.4m underspent. This reflects that only the statutory level of the MRP is being charged in 2025/26. Instead of repaying debt early through additional voluntary contributions as budgeted, amounts are being set aside in an earmarked reserve in recognition of the poor condition of some council buildings. The balance of the budget is unused to support the overspend across services.
72. A positive variance of £1.4m on NNDR income and S31 grants is a result of stronger business rates collection performance.
73. A positive variance in earmarked reserves of £0.7m represents the release of capital reserves to support expenditure in services not previously planned.
74. An underspend of £0.4m in the treasury management function arises from our continued ability to borrow in the local authority market as opposed to needing to take longer term borrowing via the Public Works Loan Board, with the rates also falling quicker than expected. The need to borrow has also reduced following better than expected housing benefit subsidy receipts, although borrowing ahead of need has been undertaken to avoid increased rates in quarter four. Surplus funds have been invested until required with increased interest receivable of £0.7m.
75. A £1.2m overspend on housing benefit is forecast based on an increase in costs unable to be recovered by government subsidy.
76. An overspend of £0.4m in vacant properties is due to higher than budgeted maintenance and security costs at sites including Constitution Hill and Fairways along with business rates at Parkway House.
77. An overspend of £0.4m on investment properties resulting from higher than expected vacant units during the year, notably this includes units at Parkway house and reduced income from contracts at Poole Dolphin Centre.



## BCP Council - General Fund Summary 31 March 2026

Quarter 3 Forecast Variance £'000	Directorate	Working Budget £'000	Actual Outturn £'000	Outturn Variance £'000
2,826	Wellbeing	137,643	140,879	3,236
5,110	Children's Services	100,303	109,414	9,111
607	Operations	60,402	62,199	1,796
(881)	Resources & Executive	50,938	48,973	(1,965)
<b>7,662</b>	<b>Total Net Cost of Service</b>	<b>349,286</b>	<b>361,465</b>	<b>12,179</b>

### Corporate Items

338	Pay related costs	(338)	0	338
(2,828)	Contingency	2,828	0	(2,828)
(700)	Interest Payable	9,408	9,039	(370)
(400)	Investment Income	(655)	(1,414)	(759)
	Pay & grading project	710	568	(141)
	MRP & Property Repair Contribution	11,800	8,415	(3,385)
	Transformation	0	(0)	(0)
900	Housing Benefits	(1,323)	(165)	1,159
0	Contribution from HRA	(3,300)	(3,322)	(22)
0	Investment Properties	(5,301)	(4,941)	359
180	Vacant properties	507	892	385
0	Dividend Income	(725)	(1,245)	(520)
0	Levies	658	674	16
0	Apprentice Levy	782	859	77
0	Parishes / Town Precept / Chartered Trustee	1,491	1,491	0
(580)	To and (From) Reserves	(8,440)	(9,038)	(598)
0	Pension Backfunding	3,716	3,959	243
0	Admin Charged to Grant Income	(1,820)	(1,987)	(167)
0	One off Corporate Items	1,554	1,479	(76)
<b>(3,090)</b>	<b>Corporate Items</b>	<b>11,552</b>	<b>5,264</b>	<b>(6,288)</b>

<b>4,572</b>	<b>Net Budget Requirement</b>	<b>360,838</b>	<b>366,729</b>	<b>5,890</b>
--------------	-------------------------------	----------------	----------------	--------------

### Funding

0	Council Tax Income	(281,232)	(281,232)	(1)
0	Parishes / Town Precept / Chartered Trustee	(1,491)	(1,491)	0
0	New Homes Bonus	(246)	(246)	0
0	Revenue Support Grant	(4,416)	(4,416)	(0)
0	NI Government Support	(3,318)	(3,152)	166
0	NNDR Net Income	(43,243)	(43,350)	(107)
0	NNDR 31 Grants	(26,215)	(27,590)	(1,375)
0	Estimated (Surplus) / Deficit on the Collection Fund - NNDR	(678)	(679)	(1)
0	Estimated (Surplus) / Deficit on the Collection Fund - CTAX	0	0	0

<b>0</b>	<b>Total Funding</b>	<b>(360,839)</b>	<b>(362,156)</b>	<b>(1,319)</b>
<b>4,572</b>	<b>Net Position</b>	<b>(0)</b>	<b>4,572</b>	<b>4,572</b>

This page is intentionally left blank

**Savings, Efficiencies, Additional Income, Service Rationalisations and Service Harmonisations - 2025/26 Tracker**

Ref:	Directorate	Category of the Proposal	Description of the Proposal
ASCS1	Adult Social Care	Fees and Charges	Additional income - client contributions and deferred payments
ASCS2	Adult Social Care	Fees and Charges	NHS Inflationary increase for contribution to Sec117 after care costs
ASCS3	Adult Social Care	Service Efficiency	Extra Care Housing
ASCS4	Adult Social Care	Service Reduction	Reduction in service to align with Rough Sleeping Drug & Alcohol Treatment Funding
<b>Saving Total - Adult Social Care Directorate</b>			
CPS1	ASC Commissioning	Fees and Charges	Care home lease income
<b>Saving Total - Commissioning</b>			
PHS2	Public Health	Service Efficiency	Proposed savings
CA&PS6	Public Health	Service Reduction	Removal of Ward Improvement Fund
<b>Saving Total - Public Health</b>			
H&CS4	Housing & Communities	Service Reduction	Cease occupation of the Cotton Exchange
H&CS5	Housing & Communities	Fees and Charges	Additional garages income
H&CS8	Housing & Communities	Fees and Charges	6 Braidley Road - Conversation - net operating income
<b>Saving Total - Operations - Housing &amp; Communities</b>			
<b>Wellbeing Savings Total</b>			
COS1	Commercial Operations	Fees and Charges	Beach hut prices as per December 2022 Cabinet report
COS2	Commercial Operations	Fees and Charges	Harmonisation of beach huts fees and charges as per December 2022 Cabinet report
COS3	Commercial Operations	Service Reduction	Reduce subsidy of Leisure Centres
COS4	Commercial Operations	Service Efficiency	Procure contract for film location income
COS8	Commercial Operations	Fees and Charges	Seafront catering service enhancements and operational changes
COS9	Commercial Operations	Service Reduction	Arcade operations
COS10	Commercial Operations	Service Reduction	Seafront trading efficiencies
COS15	Commercial Operations	Service Efficiency	Rebalance of events and business support functions
COS16	Commercial Operations	Service Efficiency	Reduction/removal of events related funding, seek alternative funding sources.
COS19	Commercial Operations	Fees and Charges	Parking cashless app fee
COS20	Commercial Operations	Service Reduction	Remove camera enforcement car

2025/26 Council Savings Requirement £000s	2025/26 Outtrn Savings £000s	2025/26 Variance to Budget £000s	Assurance Statement required for all items currently RAG rated White, Amber, Red or where there is a variance to budget.
(559)	(559)	0	Adult Social Care expects to achieve full savings target of 559k. Having 3 months transactions in 2025-26 accounts suggests strong client contribution recovery to the tune of 3% beyond budgeted amount.
(860)	(860)	0	
(250)	(250)	0	
(69)	(69)	0	
<b>(1,738)</b>	<b>(1,738)</b>	<b>0</b>	
(15)	(15)	0	
<b>(15)</b>	<b>(15)</b>	<b>0</b>	
(633)	(633)	0	
(317)	(317)	0	
<b>(950)</b>	<b>(950)</b>	<b>0</b>	
(32)	(32)	0	
(15)	(15)	0	
(9)	(9)	0	
<b>(56)</b>	<b>(56)</b>	<b>0</b>	
<b>(2,759)</b>	<b>(2,759)</b>	<b>0</b>	
(196)	(196)	0	New pricing structure implemented from April 2023.
(212)	(212)	0	New pricing structure implemented from April 2023.
(100)	(100)	0	Achieved.
(35)	(35)	0	On track to meet
(50)	0	50	Loss of sites due to Cliff Slips impacted on income generation. However saving offset by expenditure freeze.
(10)	(10)	0	Savings to be generated from investment in new gaming equipment and staffing
(45)	0	45	Loss of services due to cliff slips (West Cliff Lift & Seafront Land Trains) have reduced income generation. However, saving has been offset by expenditure freeze.
(20)	(20)	0	Complete new structure to be in place as of 1 October
(100)	(100)	0	
(120)	(120)	0	Over achieved on savings following favourable contract outcome above and beyond expectations
(11)	(11)	0	Complete

**Savings, Efficiencies, Additional Income, Service Rationalisations and Service Harmonisations - 2025/26 Tracker**

Ref:	Directorate	Category of the Proposal	Description of the Proposal
COS21	Commercial Operations	Service Reduction	Reduction in Pay and Display machines across BCP
COS22	Commercial Operations	Fees and Charges	Parking operational changes
COS25	Commercial Operations	Service Reduction	Hawkwood Road – Car Park expenditure
<b>Saving Total - Operations - Commercial Operations</b>			
ES3	Environment	Fees and Charges	Commercial waste income achievements
ES4	Environment	Service Efficiency	Waste disposal - contractual savings N+P
ES6	Environment	Service Efficiency	Reduced EA licencing charges
ES8	Environment	Service Efficiency	Reduced revenue contribution to bin purchasing capital
ES9	Environment	Service Efficiency	Reduction in waste sent to landfill
ES11	Environment	Service Efficiency	Passenger Transport ICT software saving
<b>Saving Total - Operations - Environment</b>			
IS7	Planning & Transport	Service Efficiency	Replace school crossing patrols with 24/7 pedestrian crossings
P&DS3	Planning & Transport	Fees and Charges	Increased income generation
P&DS8	Planning & Transport	Fees and Charges	Increase CIL admin fee through the CIL Charging Schedule
P&DS9	Planning & Transport	Fees and Charges	Introduce S106 Monitoring Fee, however, could be impacted by reduction of s106's.
<b>Saving Total - Operations - Planning &amp; Transport</b>			
CA&PS3	Customer, Arts & Property	Fees and Charges	Entrance charges at Poole Museum for exhibitions
CA&PS4	Customer, Arts & Property	Fees and Charges	Poole Museum reopening income generation
CA&PS8	Customer, Arts & Property	Fees and Charges	Adjustment to infrastructure asset maintenance
CA&PS9	Customer, Arts & Property	Fees and Charges	Corporate Window Cleaning

2025/26 Council Savings Requirement £000s	2025/26 Outtrn Savings £000s	2025/26 Variance to Budget £000s	Assurance Statement required for all items currently RAG rated White, Amber, Red or where there is a variance to budget.
(150)	(150)	0	Whilst the trial has only just concluded, savings were achieved in full during the trial (which remains in place whilst permanent arrangements are made for removal of obsolete machines)
(307)	0	307	This encompasses a variety of small projects, including removal of free 2 hour wait in Poole Old Town RPZ, provision of over-sized bays and hamronisation of winter charging in seasonal parking areas. Delivery of savings has been impacted by the work required on the PCN trial. <b>Savings will be achieved next year 2026/27.</b>
(59)	0	59	This is related to the closure of Hawkwood Road Car Park - savings were based on an October 2025 closure. Smaller part closed. Not this financial year. Not until June next year. However, this saving is more than balanced out by the continued income as the car park remained open. Car Park is set to close in July 2026 and whilst the saving will be achieved there will also be a pressure caused by lost income in excess of this saving amount.
<b>(1,415)</b>	<b>(954)</b>	<b>461</b>	
(70)	0	70	Different pricing strategy on black bin waste in order to improve income was approved and will be monitored though 2026/27. New local transfer stations/operating depots with competitors targetting BCP Council legacy market share have led to this saving not to have been achieved this year.
(30)	(30)	0	
(20)	(20)	0	
(20)	(20)	0	
(100)	(100)	0	
(50)	(50)	0	
<b>(290)</b>	<b>(220)</b>	<b>70</b>	
(15)	(15)	0	On track implementation concluded
(25)	0	25	Income received below income target i.e. no increase
(50)		50	CIL income depends on commencement of development which is impacted by market. This saving will not be achieved because the BCP Local Plan and CIL Charging Schedule have both been withdrawn from examination (3 June Council meeting). The CIL charges and therefore the admin fee will therefore not be changing.
(15)		15	This saving will not be achieved because the BCP Local Plan and CIL Charging Schedule have both been withdrawn from examination (3 June Council meeting). The CIL charges and therefore the admin fee will therefore not be changing.
<b>(105)</b>	<b>(15)</b>	<b>90</b>	
(5)	(5)	0	The Museum renewals fund grant has allowed the service to achieve these savings this year.
(100)	(100)	0	The Museum renewals fund grant has allowed the service to achieve these savings this year.
(30)	(30)	0	
(70)	(28)	42	A twice yearly clean has achieved a £28k saving. The full saving will be achieved in 2026/27.

**Savings, Efficiencies, Additional Income, Service Rationalisations and Service Harmonisations - 2025/26 Tracker**

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2025/26 Council Savings Requirement £000s	2025/26 Outtrn Savings £000s	2025/26 Variance to Budget £000s	Assurance Statement required for all items currently RAG rated White, Amber, Red or where there is a variance to budget.
CA&PS15	Customer, Arts & Property	Service Reduction	Savings from amalgamating services to provide community hubs	(133)	0	133	This saving requirement has been addressed in the MTFP for 2026/27.
CA&PS7	Customer, Arts & Property	Service Efficiency	Removal of Engineering supplies	(13)	(13)	0	
<b>Saving Total - Operations - Customer, Arts &amp; Property</b>				<b>(351)</b>	<b>(176)</b>	<b>175</b>	
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Commercial Operations	(776)	(776)	0	
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Infrastructure	(15)	(15)	0	
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Customer, Srts and Property	(64)	(64)	0	
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Environment	(167)	(167)	0	
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Communities	(1)	(1)	0	
OS2	Operations - General	Service Efficiency	Operations Directorate to restructure in line with size of services post budget savings decisions	(75)	(75)	0	
<b>Saving Total - Operations - General</b>				<b>(1,098)</b>	<b>(1,098)</b>	<b>0</b>	
<b>Operations Savings Total</b>				<b>(3,259)</b>	<b>(2,463)</b>	<b>796</b>	
EXS2	Executive	Service Efficiency	No longer subscribe to LGIU	(16)	(16)	0	
<b>Saving Total - Executive</b>				<b>(16)</b>	<b>(16)</b>	<b>0</b>	
L&GS1	Law & Governance	Service Efficiency	Termination of Schools Admissions Appeals Service to non-maintained schools	(6)	(6)	0	
L&GS2	Law & Governance	Service Efficiency	Legal literature savings (subject to confirmation of cost of additional bolt-ons)	(9)	(9)	0	
L&GS3	Law & Governance	Fees and Charges	Legal Services Review of Fees and Charges	(5)	(5)	0	
L&GS4	Law & Governance	Fees and Charges	Registrars Service Review of Fees and Charges	(8)	(8)	0	
<b>Saving Total - Law &amp; Governance</b>				<b>(28)</b>	<b>(28)</b>	<b>0</b>	
MC&PS2	Marketing, Comms and Policy	Service Reduction	Residents' Survey conducted every other year	(25)	(25)	0	
MC&PS3	Marketing, Comms and Policy	Service Reduction	Reduce out-of-hours press office cover	(8)	(8)	0	
<b>Saving Total - Marketing, Communications and Policy</b>				<b>(33)</b>	<b>(33)</b>	<b>0</b>	
<b>Saving Total - People and Culture</b>				<b>0</b>	<b>0</b>	<b>0</b>	
FS1	Finance	Fees and Charges	Accountancy Recharge to Chartered Trustees	(1)	(1)	0	
FS2	Finance	Fees and Charges	Paddle Courts on Creekmoor	(64)	(64)	0	
FS3	Finance	Service Reduction	Do not take out terrorism insurance cover for the councils buildings (other than where there is a legal requirement)	(200)	(200)	0	
<b>Saving Total - Finance</b>				<b>(265)</b>	<b>(265)</b>	<b>0</b>	

**Savings, Efficiencies, Additional Income, Service Rationalisations and Service Harmonisations - 2025/26 Tracker**

Ref:	Directorate	Category of the Proposal	Description of the Proposal
IT&PS1	IT and Programmes	Service Efficiency	Contract Management – MS Enterprise Agreement
IT&PS2	IT and Programmes	Service Efficiency	Centralise remaining IT Contract budgets and management.
IT&PS3	IT and Programmes	Service Efficiency	ICT and Programmes: Voluntary Redundancies
<b>Saving Total - IT and Programmes</b>			
RS1	Resources - General	Recharges	Recharges to Housing Revenue Account of charges in line with impact of inflation, particularly those associated with the pay award costs.
RS2	Across Authority Savings	Fees and Charges	Increase Staff Car Parking Charges
RS3	Resources - General	Recharges	Recharges to Dorset Adult Learning
RS4	Resources - General	Recharges	Recharges to Bournemouth Companies
<b>Saving Total - Resources General</b>			
			<b>Resources Savings Total</b>
<b>Overall Total - Service Based Savings and Efficiencies</b>			

2025/26 Council Savings Requirement £000s	2025/26 Outtrn Savings £000s	2025/26 Variance to Budget £000s	Assurance Statement required for all items currently RAG rated White, Amber, Red or where there is a variance to budget.
(100)	(100)	0	
(50)	(50)	0	
(95)	(95)	0	
<b>(245)</b>	<b>(245)</b>	<b>0</b>	
(55)	(55)	0	
(3)	(3)	0	
(11)	(11)	0	
(8)	(8)	0	
<b>(77)</b>	<b>(77)</b>	<b>0</b>	
<b>(664)</b>	<b>(664)</b>	<b>0</b>	
<b>(6,682)</b>	<b>(5,886)</b>	<b>796</b>	

Ref:	Directorate	Category of the Proposal	Description of the Proposal
ASCTS1	Adult Social Care	Service Transformation	Investment in care technology
ACSTS2	Adult Social Care	Service Transformation	ASC Transformation
ACSTS3	Adult Social Care	Service Transformation	UEC Transformation - January 26 Onwards - Net Savings
<b>Saving Total - Wellbeing - ASC</b>			
	Commissioning		
<b>Saving Total - Wellbeing - Commissioning</b>			
H&CTS1	Housing & Communities	Service Transformation	Public Protection – Reconfiguration of tier 5 and 6 management/senior posts
<b>Saving Total - Wellbeing - Housing &amp; Communities</b>			
CSTS1	Children's Services	Service Transformation	Transformation - New delivery models
CSTS2	Children's Services	Service Transformation	Transformation - Commissioning
<b>Saving Total - Children's Services</b>			

2025/26 £000s	2025/26 £000s	2025/26 £000s	Assurance Statement required for all items currently RAG rated White, Amber, Red or where there is a variance to budget.
(363)	(363)	0	Strong evidence in hand to support excess savings achieved compared with business case and planned Care Technology development model. Aim to deliver full savings in 2026/27 upon introducing modern technology items into use.
(961)	(961)	0	Fulfilled Lives analysis shows over achievement of the target with the estimated savings in year reaching £1.055M. Confirmed by Director of Adult Social Care
(100)	(60)	40	The FutureCare programme to launch early in 2026 in respect of local authority benefits realisation. Position: benefit 240k realised to end of March, less cost of Newton consultancy (180k) = 60k net saving to the Council.
<b>(1,424)</b>	<b>(1,384)</b>	<b>40</b>	
<b>0</b>	<b>0</b>	<b>0</b>	
(186)	(186)	0	
<b>(186)</b>	<b>(186)</b>	<b>0</b>	
(327)	(327)	0	Staff reduction in specific services
(249)	(249)	0	New process for contract management and placement reviews
<b>(576)</b>	<b>(576)</b>	<b>0</b>	

**Savings, Efficiencies, Additional Income, Service Rationalisations and Service Harmonisations - 2025/26 Tracker**

Ref:	Directorate	Category of the Proposal	Description of the Proposal
ES2	Environment	Service Transformation	Savings from stopping postage of green waste stickers due to new in cab software
<b>Saving Total - Environment</b>			
CA&PTS3	Customer, Arts & Property	Service Transformation	Reduce Customer service staff provision
<b>Saving Total - Operations Customer, Arts, and Property</b>			
FTS1	Finance	Service Transformation	Revenue and Benefits System - Target Operating Model - Vision and Valid savings
FTS2	Finance	Service Transformation	Revenue and Benefits - System rationalisation
<b>Saving Total - Resources - Finance</b>			
<b>Saving Total - Resources - IT and Programmes</b>			
<b>Overall Total - Service Based Savings and Efficiencies</b>			
<b>Overall Total - Service Based Savings and Efficiencies</b>			

2025/26 Council Savings Requirement £000s	2025/26 Outtrn Savings £000s	2025/26 Variance to Budget £000s	Assurance Statement required for all items currently RAG rated White, Amber, Red or where there is a variance to budget.
(40)	(40)	0	
(40)	(40)	0	
(100)	(100)	0	Reduction of agency usage has achieved this saving.
(100)	(100)	0	
(400)	(400)	0	
(159)	(159)	0	
(559)	(559)	0	
0	0	0	
(2,885)	(2,845)	40	
(9,567)	(8,731)	836	

3

This page is intentionally left blank

# Transformation Investment Programme

## Including the Flexible Use of Capital Receipts

- Figure 1 below provides a summary table of the return on investment for the transformation investment programme to the end of March 2026. This indicates that at the end of the 2025/26 financial year the council have made net revenue savings of **£53.8m** (£74.5 - £20.7m) for a total one-off estimated investment of **£41m**.

**Figure 1: Summary of Return on Investment**

Summary Table	2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	2024/25 Actual £m	2025/26 Actual £m	Total Actuals £m
<b>One-Off Investment</b> (Capital and Revenue)	1.50	5.93	16.37	11.36	4.25	1.64	41.05
<b>Ongoing Revenue Savings</b> (actual and budgeted)	0.00	(3.95)	(7.10)	(14.66)	(23.88)	(24.89)	(74.48)
<b>Ongoing Revenue Licensing &amp; Financing Costs</b>	0.34	2.52	2.36	4.10	5.21	6.15	20.67

- A more detailed consolidated position in respect of the transformation investment programme is set out in figure 2 below.

**Figure 2: Main Transformation Programme Table**

Transformation Investment Programme One-off / time-limited budget provision for the delivery of the programme		2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	2024/25 Actual £m	2025/26 Actual £m	Total Actuals £m
<b>Capital Spend</b>	<b>Expenditure</b>							
	Capital expenditure	1.19	0.05	0.76	0.89	0.42	0.00	3.31
		1.19	0.05	0.76	0.89	0.42	0.00	3.31
	<b>Funding</b>							
	Prudential Borrowing (funded from General Fund MRP)	0.00	0.00	(0.56)	(0.89)	(0.42)	0.00	(1.87)
	Prudential Borrowing (funded from HRA land tfr)	(1.19)	(0.05)	(0.20)	0.00	0.00	0.00	(1.44)
		(1.19)	(0.05)	(0.76)	(0.89)	(0.42)	0.00	(3.31)
<b>Revenue Spend</b>	<b>Expenditure</b>							
	One-off costs - including data and insight and capability	0.31	5.32	12.90	7.21	2.46	1.31	29.51
	Redundancy costs	0.00	0.56	0.01	3.26	1.37	0.33	5.53
	Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Staff costs apportioned to Transformation	0.00	0.00	2.70	0.00	0.00	0.00	2.70
		0.310	5.880	15.610	10.473	3.83	1.64	37.74
	<b>Funding</b>							
	Assumed fundable by Capital Receipts	(0.31)	(3.88)	(15.61)	(10.47)	(3.83)	(1.64)	(35.74)
	Contributions from outside of the General Fund	0.00	(2.00)	0.00	0.00	0.00	0.00	(2.00)
		(0.31)	(5.88)	(15.61)	(10.47)	(3.83)	(1.64)	(37.74)
<b>Total</b>	<b>Total expenditure</b>	<b>1.50</b>	<b>5.93</b>	<b>16.37</b>	<b>11.36</b>	<b>4.25</b>	<b>1.64</b>	<b>41.05</b>
	<b>Total funding</b>	<b>(1.50)</b>	<b>(5.93)</b>	<b>(16.37)</b>	<b>(11.36)</b>	<b>(4.25)</b>	<b>(1.64)</b>	<b>(41.05)</b>

Transformation Investment Programme Ongoing base revenue budget of the council		2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	2024/25 Actual £m	2025/26 Actual £m	Total Actuals £m
<b>Revenue Budget</b>	<b>Expenditure</b>							
	Licences and other revenue costs of the programme	0.34	2.24	2.08	2.75	3.64	4.50	15.55
		0.34	2.24	2.08	2.75	3.64	4.50	15.55
	<b>Savings and efficiencies</b>							
	Transformation Programme Savings	0.00	(3.95)					(3.95)
	Budgeted savings from 2022/23							
	2022/23 In year - Savings delivered			(7.10)	(7.10)	(7.10)	(7.10)	(28.40)
	Budgeted savings from 2023/24 excluding any previously unidentified savings							
	3rd Party savings - Included within budgeted savings proposals				(0.91)	(0.91)	(0.91)	(2.72)
	Staff savings - Included within budgeted 23/24 services savings proposals				(5.76)	(5.76)	(5.76)	(17.28)
	Additional 2023/24 in-year savings				(0.89)	(0.89)	(0.89)	(2.67)
	Budgeted savings from 2024/25 onwards							
	2024/25 In year - Savings delivered					(9.23)	(9.33)	(18.56)
	2025/26 Identified transformation savings (Feb25)						(0.90)	(0.90)
	2026/27 Identified transformation savings (Feb25)							0.00
2027/28 Identified transformation savings (Feb25)							0.00	
	0.00	(3.95)	(7.10)	(14.66)	(23.88)	(24.89)	(74.48)	

Funding Implications on the revenue budget		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Revenue Budget		Actual	Actual	Actual	Actual	Actual	Estimate	Actuals
		£m	£m	£m	£m	£m	£m	£m
One-off Capital Investment	Minimum Revenue Provision and interest implications	0.00	0.28	0.28	0.47	0.69	0.69	2.41
		0.00	0.28	0.28	0.47	0.69	0.69	2.41
One-off Revenue Investment	Revenue foregone on asset disposed off	0.00	0.00	0.00	0.88	0.88	0.96	2.71
		0.00	0.00	0.00	0.88	0.88	0.96	2.71

### Service Specific Transformation Programmes

- Building on the success of the main Transformation Investment Programme Cabinet and Council have also agreed a number of service investment programmes within both Adult Social Care and Children's Services. For a one-off investment of £4.5m the Council is aiming to lever annual savings of circa £11m per annum by 2027/28. As at the end of March 2026 £2.31m of the ongoing savings have been delivered with £3.88m of the upfront investment incurred as set out in Figure 3 below.

**Figure 3: Service Specific Transformation Programme**

Service Specific Investment Programmes		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
		Actual	Actual	Actual	Actual	Actual	Actual	Actuals
		£m	£m	£m	£m	£m	£m	£m
Revenue Spend	<b>Expenditure</b>							
	Children's Service Specific Investment Programme	0.00	0.00	0.00	0.66	0.60	0.28	1.53
	Adult Social Care -Assistive Technology	0.00	0.00	0.00	0.20	0.16	0.03	0.39
	Adult Social Care -Transfer of catering services to Tricuro	0.00	0.00	0.00	0.14	0.07	0.00	0.21
	Adult Social Care - July 2023 Fulfilled Lives	0.00	0.00	0.00	0.09	0.51	1.15	1.75
		0.000	0.000	0.000	1.085	1.34	1.46	3.88
	<b>Funding</b>							
	Assumed fundable by Capital Receipts	0.00	0.00	0.00	(1.09)	(1.34)	(1.46)	(3.88)
		0.00	0.00	0.00	(1.09)	(1.34)	(1.46)	(3.88)
	<b>Savings and efficiencies</b>							
	Children's Service Specific Investment Programme	0.00	0.00	0.00	0.00	(0.22)	(0.58)	(0.80)
	Adult Social Care -Assistive Technology	0.00	0.00	0.00	0.00	(0.07)	(0.36)	(0.43)
	Adult Social Care -Transfer of catering services to Tricuro	0.00	0.00	0.00	0.00	(0.02)	0.00	(0.02)
	Adult Social Care - July 2023 Fulfilled Lives	0.00	0.00	0.00	0.00	0.00	(0.96)	(0.96)
Adult Social Care - UEC FutureCare Net Savings	0.00	0.00	0.00	0.00	0.00	(0.10)	(0.10)	
	0.00	0.00	0.00	0.00	(0.31)	(2.00)	(2.31)	
<b>Total</b>	<b>Net Position of Service Specific Transformation</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.09</b>	<b>1.65</b>	<b>(0.55)</b>	<b>6.19</b>

- Once the main and the service specific Transformation Programmes are combined, they demonstrate that at the end of the 2025/26 financial year the council has made net revenue savings of **£56.1m** (£76.8m - £20.7m) for a total one-off estimated investment of **£45m**.

**Figure 4: Combined Transformation Investment & Service Specific programmes**

Summary Table	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	Actual	Actual	Actual	Actual	Actual	Actual	Actuals
	£m	£m	£m	£m	£m	£m	£m
<b>One-Off Investment</b> (Capital and Revenue)	<b>1.50</b>	<b>5.93</b>	<b>16.37</b>	<b>12.45</b>	<b>5.59</b>	<b>3.10</b>	<b>44.93</b>
<b>Ongoing Revenue Savings</b> (actual and budgeted)	<b>0.00</b>	<b>(3.95)</b>	<b>(7.10)</b>	<b>(14.66)</b>	<b>(24.20)</b>	<b>(26.89)</b>	<b>(76.80)</b>
<b>Ongoing Revenue Licensing &amp; Financing Costs</b>	<b>0.34</b>	<b>2.52</b>	<b>2.36</b>	<b>4.10</b>	<b>5.21</b>	<b>6.15</b>	<b>20.67</b>

## Flexible Use of Capital Receipts (FUCR)

5. As part of 2015 Spending Review (SR15), the government announced that to support local authorities to deliver more efficient and sustainable services it would allow local authorities to spend up to 100% of their fixed asset receipts on the revenue costs of service reform and transformation. Guidance on the use of this flexibility stipulated that it applied to the three financial years to end March 2019. However, this was extended for a further three years to 31 March 2022 as part of the 2018/19 local government finance settlement, for a further three years to 31 March 2025 in April 2022, and for a further 5 years to 31 March 2030 as part of the 2024/25 local government finance settlement.
6. The current guidance makes it clear that local authorities cannot borrow to finance the revenue costs of service reforms or improvements. In addition, local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years the flexibility is offered. Local authorities may not use any existing stock (pre-2016) of capital receipts to finance the revenue costs of reforming their services. Set up and implementation costs of any new processes or arrangements that will generate future ongoing savings and/or transform service delivery to reduce or improve the quality-of-service delivery in future years can be classified as qualifying expenditure. Costs associated with business-as-usual activity and the council's statutory duty to improve cannot be classified as qualifying expenditure. The ongoing revenue costs of any new processes or arrangements can also not be classified as qualifying expenditure. In addition, the guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specifies that.
  - The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.
  - In using the flexibility, the council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice
7. Council has previously engaged with both CIPFA Consultancy and the External Auditor to provide assurance that any such costs which it wishes to fund from the FUCR accords with the statutory guidance.

This page is intentionally left blank

## Appendix B - Earmarked Reserves Summary and Detailed Statement

Detail	31/03/25 Actual Balances £000's	Estimated movement £000's	31/03/26 Estimated Balances £000's
Application of one-off resources to support the financial sustainability of the MTFP following a fundamental review as part of the process of building the budget for 2024/25	(2,790)	1,690	(1,100)
Transition and Transformation Reserves	(3,126)	2,017	(1,109)
Insurance Reserve	(5,018)	0	(5,018)
Held in Partnership for External Organisations	(3,467)	470	(2,997)
Required by Statute or Legislation	(795)	(12)	(807)
Planning Related	(354)	(742)	(1,095)
Government Grants	(18,959)	(589)	(19,548)
Maintenance	(3,231)	(6,224)	(9,455)
ICT Development & Improvement	(3,637)	0	(3,637)
Corporate Priorities & Improvements	(14,318)	10,314	(4,005)
<b>Total Earmarked Reserve Balance</b>	<b>(55,693)</b>	<b>6,924</b>	<b>(48,770)</b>

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

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Designed to provide the Council with the ability to manage any emerging issues. Includes reserves to enable the management of the MTFP.			
Total One off Business Rates Resources being applied to MTFP	(2,790)	1,690	(1,100)
<b>One off Business Rates Resources being applied to MTFP Reserve</b>	<b>(2,790)</b>	<b>1,690</b>	<b>(1,100)</b>

### **Transition and Transformation Reserves**

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Resources set aside to support the one-off change costs of associated with creating the new council and meeting the Councils costs associated with the transformation process.			
Pay and Reward funding to support 2026/27 costs	(1,109)	0	(1,109)
Redundancy - Non Transformation Funded	(2,017)	2,017	0
<b>Transition and Transformation Reserves</b>	<b>(3,126)</b>	<b>2,017</b>	<b>(1,109)</b>

### **Insurance Reserve**

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Reserve to enable the annual fluctuations in the amounts of excesses payable to be funded without creating an in-year pressures on the services. Subject to ongoing review by an independent third party.			
<b>Insurance Reserve</b>	<b>(5,018)</b>	<b>0</b>	<b>(5,018)</b>

### **Held in Partnership for External Organisations**

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Amounts held in trust on behalf of partners or external third party organisations.			
Adult Safeguarding Board	(216)	2	(214)
Better Care Fund	(326)	190	(136)
UP2U	(74)	54	(20)
Kinson Community Centre - Community Benefit Fund - Enhancement works	(1)	1	0
Domestic Homicide Reviews	(10)	0	(10)
Youth Programme	(174)	23	(151)
Music and Arts Education Partnership	(412)	76	(336)
ICS Emotional Wellbeing and Mental Health	(85)	85	0
Little Explores Nursery	(207)	0	(207)
Dorset Combined Youth Offending Service Partnership	(619)	121	(498)
Dorset Adult Learning Service (Specific Bequeath)	(99)	0	(99)
Dorset Adult Learning Service	(686)	16	(670)
Playgolf deposit for repairs	0	(50)	(50)
Friends of Hamworthy Park donations towards operating the Paddling Pool	0	(10)	(10)
FCERM - Shared with East Devon DC	(190)	(30)	(220)
- Russell Cotes revenue grant (New)	(367)	(8)	(375)
<b>Held in Partnership for External Organisations</b>	<b>(3,467)</b>	<b>470</b>	<b>(2,997)</b>

### Required by Statute or Legislation

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Amounts which the council is required to hold as a reserve in line with current accounting practice or legislative requirements.			
Bournemouth Library Private Finance Initiative (PFI)	(739)	1	(738)
Carbon Trust	(56)	(13)	(69)
<b>Required by Statute or Legislation</b>	<b>(795)</b>	<b>(12)</b>	<b>(807)</b>

### Planning Related

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Reserves designed to support planning processes and associated planning activity where expenditure is not incurred on an even annual basis.			
Local Development Plan Reserve	(70)	(551)	(621)
Other Planning Related Reserves	(284)	(191)	(475)
<b>Planning Related</b>	<b>(354)</b>	<b>(742)</b>	<b>(1,095)</b>

### Government Grants

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Amounts which the council is required to hold as a reserve in line with specific grant conditions.			
Government Grants	(18,928)	(617)	(19,545)
COVID 19 Government Grants	(31)	28	(3)
<b>Total Unspent Grants</b>	<b>(18,959)</b>	<b>(589)</b>	<b>(19,548)</b>

### Maintenance

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Reserves and sinking funds designed to support maintenance investments in specific services or assets.			
Corporate Maintenance Fund	(2,618)	(5,547)	(8,166)
Other Maintenance Related Reserves	(612)	(677)	(1,289)
<b>Maintenance</b>	<b>(3,231)</b>	<b>(6,224)</b>	<b>(9,455)</b>

### ICT Development & Improvement

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Resources set aside to meet various ICT improvement projects			
<b>ICT Development &amp; Improvement</b>	<b>(3,637)</b>	<b>0</b>	<b>(3,637)</b>

### Corporate Priorities & Improvements

	31/03/25 Actual £000's	Actual Movement £000's	31/03/26 Estimated £000's
<b>Purpose:</b> Amounts set a side to deliver various priorities, some of which will be of a historical nature inherited from the predecessor authorities.			
Other Service Priority reserves	(13,121)	9,893	(3,228)
Local Elections Reserve	(369)	(170)	(539)
Revenue & Benefits Reserve	(633)	395	(238)
Covid recovery resources	(196)	196	0
<b>Corporate Priorities &amp; Improvements</b>	<b>(14,318)</b>	<b>10,314</b>	<b>(4,005)</b>

This page is intentionally left blank

**General Fund Capital Investment Programme (CIP) budget position by service area  
Quarter 4 - end of March 2026.**

**Capital budget Virements**

1. In accordance with the council's financial regulations the following rules associated with capital virements apply (after advice from the Chief Finance Officer):
  - Virements over £1 million require prior Council approval.
  - Virements over £500,000 and up to £1 million require prior Cabinet approval.
  - Corporate Directors can approve virements over £100,000 up to £500,000.
  - Service Directors can approve virements up to £100,000.
2. According to the above financial regulations, the following decisions for changes within the capital programme are required of **Cabinet**:

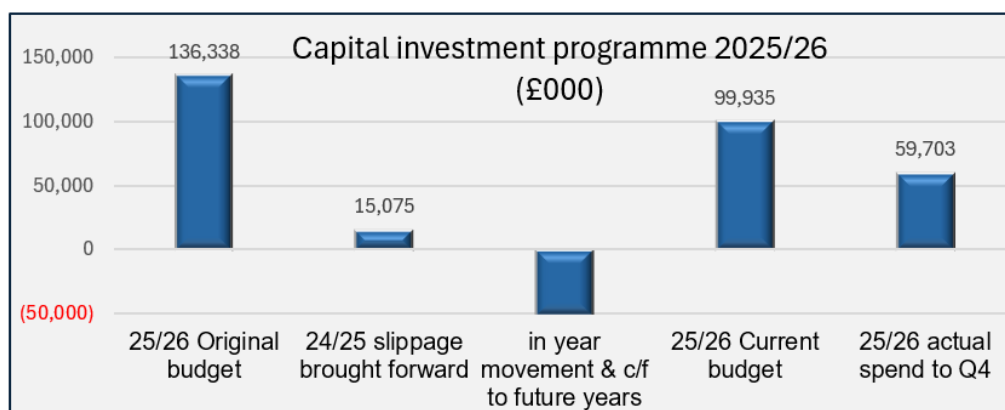
**To approve use of SEND capital grant to clear the Linwood school remaining prudential borrowing repayments outstanding from prior years capital works of £510,853.**

During 2025/26, the SEND capital grant was used to cover the £61,594 charge for the year on behalf of the school, further £449,259 remains outstanding increasing the use of the SEND capital grant to £510,853. The reimbursement of capital costs to Linwood constitutes an element of the 'one-off costs' agreed as part of the Deficit Recovery Plan and confirmed by BCP Council's letter of assurance (13.03.26). The Deficit Recovery Plan was developed in partnership with Linwood School and the Department for Education to support Linwood's expansion by 180+ places into the former Parkfield School, which is a key part of BCP Council's SEND Sufficiency Strategy.

**Capital investment Programme Summary**

3. The tables below show the summary position for capital investment programme (CIP) in the general fund as of 31 March 2026.
4. The summary budget movements are shown in table 1 with the detail by directorate included in table 2. How the programme is funded is included in table 3 followed by narrative detail.
5. The resources available for capital investment during 2025/26 were £170 million (including original budget of £136 million plus 2024/25 slippage of £15 million, plus new in year resources of £23 million, less £4 million for schemes postponed and removed from the capital programme). Following £70 million being reprofiled to future years in quarter 3, the final capital programme profiled for 2025/26 was nearly £100 million of which £60 million (60%) was spent during 2025/26, the remaining £40 million has also been reprofiled to future years.

**Table 1 – Summary of budget movement**



**Table 2 – Summary movement and current position by Directorate**

Capital Investment Programme 25/26 Monitoring	25/26 Original budget £000	24/25 slippage brought forward £000	in year movement & c/f to future years £000	25/26 Current budget £000	Actual 25/26 £000	% budget consumed
<b>Operations</b>						
Commercial Operations	34,111	838	(18,834)	16,115	9,954	62%
Investment and Development	8,897	495	(1,665)	7,727	2,502	32%
Customer Arts and Property	34,242	6,322	(1,569)	38,995	29,169	75%
Planning and Transport	12,667	2,334	(6,444)	8,557	2,519	29%
Environment	22,189	2,053	(9,987)	14,255	4,796	34%
	<b>112,106</b>	<b>12,042</b>	<b>(38,499)</b>	<b>85,649</b>	<b>48,940</b>	<b>57%</b>
<b>Children Services</b>						
Education and Skills	16,169	3,214	(12,609)	6,774	4,098	60%
	<b>16,169</b>	<b>3,214</b>	<b>(12,609)</b>	<b>6,774</b>	<b>4,098</b>	<b>60%</b>
<b>Wellbeing</b>						
Housing and Community	3,790	(475)	75	3,390	2,824	83%
Adults Commissioning	2,685	92	0	2,777	2,591	93%
	<b>6,475</b>	<b>(383)</b>	<b>75</b>	<b>6,167</b>	<b>5,415</b>	<b>88%</b>
<b>Executive</b>						
IT and Programmes	1,588	202	(445)	1,345	1,250	93%
	<b>1,588</b>	<b>202</b>	<b>(445)</b>	<b>1,345</b>	<b>1,250</b>	<b>93%</b>
	<b>136,338</b>	<b>15,075</b>	<b>(51,478)</b>	<b>99,935</b>	<b>59,703</b>	<b>60%</b>

**Table 3 – Capital Investment programme funding profile**

Capital Investment Programme Funding	25/26 Original budget £000	24/25 slippage brought forward £000	in year movement & c/f into future years £000	25/26 Current budget £000	Actual 25/26 £000	% budget consumed
Prudential Borrowing	(20,087)	(2,640)	7,991	(14,736)	(3,930)	27%
Capital Receipts (General Fund)	(1,165)	(23)	(99)	(1,287)	(1,120)	87%
Reserve Funding (General fund revenue)	(1,477)	(158)	(446)	(2,081)	(932)	45%
RCCO	0	(1)	(402)	(403)	(403)	100%
<b>BCP Funding Requirement</b>	<b>(22,729)</b>	<b>(2,822)</b>	<b>7,044</b>	<b>(18,507)</b>	<b>(6,385)</b>	<b>35%</b>
S106	(458)	(494)	122	(830)	(216)	26%
CIL	(4,110)	(340)	(287)	(4,737)	(2,008)	42%
Non-government grants	(1,053)	(622)	(291)	(1,966)	(1,461)	74%
Government Grants	(107,357)	(9,886)	43,883	(73,360)	(49,378)	67%
Third party contributions	(631)	(911)	1,007	(535)	(255)	48%
<b>External Funding Contributions</b>	<b>(113,609)</b>	<b>(12,253)</b>	<b>44,434</b>	<b>(81,428)</b>	<b>(53,318)</b>	<b>65%</b>
	<b>(136,338)</b>	<b>(15,075)</b>	<b>51,478</b>	<b>(99,935)</b>	<b>(59,703)</b>	<b>60%</b>

## OPERATIONS (£85.6m)

### Commercial Operations - £16.1m

6. The Flood and Coastal Erosion Risk Management (FCERM) revised budget for 2025/26 was £12.7 million funded mainly from Environment Agency grant and Community Infrastructure Levy. By the end of the financial year £8.1 million was spent (64%). The largest scheme Poole Bridge to Hunger Hill flood defence had £7.7million planned for the winter months of which £5.5 million was spend by

the end of the financial year leaving a slippage of £2.2 million. The Poole Bay Beach management with nearly £3 million profiled for 2025/26 was 68% spent leaving £928,000 slippage.

7. Seafront Development projects had revised planned expenditure of £2.7 million for 2025/26 of which £1.8 million (67%) was spent by the end of March 2026 .
8. The remaining £700,000 was allocated mainly to leisure and events of which £38,000 (was spent and the remaining carried forward to future years).

### **Investment & Development - £7.7m (excluding HRA)**

9. The overall Towns Fund (MHCLG grant) is £21.7 million of which £4 million was profiled for use during 2025/26 in the general fund, with £1.9 million spent to end of March 2026. £1.0 million of High Street Shop fronts project and £0.9 million of the Hawkwood Road Community Centre build has slipped into 2026/27. The final £5.4 million of the general fund grant is profiled to be spent during 2026/27, with the remaining £2.7 million on the community centre profiled in 2027/28.
10. The Council CNHAS acquisition programme is near completion. There is one property with an office space in progress and two other properties with repair works still in progress. The total CNHAS acquisition spend is forecast at £71.8 million for 275 properties, which is below the approved threshold of £73.7 million following inclusion of the receipts of LAHF 1 and 2 grants. However, the spend after all capital repairs was £0.4 million higher compared to the viability business cases, this was funded from prudential borrowing.

An analysis of LAHF 2 funding utilisation revealed that £0.5 million was used towards purchased properties in prior years exceeding grant conditions, the accounts were adjusted reversing the £0.5 million from the capital funding setting it aside whilst discussions with MHCLG are taking place regarding its end use. The £0.5 million grant funding was replaced with prudential borrowing.

During 2025/26 the service agreed with MHCLG to utilise £1.2 million of LAHF 3 funding towards six previously purchased properties which were fully funded from borrowing. Therefore, £1.2 million of prudential borrowing was replaced with grant funding.

In overall accounting terms the £1.2 million grant swap covered the CNHAS Acquisitions overspend of £0.4 million and the LAHF 2 funding of £0.5 million prudential borrowing swaps, therefore there was no overall increase in prudential borrowing due to CNHAS acquisition programme.

11. Poole Dolphin Leisure Centre development options on refurbishment are being explored with the £0.6 million budget carried into 2025/26 of which £89,000 has been spent to the end of the year and transferred back to revenue. £0.5m of slippage carried into 2026/27.
12. Holes Bay delivery route is being explored to seek a development partner to take the project forward with £0.3 million budget carried into 2025/26 of which £0.1 million has been spent to end of the year. £0.2 million slippage carried into 2026/27.
13. Wessex Fields Infrastructure: The link road is nearing completion with £344,000 budget remaining which was carried forward to 2026/27 for the final project completion.

### **Customer Arts and Property - £39m**

14. The in-house engineering team final budget for 2025/26 was £32.7 million of which £24.8 million (75%) was spent at the end of March 2025/26.
15. The Poole Museums programme of £3 million for 2025/26 reached practical completion in September with a small number of post contract works being finalised. The final accounts are being negotiated, therefore the final financial position is not yet known, however there is no further information available to change previous estimates. There have been further delays in the delivery of the project, the effect of this will not be known until the accounts are finalised. The remaining £312,000 has been carried forward to 2026/27. The Russell Cotes MEND project originally estimated to spend £0.7 million in 2025/26 has actually spent £47,000 with the remaining budget reprofiled to future years.

16. Approximately £986,000 estates management and accommodation strategy expenditure was spent to end of March 2026, 68% of the latest profiled budget for the year.

### **Planning and Transport - £8.6m**

17. This service leads on the Highways asset management, improvement and sustainable travel programme and transport capital programme management acting as client to the in-house engineering unit within the Customer Arts and Property Directorate.

18. Within the Planning and Transport service direct reporting was £8.6 million profiled spend in 2025/26 including network management, sustainable travel and transport improvement, of this £2.5 million (29%) was spend during the year. The remaining budget was reprofiled to future years.

### **Environment - £14.2m**

19. The fleet and equipment budget profiled for 2025/26 was £7.3 million after £5 million slippage was profiled to 2026/27, of this £1 million was spent to end of the year. Vehicles are replaced, when necessary, therefore the replacement programme may be delayed due to longer vehicle lifecycle. Unused budget will be reprofiled to future years to continue the replacement programme.

20. Green space and conservation has a revised profiled budget of £4.5 million of which £1.9 million was spent during the year (42%). The main area of slippage was the plan for play programme which is being reprofiled to future years.

21. The sustainable waste services spent £1.8 million (78%) against a revised profiled budget of £2.3.million

### **CHILDREN SERVICES (£6.8m)**

22. The 2025/26 capital programme has begun to deliver the 3-year children's Services Capital Strategy approved by council in March 2025.

23. The remaining budget in 2025/26 after £16.9 million was reprofiled to future years is £6.8 million of which £4.1 million was spent up to the end of March 2026. The available funding will be considered as part of the children service capital strategy.

### **WELLBEING (£6.2m)**

#### **Housing and Communities - £3.4m**

24. The Disabled facilities Grant usage for disabled adaptations profiled for 25/26 is £2.7 million was almost fully spent.

25. Of the remaining expenditure of £0.7 million relating to CCTV systems, community related activity and tenancy services, £172,000 (25%) was spent.

#### **Adults Commissioning £2.8m**

26. The majority of the spend within this programme related to the Integrated Community Equipment Store (ICES) funded by the Disabled Facilities Grant which was almost fully spent. The council continues to provide support to the community through this means from an annual allocation from the Better Care Fund pooled budget with Health.

### **EXECUTIVE & RESOURCES (£1.3m)**

#### **IT and Programmes Capital - £1.3m**

27. The councils ICT investment programme planned spend for 2025/26 was £1.3 million mainly on desktop. The total spend during the year was £1.2 million.

Capital Investment programme 2025/26 project list						
	25/26 Original Budget	24/25 Slippage Brought Forward	In year movement/ c/f to future years	25/26 Current Budget	Actual 31/03/26	% Budget Consumed
	£000	£000	£000	£000	£000	£000
<b>CHILDREN - CAPITAL</b>						
<b>Education and Skills Capital</b>						
Basic Needs Grant - uncommitted	760	(33)	(727)	-	-	
School Conditions Grant - Uncommitted	3,990	46	(4,036)	-	-	
SEND Options Appraisal Works- Rolling Programme	200	-	(200)	-	-	
High needs Grant - Uncommitted	7,852	(21)	(7,779)	52	-	0%
Ocean Academy	-	-	-	-	(1)	
Childcare Expansion - Wraparound	277	13	(242)	48	32	67%
Childcare Expansion - Expanded Entitlement	-	191	104	295	260	88%
Hillbourne - New School	-	416	-	416	29	7%
Condition Surveys (Children's Strategy)	50	-	-	50	14	29%
CS Urgent Work	100	-	-	100	12	12%
Poole High Planned Maintenance investigations	50	54	-	104	37	35%
Feasibility studies Winchelsea and Linwood	-	-	-	-	(14)	
Old Town & Baden Powell Caretaker property sale reimbursement	-	220	(80)	140	136	97%
Parkstone Grammar School	252	-	(252)	-	-	
Advanced Design Fees SEND	200	(7)	-	193	54	28%
Broadstone Resource Base/Satellite	100	(49)	-	51	31	60%
Elm Academy	-	99	(99)	-	-	
Victoria Education Centre	90	73	-	163	73	45%
Bournemouth Learning Centre	-	35	(35)	-	-	
Winchelsea temporary office space	28	(28)	-	-	23	
CS URGENT WORK Somerford Primary School	-	-	-	-	6	
Planned Repairs and Maintenance	142	-	(142)	-	-	
Climate Change/Low Carbon Reduction	550	-	(80)	470	21	4%
Winchelsea interim accommodation	32	(32)	-	-	32	
Linwood School Expansion	-	12	(12)	-	-	
Canford Heath Infant Junior SEND Provision	446	540	-	985	116	12%
Linwood at Oakdale SEND satellite	-	27	-	27	1	3%
Link at Bourne Academy SEND provision	-	11	14	25	23	92%
Linwood School Post-16 at Ted Webster	1,000	265	80	1,345	1,223	91%
Linwood Satellite 1	-	500	(500)	-	-	
Linwood Satellite 2	-	500	(500)	-	-	
Linwood Special School- Stourfield Satellite	-	72	(72)	-	-	
Christchurch Learning Centre - AP School Satellite	-	200	(200)	-	-	
Linwood at Stourfield Satellite	-	16	(16)	-	-	
Family Hubs Transformation	-	95	7	102	102	100%
Basic Needs Surveys	50	-	-	50	-	0%
Mudeford Wood Preschool (Highcliffe day centre premises)	-	-	30	30	46	153%
Burton Primary School - planned R&M	-	-	52	52	72	138%
Christchurch Learning Centre - planned R&M	-	-	42	42	2	5%
Highcliffe St Mark - planned R&M	-	-	373	373	376	101%
Linwood - planned R&M	-	-	183	183	184	100%
Mudeford Infant School - planned R&M	-	-	165	165	155	94%
Mudeford Junior School - planned R&M	-	-	110	110	96	87%
Somerford Primary School - planned R&M	-	-	22	22	16	71%
Winchelsea School - planned R&M	-	-	54	54	50	93%
Dingley's promise (Kinson and West Howe)	-	-	25	25	24	94%
Dingley's promise (350 Poole Road)	-	-	50	50	47	95%
Dingley's promise (Somerford Primary bungalow)	-	-	317	317	315	99%
Winchelsea Satellite at Old Town First School	-	-	31	31	28	91%
Somerford Forest Hub Classroom	-	-	41	41	37	90%
Education & Skills - Project Management Fees - Schools Condition	-	-	-	-	90	
Education & Skills - Project Management Fees - Schools High Needs	-	-	-	-	130	
SEND Adaptations	-	-	100	100	4	4%
Schools Devolved Formula Capital (DFC)	-	-	83	83	83	100%
Somerford Primary School - Resourced Provision	-	-	200	200	87	43%
Manorside Academy - Resource Provision (Caretaker's bungalow)	-	-	280	280	38	13%
Christchurch Learning Centre (Stour Cottage) - Condition Works	-	-	-	-	11	
<b>Education and Skills Capital Total</b>	<b>16,169</b>	<b>3,214</b>	<b>(12,609)</b>	<b>6,774</b>	<b>4,098</b>	<b>60%</b>
<b>Children Capital Total</b>	<b>16,169</b>	<b>3,214</b>	<b>(12,609)</b>	<b>6,774</b>	<b>4,098</b>	<b>60%</b>
<b>EXECUTIVE - CAPITAL</b>						
<b>IT and Programmes Capital</b>						
Enterprise Hosting	60	29	-	89	15	16%
Enterprise Security	-	90	-	90	-	0%
Enterprise Comms (WAN Migration)	148	8	-	156	51	32%
Enterprise Storage & Data	-	26	(26)	-	-	
Enterprise Apps (Applications)	-	81	-	81	5	6%
Enterprise Compute (Platform Modernisation)	150	-	-	150	6	4%
Enterprise Endpoints (Desktop Replacement)	1,195	-	(445)	750	1,151	153%
Enterprise Comms (Telephony)	35	(32)	26	29	23	80%
<b>IT and Programmes Capital Total</b>	<b>1,588</b>	<b>202</b>	<b>(445)</b>	<b>1,345</b>	<b>1,250</b>	<b>93%</b>
<b>Executive - Capital Total</b>	<b>1,588</b>	<b>202</b>	<b>(445)</b>	<b>1,345</b>	<b>1,250</b>	<b>93%</b>

## OPERATIONS - CAPITAL

### Commercial Operations Capital

3G Artificial Pitch Rossmore Leisure Centre - Feasibility	-	129	-	129	1	1%
Ashdown Leisure Centre Floodlights	-	6	(5)	1	(22)	-1606%
Avon Beach to Highcliffe Beach Management	35	4	-	39	10	25%
BCP Cliff Management Strategy	100	(2)	-	98	106	108%
Beach Road Rear Car Park	-	23	-	23	5	22%
Broadstone Underpass Mural	-	31	(31)	-	-	
Canford Cliffs Pavilion	500	500	(1,000)	-	-	
Christchurch Bay and Harbour FCERM Strategy	67	(9)	-	58	36	62%
Christchurch Town Centre Strategy	64	-	-	64	-	0%
Surface Water Management Plan scoping phase	-	-	90	90	38	42%
Sterte Flood Defence Works (pumping station)	-	-	358	358	32	9%
Durley Chine Environmental Innovation Hub	270	(4)	-	265	3	1%
Durlston to Hurst Sediment Resource Management programme	175	(40)	90	225	151	67%
FCERM Partnership Funding	52	(17)	-	35	(2)	-6%
Highcliffe Beach Access Ramps	-	9	-	9	9	98%
Highcliffe Castle, (inc Phoenix Flies Project)	-	32	-	32	-	0%
Inland Asset Management System	-	36	9	45	11	25%
Kinson Catchment Surface Water FAS	35	(1)	-	34	23	69%
Lake Pier Major Refurbishment	-	2	-	2	-	0%
Leisure centre management in-house set up and investment	100	56	-	156	-	0%
MCA Project	3	-	-	3	3	100%
Mudeford Beach House Café	550	-	(550)	-	-	
Mudeford Ferry Pontoon	64	-	74	138	125	91%
Mudeford Sandbanks Beach Management	35	5	-	40	6	16%
New Beach Huts - Canford Cliffs	3,118	-	(3,118)	-	-	
Poole Bay Beach Management 2020-2031	3,639	750	(1,438)	2,950	2,022	69%
Poole Bridge to Hunger Hill (PB2HH)	8,995	(477)	(821)	7,697	5,520	72%
RNLI Signage and Public Rescue Equipment	80	(23)	-	57	24	42%
Sandbanks Pavilion	4	-	-	4	-	0%
SEAFRONT (LUF) Alum Chine Cloisters (Feasibility)	43	10	(53)	-	-	
SEAFRONT (LUF) Boscombe Pier (Feasibility)	39	(13)	(26)	-	-	
SEAFRONT (LUF) Bournemouth Lifeguard Corps (New Building)	-	56	35	91	91	99%
SEAFRONT (LUF) Bournemouth Pier (Future Leisure Offer)	-	116	(116)	-	-	
SEAFRONT (LUF) Bournemouth Pier (Structural Engineering)	9,043	(471)	(8,578)	(5)	57	-1106%
SEAFRONT (LUF) Coastal Heritage Trail (Culture)	500	(44)	(1)	455	138	30%
SEAFRONT (LUF) East Cliff Lift (Future Leisure Offer)	98	-	(98)	-	-	
SEAFRONT (LUF) East Cliff Lift (Stabilisation Works)	4,189	(206)	(3,863)	120	78	65%
SEAFRONT (LUF) Hamworthy Sea Wall (Repairs)	-	74	(48)	26	26	100%
SEAFRONT (LUF) Holes Bay Visual Arts Centre	53	-	(53)	-	-	
SEAFRONT (LUF) Project Management & Sundry Costs	-	-	214	214	214	100%
SEAFRONT (LUF) Promenade Infrastructure (Utility & Digital)	687	100	(387)	400	455	114%
SEAFRONT (LUF) Seafront Beach Huts (Repairs & Upgrades)	1,066	(7)	(1,029)	30	3	9%
SEAFRONT (LUF) Seafront Toilets (Repairs & Upgrades)	-	69	200	269	192	71%
SEAFRONT (LUF) The Strand (Access, Amenity & Wellbeing)	368	(97)	(19)	252	252	100%
SEAFRONT (LUF) Upton Country Park (Bridge & Cycle Path)	-	-	10	10	10	100%
Upton Country Park - Discovery project	-	-	-	-	5	
Upton Country Park New Play Attraction	-	16	-	16	-	0%
Upton House stabilisation	-	158	-	158	40	25%
Poole Bay, Harbour and Wareham FCERM Strategy	-	41	200	241	35	15%
Whitley Lake Sea Defence Study	60	29	-	89	1	1%
South West Storms Analysis	-	-	68	68	25	37%
Jurassic Coast FCERM Mitigation Study (revenue)	-	-	173	173	55	32%
Debris Screen Health and Safety Works	-	-	100	100	12	12%
Poole Park Tennis Courts Resurface	80	-	-	80	-	0%
Holes Bay Saltmarsh Regen	-	-	-	-	32	
Christchurch Harbour Habitat Restoration Feasibility Study	-	-	51	51	7	13%
Sea Cliff and Chine management	-	-	250	250	22	9%
Avon Beach to Highcliffe urgent works	-	-	300	300	1	0%
Rossmore Leisure Centre (MUGA) Floodlights	-	-	27	27	-	0%
Sandbanks Slipways application No.3	-	-	45	45	0	0%
Branksome Dene Room - roof replacement	-	-	105	105	104	99%
<b>Commercial Operations Capital Total</b>	<b>34,111</b>	<b>838</b>	<b>(18,834)</b>	<b>16,115</b>	<b>9,954</b>	<b>62%</b>

**Customer, Arts and Property Capital**

A3060 CASTLE LANE WEST (MUSCLIFFE WAY TO BROADWAY R'BOUT)	1,500	18	-	1,518	572	38%
A341 WIMBORNE RD (FERNCROFT RD TO N'BOURNE RD)	600	130	(228)	502	492	98%
A35 COMMERCIAL RD (PARK RD TO CHURCH RD)	-	71	(10)	61	-	0%
ATF4 Baiter footpath and cycleway imp	-	-	68	68	68	100%
ATF4 Bournemouth Gardens path	-	475	(69)	405	46	11%
ATF4 School streets permanent measures	-	54	29	84	11	13%
ATF4 Turbary Park Link	-	265	(29)	236	233	99%
ATF4 Wallisdown Road phase 4 (Bndry to Uni)	-	86	180	266	252	95%
ATF4 Wallisdown Road phase 5 (crossroads)	-	323	(180)	143	42	29%
Avenue Road Car Park	-	22	-	22	-	0%
B- Wayfinding	152	28	25	205	202	98%
BH Live	518	-	(518)	-	-	
BMS Systems (Building energy management )	-	5	(2)	3	2	55%
Bridge Maintenance	-	(12)	600	588	270	46%
Bridge Maintenance RETENTION (Poole)	-	33	(33)	-	-	
BSIP Bmth station to Town centre bus priority	2,600	37	1,240	3,877	721	19%
BSIP High street and Bargates Christchurch	700	345	(847)	198	198	100%
BSIP Westbourne bus priority	700	17	(430)	287	124	43%
Bus Priority on TCF Corridors	-	82	(45)	37	37	100%
C- Bus Infrastructure	-	140	(139)	1	1	100%
Capital Replacement - Corporate Estates	-	10	-	10	10	99%
Capitalised maintenance Neighbourhood Services (Pru borrowing)	900	121	-	1,021	820	80%
Castle Lane West - Muscliffe to Broadway	2,437	115	(250)	2,301	2,371	103%
Ceramics Gallery (Poole Museum)	250	64	(55)	259	131	51%
Christchurch Priory, Wall Repairs	130	2	-	132	47	36%
Civic Centre data centre air con units	100	23	2	125	125	100%
Civic Hub (decarbonisation works)	-	18	-	18	17	99%
Corridor C2 Sections 6 to 8 off line Route Redhill-Airport	25	52	(29)	48	5	11%
Cycle Corridor Section C2-3A-B Glenferness Ave Bridge	1,502	(935)	(418)	149	166	112%
DLEP Lansdowne Business District	-	120	50	170	50	29%
Durley Car Park - School Zone (Developer funded)	-	3	(3)	-	-	
Extension Zero + Kinson Hub (from B customer Services above)	162	37	-	199	49	25%
Ferndown, Wallisdown, Poole (FWP) Corridors Phase 3	-	(231)	867	636	636	100%
Fisherman's Walk Cliff Lift	-	17	-	17	14	85%
Gervis Place	-	147	-	147	0	0%
Highcliffe Castle - Draft proofing and BMS	-	13	-	13	13	97%
Honeycombe Chine - waterproofing	-	25	-	25	-	0%
Highways Structural Maintenance - Design Fees	-	-	386	386	386	100%
Highways structural maintenance - Drainage Improvements	-	-	275	275	244	89%
Highways structural maintenance - Footways (resurf + slurry)	-	-	150	150	99	66%
Highways structural maintenance - Resurfacing Programme	300	-	2,577	2,877	2,132	74%
Highways structural maintenance - Surveys & software	-	33	144	177	138	78%
ICT investment	53	(2)	-	51	5	9%
Kings Park (inc crossings on Ashley)	-	65	(0)	65	71	109%
Lamp columns Shore road	-	4	28	32	20	61%
Library Replacement ICT Programme	165	18	(183)	-	-	
Millhams Recycling Centre (Slab remediation)	-	68	-	68	-	0%
Neighbourhood Services (Streetscene) -Pothole investment	1,000	301	(1,301)	-	-	
Neighbourhood Services HMSP Planned pre-patching	200	-	1,445	1,645	1,390	84%
New BCP Depot	230	(19)	-	211	23	11%
New Inn to Trigon Footbridge	67	(33)	(34)	-	-	
Parkway House (insurance and landlord works)	255	31	48	334	117	35%
Poole Museum - Our Museum project	1,200	501	426	2,127	2,012	95%
Poole Museum - Our Museum project - Activity Plan	80	17	-	97	55	57%
Poole Museum - Temporary Exhibition Gallery	-	69	91	160	160	100%
Poole Museum Public Realm - Phase 2	200	21	-	221	207	94%
Poole Museum Decarbonisation (Salix)	-	17	-	17	17	97%
PR 42 - Asset Management BIC	-	-	65	65	46	70%
PR 43 - Asset Management Pavilion	-	-	116	116	116	100%
PR 44 - Asset Management Littledown	-	37	328	365	356	98%
PR 45 - Asset Management Stokewood	-	-	16	16	16	100%
PR 46 - Asset Management Pelhams	-	-	63	63	27	43%

Principal Inspection Programme (BCP)	-	10	100	110	58	53%
Programme Management	780	(68)	(303)	409	452	110%
Remodelling BCP Civic space- West Wing	350	11	-	361	82	23%
Ringwood Rd - Controlled crossing only	60	91	480	631	512	81%
Ringwood Rd Sea View to Manning Heath	11,570	1,579	(6,085)	7,064	9,005	127%
Road Safety Improvements 20mph schemes	75	64	(85)	54	31	57%
Road Safety: Casualty Reduction Measures, Cluster Sites	200	242	(367)	75	75	100%
Road Safety: Safe Routes to School (SRTS)	250	112	430	793	793	100%
Road Safety: Safety Improvements - Pedestrian Crossings	-	248	2	250	186	74%
Russell Cotes MEND Project	-	34	-	34	4	13%
Russell Cotes Museum - roof/balcony water proofing	-	39	-	39	1	3%
S6 Section 1 Magna Road Arrowsmith to Bearcross	-	143	(140)	3	3	100%
Safer Roads Partnership	700	289	-	989	408	41%
Scaplen's Court Museum	100	(100)	91	91	90	98%
Scaplen's Court Museum Paving works	-	14	-	14	1	8%
Sopers Lane Pedestrian Crossing	-	24	-	24	-	0%
Street Lighting Maintenance	-	72	695	767	600	78%
Surface treatment - Road markings, patching, micro asphalt	150	(36)	672	786	479	61%
Thames Street Public Realm	-	80	23	103	103	100%
Transforming Cities Fund (TCF) Unallocated	3,931	-	(3,509)	422	-	0%
Walking and Cycling improvements	-	208	(74)	135	45	33%
SLM Capital dilapidations	-	287	-	287	82	29%
Wimborne Road - Serpentine to New Inn	50	131	(111)	71	71	100%
Telecare	-	-	178	178	203	114%
Port of Poole Bridges Programme	-	-	142	142	68	48%
Crossing at Richmond Road north of Springbourne roundabout	-	-	214	214	50	23%
Crossing at Alder Road near Recreation Rd and Sheringham Rd	-	-	210	210	8	4%
Recreation Road to Coy Pond Quiet Route (incl. Yarmouth Rd crossing)	-	-	479	479	6	1%
Highcliffe Road Toucan Crossing	-	-	50	50	27	55%
Parkstone Rd/Birds Hill Rd Crossing	-	-	300	300	23	8%
Russell Cotes MEND 4 Project	-	-	300	300	47	16%
CWT Plant & Machinery	-	-	145	145	182	125%
Street Lighting Investment project	-	-	17	17	-	0%
Boscombe Cliff Gardens clifftop shelter renovation	-	-	17	17	-	0%
Rossmore Leisure Centre - Fire Alarms	-	-	20	20	20	100%
Avon View EPH - Residential Care Home - Lifts	-	-	48	48	48	100%
Kings Park Leisure and Learning Centre - Fire Alarms	-	-	29	29	29	100%
Ashdown Leisure Centre - Leisure Centre - Block 1 - Fire Alarms	-	-	17	17	17	100%
TCF enabling activity Monitoring	-	-	3	3	3	100%
Residential PEEPs Social Housing	-	-	31	31	-	0%
<b>Customer, Arts and Property Capital Total</b>	<b>34,242</b>	<b>6,322</b>	<b>(1,569)</b>	<b>38,995</b>	<b>29,169</b>	<b>75%</b>

#### Environment Capital

Alexandra Park Pavilion Refurbishment	-	10	-	10	4	37%
Ashtree meadows access improvements	-	10	-	10	-	0%
Broadstone Rec Play Build	-	6	-	6	3	46%
Canford Heath (East & West) Open Space improvements	80	(15)	(65)	-	-	-
Christchurch Legacy Play areas	88	-	(88)	-	-	-
Cleaner Greener Safer Equipment	-	219	-	219	-	0%
Coastal Country Park (SANG)	150	(4)	-	146	50	34%
Connecting Christchurch Project	90	34	-	124	66	53%
Fleet Management	10,525	703	(4,698)	6,529	1,015	16%
Hamworthy Park Improvements	-	19	-	19	-	0%
Harbourside Masterplan (Whitecliff and Baiter)	-	46	(46)	-	-	-
Harbourside Park Open Space improvement	71	(12)	(60)	-	-	-
Hengistbury Head Visitor Centre	230	21	(200)	51	41	80%
Iford Meadows and Playing Fields	-	3	-	3	2	61%
Insourcing Ch'ch Recycling and Hurn WTS	-	14	-	14	(10)	-71%
Knyveton Gardens Improvements	40	(3)	7	44	40	91%
Millhams Civic Amenity Site	-	22	(22)	-	-	-
Mudeford Woods infrastructure improvements	200	(18)	(140)	43	45	105%
Muscliff Natural Burial Ground	107	-	(107)	-	-	-
Newtown - Turners Nursery	52	-	(52)	-	-	-
Paddleboarding signage	-	2	-	2	-	0%
Plan for Play - Repurpose & Review Ownership	2,163	52	(2,177)	38	-	0%
Poole Park - delivery phase	-	17	(17)	-	-	-
Queens Park access improvements	-	1	-	1	1	104%
Sluice Channel infrastructure - Poole Park to Poole Harbour	1,162	(21)	60	1,201	1,199	100%
Throop Nature Park (Hicks SANG)	130	8	(90)	48	25	53%
Turbary Common Mire water quality imp	125	(89)	(33)	3	3	100%
UE1 Footpath	-	4	-	4	-	0%
Underground Refuse Systems	-	20	-	20	9	45%
Waste Bin Replacement	660	(51)	-	609	339	56%
Waste Infrastructure Grant Unallocated	5,765	10	(5,740)	35	-	0%
Weekly Food Waste Collections	552	1,037	-	1,589	1,442	91%
Winton Heathland Mitigation Project (HIP)	-	10	-	10	8	79%
UE1 Housing development Merley	-	-	65	65	-	0%
Ashley Cross Green, Parkstone	-	-	74	74	49	67%
Plan for Play - Defect Repairs	-	-	435	435	10	2%
Plan for Play - Refurbishment, Replacement & New Play Spaces	-	-	1,957	1,957	221	11%
Plan for Play - Staff costs	-	-	118	118	103	87%
Plan for Play - Surveys and Consultation Materials	-	-	35	35	26	75%
Chapel Lane potholes (Hurn Waste site)	-	-	21	21	21	100%

Countryside Vehicles	-	-	33	33	33	100%
Fleet Management Additional	-	-	77	77	-	0%
Milhams Mead HIP	-	-	-	-	1	
A338 Road Crossing Link	-	-	10	10	-	0%
Milhams Common HIP	-	-	20	20	-	0%
Bernards Mead HIP	-	-	10	10	12	120%
The Meridians HIP	-	-	20	20	5	27%
Nuffield site improvements	-	-	41	41	1	2%
Tree Council - Stage 2 of The Trees Outside Woodland	-	-	38	38	25	66%
BBML & CWT vehicles	-	-	525	525	-	0%
Contingency for projects Milhams Common, Bernards Mead and The Meridians H	-	-	-	-	5	
<b>Environment Capital Total</b>	<b>22,189</b>	<b>2,053</b>	<b>(9,987)</b>	<b>14,255</b>	<b>4,796</b>	<b>34%</b>
<b>Investment &amp; Development - Capital</b>						
CNHAS - Temporary Accommodation Properties	-	-	45	45	161	357%
CNHAS - Local Authority Housing Fund properties	2,650	-	(455)	2,195	63	3%
CNHAS - Rough sleepers Accommodation properties	-	-	-	-	2	
CNHAS - Single Homeless Accommodation properties	-	65	17	82	126	155%
Holes Bay Development	300	(24)	-	277	109	39%
Poole Dolphin Leisure centre (formerly Heart of Poole)	550	88	(16)	622	89	14%
Towns Fund - Masterplan Contingency	150	(42)	(108)	-	-	
Towns Fund - Boscombe Digital Connectivity - Phase 2	337	16	(62)	291	239	82%
Towns Fund - Boscombe Digital Connectivity - Phase 2 REVENUE	-	-	29	29	23	79%
Towns Fund - Boscombe Skills and Digital Hub	79	-	0	79	30	39%
Towns Fund - Boscombe Skills and Digital Hub REVENUE	135	(81)	(81)	(27)	(34)	125%
Towns Fund - Events Programme REVENUE	32	(6)	5	32	32	100%
Towns Fund - Hawkwood Road Community Centre	1,758	-	(972)	786	59	8%
Towns Fund - Hawkwood Road Community Centre Demolition	594	(3)	-	591	450	76%
Towns Fund - High Street	1,208	23	0	1,231	213	17%
Towns Fund - Local Transport	617	44	95	756	615	81%
Towns Fund - Masterplan (Original)	-	-	5	5	1	13%
Towns Fund - Parks in Mind	42	9	0	50	27	54%
Towns Fund - Programme Management	106	19	0	125	114	91%
Towns Fund - Programme Management REVENUE	86	(30)	26	82	79	96%
Wessex Fields infrastructure works	-	402	-	402	57	14%
Towns Fund - Hawkwood Road - Medical Centre	-	-	-	-	11	
Towns Fund - Royal Arcade	-	-	9	9	-	0%
Carter's Quay	-	-	16	16	16	100%
Public Realm Canford Cliffs	-	10	-	10	-	0%
Town centre strategy (Econ Dev)	-	7	-	7	-	0%
UKSPF District Centres (Capital) E1	-	-	34	34	14	42%
Electric powered Boat for Christchurch Harbourmaster	-	-	-	-	3	
UKSPF Unallocated	253	-	(253)	-	-	
CNHAS Crescent Road	-	-	-	-	4	
<b>Investment &amp; Development - Capital Total</b>	<b>8,897</b>	<b>495</b>	<b>(1,665)</b>	<b>7,727</b>	<b>2,502</b>	<b>32%</b>

<b>Planning &amp; Transport Capital</b>						
Active Travel Fund - Baiter/Whitecliff cycleway	-	2	(2)	-	(10)	
Active Travel Fund - Programme monitoring	-	6	3	8	-	0%
Advanced Design for Future LTP Schemes (new code)	-	112	200	312	40	13%
Boscombe Towns Fund	288	132	-	420	5	1%
BSIP Branksome Roundabout (BSIP1)	-	39	(38)	0	-	0%
BSIP Bus priority at 65 signalised junctions	-	131	(131)	-	-	
BSIP Live stream CCTV bus shelters to control rm	-	16	-	16	11	71%
BSIP New RTI Displays	-	7	561	567	402	71%
BSIP Poole bus station RTPi inc CCTV	-	10	-	10	4	38%
BSIP Purewell Bus Priority	-	75	-	75	2	3%
BSIP Southbourne bus priority	-	24	-	24	7	27%
Bus Facilities	-	2	3	5	5	100%
Data Collection	-	63	25	88	73	83%
DFT Traffic Signals Funding Bid	-	511	-	511	216	42%
Dropped crossings/Accessibility improvements	-	60	35	95	40	42%
Electric Vehicle Infrastructure	-	29	572	600	0	0%
Employment sites	-	57	(57)	-	-	
Intelligent Transport Systems (ITS) & Data Collection	-	82	459	542	522	96%
Local Transport Plan - 24/25 Unallocated	-	230	(179)	51	-	0%
Minor Transportation Works	-	87	80	167	105	63%
National Passenger Travel Information	-	-	25	25	25	99%
Network efficiency measures (Tower Park roundabout)	-	188	75	263	6	2%
Pokesdown Railway Station	30	7	(37)	-	-	
Programme Management Fees	-	(18)	166	149	149	100%
Rights of Way	-	12	75	87	12	13%
SANG - Barn (and General Purpose Building Obligation)	-	26	-	26	1	2%
School Streets	-	111	50	161	8	5%
South East Dorset Multi-modal Transport Model	-	-	65	65	65	100%
STB, DFT, LCWIP, OBC Development & Bidding	-	194	306	500	131	26%
UTMC - Pelican upgrades	-	99	500	599	202	34%
BSIP unallocated	3,257	42	(3,299)	-	-	
BSIP Branksome Roundabout (BSIP2)	-	-	88	88	31	35%
BSIP Bournemouth Interchange to Station Roundabout bus priority on slip road	-	-	180	180	42	24%
BSIP Ashley Road - Upper Parkstone	-	-	30	30	-	0%
BSIP Charminster Road – Charminster	-	-	30	30	-	0%
BSIP Wimborne Road - Winton parking review	-	-	30	30	8	27%
BSIP Poole Bus Station Refurbishment	-	-	222	222	222	100%
BSIP Bournemouth Travel Interchange Refurbishment	-	-	112	112	64	57%
BSIP Shelter upgrade programme, 30 sites	-	-	350	350	6	2%
BSIP Bus fleet to be Zero Emission	-	-	950	950	25	3%
BSIP Raised kerbing and extended bus stop clearways at 35 stops	-	-	370	370	100	27%
Local Transport Plan - Highways Maintenance Unallocated	6,278	-	(5,469)	809	-	0%
Local Transport Plan - Integrated Transport Block Unallocated	2,814	-	(2,794)	20	-	0%
<b>Planning &amp; Transport Capital Total</b>	<b>12,667</b>	<b>2,334</b>	<b>(6,444)</b>	<b>8,557</b>	<b>2,519</b>	<b>29%</b>
<b>Operations - Capital Total</b>	<b>112,106</b>	<b>12,042</b>	<b>(38,499)</b>	<b>85,649</b>	<b>48,940</b>	<b>57%</b>
<b>WELLBEING - CAPITAL</b>						
<b>Adults Commissioning Capital</b>						
Care technology service - equipment	94	56	-	150	-	0%
Disabled Facilities Grant - Integrated Community Equipment Store (BCP)	2,591	36	-	2,627	2,591	99%
<b>Adults Commissioning Capital Total</b>	<b>2,685</b>	<b>92</b>	<b>-</b>	<b>2,777</b>	<b>2,591</b>	<b>93%</b>
<b>Housing &amp; Communities Capital</b>						
Cleaner Greener Safer - additional CCTV	-	66	-	66	-	0%
Cleaner Greener Safer - safer improvements	-	40	-	40	-	0%
Disabled Facilities Grant - Housing	3,675	(1,011)	-	2,664	2,652	100%
Private Sector Renewal-warmth & well-being	115	9	-	124	73	59%
UKSPF Communities and Place E11	-	-	75	75	75	100%
Community Land Trust Project (Affordable housing)	-	421	-	421	24	6%
<b>Housing &amp; Communities Capital Total</b>	<b>3,790</b>	<b>(475)</b>	<b>75</b>	<b>3,390</b>	<b>2,824</b>	<b>83%</b>
<b>Wellbeing - Capital Total</b>	<b>6,475</b>	<b>(383)</b>	<b>75</b>	<b>6,167</b>	<b>5,415</b>	<b>88%</b>
<b>Grand Total</b>	<b>136,338</b>	<b>15,075</b>	<b>(51,478)</b>	<b>99,935</b>	<b>59,703</b>	<b>60%</b>

## 2025-26 Full-year HRA Financial Report

1. The Housing Revenue Account (HRA) is a separate account within the council that ring-fences the income and expenditure associated with the council's housing stock. The HRA does not therefore directly impact on the council's wider general fund budget. Within the HRA the Council manages 9,590 tenanted properties.
2. The 2025-26 HRA budget was approved by Council in February 2025. It budgeted for total income of £58.5 million for the year and a net surplus of £4.1 million.

### Revenue account - Full-year outturn

	2025-26 Budget £000	Full year Actuals £000	Variance £000
<b>Income</b>			
Dwelling rents	(54,001)	(54,399)	(398)
Non-dwelling rents	(276)	(311)	(35)
Charges for services and facilities	(3,768)	(4,048)	(280)
Contributions to expenditure	(438)	(1,083)	(645)
<b>Total income</b>	<b>(58,483)</b>	<b>(59,841)</b>	<b>(1,358)</b>
<b>Expenditure</b>			
Repairs and Maintenance	14,031	17,491	3,460
Supervision and Management	18,373	18,377	4
Rent, rates, taxes and other charges	447	296	(151)
Bad or doubtful debts charge	400	619	219
<b>Total operating expenditure</b>	<b>33,251</b>	<b>36,783</b>	<b>3,532</b>
<b>Net operating (surplus) / deficit</b>	<b>(25,232)</b>	<b>(23,058)</b>	<b>2,174</b>
<b>Capital charges</b>			
Debt management costs	377	380	3
Depreciation	15,300	15,171	(129)
Net interest payable	5,425	4,534	(891)
<b>Total capital charges</b>	<b>21,102</b>	<b>20,085</b>	<b>(1,017)</b>
<b>Net (surplus) / deficit</b>	<b>(4,130)</b>	<b>(2,973)</b>	<b>1,157</b>
<b>Appropriations</b>			
Transfer to HRA reserve	4,130	2,973	(1,157)
<b>Total appropriations</b>	<b>4,130</b>	<b>2,973</b>	<b>(1,157)</b>

### Commentary on variances

3. Dwelling rents: Total rental income of £54.4m was £0.4m favourable to budget. Rental income benefitted from additional income from the completed new-build project at Craven Court that had not been incorporated into the budget and the impact of properties being re-let at formula rent, typically higher than the previous rent level.
4. Charges for services and facilities: Service charge income of £4.0m was £0.3m favourable to budget. This was due to higher than expected leaseholder service charges, reflecting the higher underlying costs that these service charges seek to recover.
5. Contributions to expenditure: Income is higher than budgeted due to a number of insurance claims for property damage and more effective identification and invoicing of services that should be separately recharged to tenants.

6. Repairs & Maintenance: Full-year costs of £17.5m were £3.5m adverse to budget. There has been a deterioration in the position since the end of Q3, when a £1.8m adverse variance was forecast. Further analysis of the outturn variance is set out below:

	2025-26 Budget £000	Full-year actual £000	Variance £000
Planned repairs / Compliance	5,683	6,265	582
Voids repairs	2,353	2,143	(210)
Response repairs	4,752	7,219	2,467
Asset Mgt, Grounds maintenance & other costs	1,243	1,864	621
<b>Total Repairs and Maintenance</b>	<b>14,031</b>	<b>17,491</b>	<b>3,460</b>

7. The adverse variance for planned repairs / compliance costs is due to significant expenditure on programmed follow-up works to address damp & mould issues and external works required such as repointing.
8. Void repairs costs were again below budget due to fewer voids during the period than expected.
9. The response repairs outturn results from the very high volume of repairs undertaken during the year. Volumes were 50% higher than had been budgeted for, driven by the accelerated stock condition survey programme and damp & mould work.
10. Supervision and Management: Full-year costs of £18.4m were in line with budget. Supervision and Management costs include £0.8m of fees incurred to defend the Project Admiral adjudication, which had not been budgeted for. This was offset by the delay to the BCP Homes restructure which resulted in new positions created by the restructure remaining vacant throughout the year.
11. Bad or doubtful debts charge: The bad or doubtful debt charge exceeded budget by £0.2m due to the increase in recharges to tenants. Collection of this type of income is more challenging than collection of normal rental income.
12. Depreciation: The depreciation charge of £15.2m was in line with budget.
13. Net interest payable: The £0.9m favourable outturn was due to:
- higher interest earned on cash balances due to higher-than-expected interest rates, and
  - no new borrowing required to fund the 2024/25 capital programme. The budget had assumed that an additional £10.1m of borrowing would be drawn down to fund 24/25 capital expenditure.
14. Net surplus: The Repairs and Maintenance adverse variance of £3.5m was partially offset by favourable income variances of £1.4m and the favourable variance on net interest payable of £0.9m. The overall net impact of these items resulted in a net surplus for the year of £3.0m, £1.1m less than the original budgeted surplus of £4.1m.

## Capital programme

15. The 2025/26 HRA budget paper set out a capital programme of £43.0m. This included a £25.2m investment in new-build projects delivered as part of the Council newbuild housing & acquisitions strategy (CNHAS) and £17.2m of planned maintenance.

	Full year		
	Budget £000	Actuals £000	Variance £000
New-build projects	25,202	23,995	(1,207)
Purchase of existing houses	500	181	(319)
Other major projects	100	4,518	4,418
Planned maintenance	17,202	16,425	(777)
Vehicles	-	89	89
<b>Total capital expenditure</b>	<b>43,004</b>	<b>45,208</b>	<b>2,204</b>
<u>Funded by:</u>			
HRA Reserve		5,074	
Major Repairs Reserve		17,163	
Capital receipts		4,314	
Grants		4,180	
S106 receipts		277	
Prudential borrowing		14,200	
<b>Total funding</b>		<b>45,208</b>	

16. New-build projects: The underspend versus budget was due to the delay to the Hawkwood Road development. Start-on-site for this project is now not expected until September 2026. During the year the following projects were completed:
- i. Templeman Place (27 units)
  - ii. Grants Close (2 units)
  - iii. Craigmore Avenue (2 units)
17. The Hillbourne development (110 units) is on track to complete in stages between July through to September 2026.
18. Purchase of existing houses: Only one property was acquired during the year. Whilst the HRA receives right of first refusal to repurchase ex-local authority properties, current high borrowing costs mean that repurchases are not financially viable at present.
19. Planned maintenance: This covers capital maintenance such as kitchen, bathroom and boiler replacements. Expenditure of £16.4m was £0.8m less than budget. The £0.5m contingency budget for planned maintenance was not utilised.
20. **Approval for acceptance of capital grant by the HRA - Warm Homes: Social Housing Fund**: In accordance with the financial regulations, Cabinet is requested to approve up to £0.975m of grant funding from the Warm Homes: Social Housing Fund to improve the energy efficiency of the Council's social housing stock, primarily through the installation of PV and batteries.

This page is intentionally left blank

## 2025/26 Company Outturns

1. The following paragraphs contain a summary of the outturns for the council's partner and subsidiary organisations. It should be noted that these are provisional figures and are unapproved by the respective boards of directors and are also subject to audit.

### **Bournemouth Building & Maintenance Ltd (BBML)**

2. The trading activities of BBML consist of programmed works for the council's housing revenue account, such as disabled adaptations, and building works for other council owned property.
3. Turnover for the financial year was £20.0m compared with budget of £15.7m. Provisional net profit for the year is £0.65m compared with budgeted net profit of £0.58m. Broadly speaking BBML generates around 3.2% net profit on its annual turnover.
4. BBML is budgeted to pay the council an annual dividend of £0.3m. An additional dividend payment was made to the council in 2025/26 of £0.47m.
5. Retained profit reserves of £0.9m (after payment of annual dividends) have accumulated over time. Retained profit reserves are earmarked to fund potential future BBML cost pressures.
6. Due to the materiality level for the council's statement of accounts, BBML is consolidated into the group accounts.

### **Seascope Group Ltd**

7. Seascope Group Limited owns two subsidiaries, Seascope South Limited and Seascope Homes and Property Limited.
8. The core activities of Seascope South Limited (SSL) are undertaking adaptations and conversions to non-council owned property. These are funded through disabled facility grants (DFG). Building maintenance and construction services are also provided, utilising the council's internal Construction Works Team (CWT).
9. Turnover for the financial year for SSL was £1.8m, compared with a budget of £1.3m. Provisional profit before tax is £0.26m compared with a budget of £0.03m.
10. SSL made an unbudgeted dividend payment to Seascope Group in 2025/26 of £0.43m.
11. Retained profit reserves of £0.18m are estimated as at 31 March 2026.
12. Seascope Homes and Property Limited (SHPL) provides housing solutions through the grant of assured short-hold tenancies to a variety of clients, including the homeless. SHPL leases properties purchased by the council to provide this housing.
13. Turnover for the financial year for SHPL was £3.4m, compared with a budget of £3.2m. Provisional profit before tax of £0.13m is expected, compared with a budget of £0.11m.
14. SHPL made an unbudgeted dividend payment to Seascope Group in 2025/26 of £0.04m.
15. Retained profit reserves of £0.20m are estimated as at 31 March 2026.
16. The results of the subsidiaries are combined to form the results of Seascope Group Limited (SGL). The provisional turnover for SGL was therefore £5.2m (budget £4.5m). Provisional profit before tax of £0.39m compared with a budget of £0.14m.
17. SGL made an unbudgeted dividend payment to the council in 2025/26 of £0.47m.

18. Retained profit reserves of £0.38m are estimated as at 31 March 2026.
19. Due to the materiality level for the council's statement of accounts, Seascope Group is consolidated into the group accounts.

### **Charities**

20. The council has close links to three charities, the Five Parks Charity, Lower Central Gardens Trust and Russell-Cotes Art Gallery & Museum Charitable Trust.
21. Due to the materiality levels for the council only Lower Central Gardens Trust will be included in the council's group accounts. Materiality is assessed with reference to the size of the asset base in the balance sheet.

### **The Bournemouth Development Company LLP**

22. Bournemouth Development Company LLP ("BDC") is a joint venture between the Council and Muse Places a wholly owned subsidiary of Morgan Sindall Group plc.
23. BDC is an active development partner and regeneration catalyst for the delivery of the Bournemouth Town Centre Vision.
24. BDC has a different year end to the council, consequently the figures incorporated in the council's group accounts rely on an amalgamation of the pro rata amount from the joint venture's 31 December 2025 year-end figures and from the quarter one management account information to 31 March 2026. Figures are not available to include in this report due to differing financial reporting years.

### **Tricuro**

25. Tricuro is a group of two companies established under local authority trading company principles to undertake a range of adult social care services on behalf of BCP. Dorset Council moved their care contract to another provider in 2022 with BCP becoming the sole shareholder after the separation was complete.
26. The group is structured as a care company (Tricuro Limited) and a company providing support services (Tricuro Support Limited). Management is through a joint Board. Tricuro Support Limited holds the contractual relationships with BCP, as well as the property leases and support services agreements.
27. The statement of accounts of Tricuro will be consolidated into BCP Council's group accounts with turnover of £20.8m and a loss for the financial year of £0.4m based on the company's latest available audited accounts for the year ended 31/03/2025.

### **28. Aspire Adoption**

29. Aspire Adoption is a partnership between BCP and Dorset Council.
30. The purpose of Aspire is to provide services for children and families through enabling and supporting the adoption process.
31. BCP contribution for 2025/26 to the partnership is £1.1m with Dorset Council contributing £0.8m.

## CABINET



Report subject	<b>Medium Term Financial Plan (MTFP) Update</b>
Meeting date	24 June 2026
Status	Public Report
Executive summary	<p>This report:</p> <ul style="list-style-type: none"> <li>• Aims to ensure the council presents a legally balanced 2027/28 budget.</li> <li>• Presents an update to the MTFP</li> <li>• Proposes a budget planning process and timeline for key financial reports.</li> <li>• Proposes a financial strategy to support the delivery of a robust and financially sustainable budget for the medium term.</li> </ul>
Recommendations	<p><b>It is RECOMMENDED that Cabinet:</b></p> <ol style="list-style-type: none"> <li>a) Endorse the scenario planning exercise set out in Appendix 1 that guides the potential level of activity that may now be needed to present a legally balance budget for 2027/28.</li> <li>b) Approve the budget timetable and process as set out in Appendix 2.</li> <li>c) Approve the financial strategy designed to support the ongoing delivery of a balanced 2027/28 Budget and MTFP as set out in Appendix 3.</li> </ol>
Reason for recommendations	<p>To comply with accounting codes of practice and best practice which requires councils to have a rolling multi-year medium term financial plan.</p> <p>To comply with the Councils Constitution and the requirement to have as a minimum a 3-year Medium Term Financial Plan</p> <p>To provide Cabinet with the latest high-level overview of the medium-term financial plan.</p> <p>To present a proposed financial strategy to support the ongoing delivery of a balanced budget for 2027/28.</p>

Portfolio Holder(s):	Cllr. Mike Cox, Portfolio Holder for Finance
Corporate Director	Aidan Dunn, Chief Executive
Report Authors	Matthew Filmer, Interim Director of Finance and Chief Finance Officer
Wards	Council-wide
Classification	For Decision

### MTFP Update

1. The Council's medium-term financial position remains under significant pressure. The latest update set out in Appendix 1 shows a more uncertain outlook, driven by rising demand, inflation, borrowing costs and continued volatility in national funding and pay assumptions.
2. The risk associated with the Dedicated School Grant has lessened thanks to the confirmation from government to support 90% of the accumulated deficit. But there remains uncertainty over timing of the grants payments and how the Council will fund the remaining 10% (c£38m) from asset disposals. This continues to present a material threat to long-term financial sustainability.
3. Elsewhere on the Cabinet agenda is the outturn for 2025/26 which recorded a £4.6m overspend, the first overspend the Council has reported. This is almost entirely driven by demand-led pressures in adults' and children's services and underlines the limited resilience in the base budget.
4. The update also recognises the poor condition of the Council's assets which is becoming an increasing risk following sustained underinvestment in repairs and maintenance. Appendix 1 sets out initial steps to remedy this.
5. The updated MTFP position overall is £31.9m gap, with a deficit of £8.3m in 2027/28. The report recognises the need to develop a long-term view of saving and efficiencies the council needs to make which are considered and planned for the longer term to bring financial sustainability. For the 2027/28 budget, the council will adopt a more strategic, programme-led approach through the Continuous Improvement and Innovation Programme (CIIP). This represents a shift from short-term savings measures to a structured pipeline of transformation, service redesign and efficiency activity. The financial strategy for this is set out in Appendix 3 with a detailed timetable set out in Appendix 2.
6. Overall, the financial outlook remains highly sensitive to relatively small changes in assumptions. Further savings options are therefore being developed as a precaution, alongside continued close monitoring of the major risks. The direction of travel is clear: the Council must continue to plan cautiously, manage spending tightly and prepare early for further decisions as the position develops.

## **Options Appraisal**

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

## **Summary of financial implications**

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

## **Summary of legal implications**

9. The council has a fiduciary duty to its taxpayers to be prudent in the administration of the funds on their behalf and an equal duty to consider the interests of the community which benefit from the services it provides.
10. It is the responsibility of councillors to ensure the council sets a balanced budget for the forthcoming year. In setting, such a budget councillors and officers of the council have a legal requirement to ensure it is balanced in a manner which reflects the needs of both current and future taxpayers in discharging these responsibilities. In essence, this is a direct reference to ensure that Council sets a financially sustainable budget which is mindful of the long-term consequences of any short-term decisions.
11. As a billing authority, failure to set a legal budget by 11 March each year may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999. It should however be noted that the deadline is, in reality, the 1 March each year to allow sufficient time for the council tax direct debit process to be adhered to.

## **Summary of human resources implications**

12. There are no direct human resources implications associated with this report. However, the 2027/28 budget is likely to have a direct impact on the level of services delivered by the council, the mechanism by which those services are delivered and the associated staffing establishment.

## **Summary of sustainability impact**

13. The 2026/27 approved budget protected the staffing resources associated with climate change and ecological emergency activity. In addition, as at the 31 March 2026 £833k was available in an earmarked reserve to support project activity.

## **Summary of public health implications**

14. The Department of Health and Social Care have announced the Council's Public Health grant allocation for 2026-27 is £27.485m. Public Health funding now consolidates previously standalone ringfenced grants for Smoking Cessation and Drug and Alcohol Treatment and Recovery as well as puts new responsibility on local authorities related to Individual Placement and Support for service users. Considering this new burden the increase in funding is 1.71% from 2025/26 allocation.

## **Summary of equality implications**

15. Officers are expected to deliver the services they are responsible for with due regard to the equality's implications. A full equalities impact assessment will be undertaken

as part of the final February 2027 report to members as part of the annual budget process.

### **Summary of risk assessment**

16. The risks inherent in the financial position of the council include the following issues set out in detail as part of the 24 February 2026 report to full council in relating to the 2026/27 budget and medium-term financial plan.

- Accumulating DSG Deficit.
- Interest cost associated with servicing the DSG borrowing position
- Ongoing impact in relation to the new Pay and Grading Structure such as incremental drift
- Council Tax – Taxbase
- Financial Outturn 2025/26
- Legal Claims.
- Uncertainty.
- Pay Award
- Loss or disruption to IT systems and Networks from a cyber-attack.
- Council Owned Companies and Joint Ventures.
- Intervention.
- Children’s Services.
- Wellbeing Services.
- Housing: Temporary Accommodation including Bed and Breakfast and supported accommodation
- Delivering savings, efficiencies, and additional income generation.
- Realisation of capital receipts to fund the council’s transformation programme and the remaining 10% DSG deficit.

17. These risks will continue to be monitored and where possible and appropriate mitigation strategies considered. At the time of writing this report a particular risk which will continue to be considered is in regard to the uncertainty caused by global macroeconomic factors.

### **Background papers**

18. February 2026: Budget 2026/27 and Medium-Term Financial Plan report  
<https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=284&MId=6081&Ve r=4>

### **Appendices**

- Appendix 1 MTFP Update Detail
- Appendix 2 Budget Planning process and timetable.
- Appendix 3 Financial strategy supporting the delivery of the 2027/28 budget.

## Appendix 1

### The Medium-Term Financial Plan (MTFP) Update Quarter 1

#### Introduction

1. The Medium-Term Financial Plan (MTFP) was agreed by Council on 24 February 2026 and set out in the table 1 below. It is worth noting that the 2026/27 budget and MTFP had the following key features:
  - a) A 6.74% council tax increase for 2026/27 reflecting the additional flexibility given by government. The planning assumption being 4.99% is built into each of the following years consistent with the projections from the Office Budget Responsibility.
  - b) Assumed delivery of £14m in annual savings, efficiencies, and additional resources to balance the 2026/27 budget including £4.4m which has been established as transformation and invest to save related. Future year savings for the next two years amounting to £15m.
  - c) £22m planned increase in council spending across all service areas excluding pay related costs, this includes including £11.5m (6.5% increase) to cover demand and inflationary cost pressures in wellbeing services including adult social care and homelessness services. With a further £9.2m (8.2% increase) to cover demand and inflationary cost pressures in children's services.
  - d) First multi-year Local Government Finance Settlement (2026/27–2028/29) in a decade backed by new fair funding formula. The impact of which is a reduction in funding across that term for the council by approx. £15m.
2. The MTFP has been updated since then to reflect the latest financial outturn for 2025/26, a review of existing assumptions and future forecasts around demand and inflation.
3. The document also rolls forward the MTFP by 1 year (to 2029/30) to maintain a rolling 3-year medium term planning horizon.
4. The next MTFP update will be reported to Cabinet in October. This report will propose further changes to the MTFP, including further refinement of demand modelling and any additional savings targets that may be required in future years to maintain a balanced position.

#### The MTFP 2026/27 to 2029/30

5. The MTFP was agreed in February 2026 and is set out in Table 1 overleaf. It is worth noting this was updated by way of an addendum to full council following the government's late announcement to allow the council to have additional council tax flexibility of 1.75%, allowing an increase of 6.74%.

**Table 1 – MTFP Position of the Council February 2026**

	Updated Budget 2025/26 £m	February 2026 MTFP Position			
		26/27 £m	27/28 £m	28/29 £m	Total £m
Wellbeing Directorate	194.6	11.5	7.9	8.2	27.6
Children's Directorate	111.8	9.2	8.2	8.2	25.5
Operations Directorate	60.3	1.3	4.1	5.6	11.0
Resources Directorate	50.2	(0.0)	0.3	1.6	1.9
<b>Service Pressures (net of any specific grant changes)</b>	<b>416.8</b>	<b>22.0</b>	<b>20.5</b>	<b>23.5</b>	<b>66.0</b>
<b>Savings, Efficiencies, Fees &amp; Charges</b>					
Wellbeing Directorate		(3.1)	(1.1)	(0.9)	(5.1)
Children's Directorate		(1.4)	0.0	0.0	(1.4)
Operations Directorate		(4.0)	(2.2)	(1.3)	(7.5)
Resources Directorate		(1.0)	(0.5)	(0.1)	(1.6)
Transformation		(4.4)	(7.5)	(1.2)	(13.1)
<b>Savings, Efficiencies, Fees and Charges</b>		<b>(13.9)</b>	<b>(11.1)</b>	<b>(3.6)</b>	<b>(28.6)</b>
<b>Corporate Items - Cost Pressures</b>	<b>10.6</b>	<b>10.2</b>	<b>4.6</b>	<b>6.6</b>	<b>21.4</b>
<b>Funding - Changes</b>					
<b>Funding - Changes</b>	<b>(432.8)</b>	<b>(16.6)</b>	<b>(9.7)</b>	<b>(17.0)</b>	<b>(43.3)</b>
<b>Debt interest due to accumulated SEND deficit</b>	<b>8.1</b>	<b>2.4</b>	<b>(4.2)</b>	<b>1.7</b>	<b>(0.1)</b>
<b>Annual – Net Funding Gap</b>	<b>2.8</b>	<b>4.0</b>	<b>0.1</b>	<b>11.2</b>	<b>15.3</b>
<b>Application of one-off business rates resources to MTFP</b>	<b>(2.8)</b>	<b>(4.0)</b>	<b>6.8</b>	<b>0.0</b>	<b>2.8</b>
<b>Annual – Net Funding Gap</b>	<b>0.0</b>	<b>(0.0)</b>	<b>6.9</b>	<b>11.2</b>	<b>18.1</b>
<b>Cumulative MTFP – Net Funding Gap</b>		<b>(0.0)</b>	<b>6.9</b>	<b>18.1</b>	

6. Since the MTFP was agreed in February, future year assumptions have updated to reflect latest forecasts for demand and funding as well as taking account and recognising the following items which have materialised since the MTFP was agreed earlier this year.

### Spring Statement (3 March 2026)

7. The Spring Statement was a deliberately low-key update focused on reaffirming fiscal stability rather than introducing new policy, with no significant tax or spending announcements. There were updates from the Office Budget Responsibility (OBR) forecasts showing weaker short-term growth (-1.1% in 2026), falling inflation towards target, and a material improvement in borrowing (c.£18bn lower than previously forecast) alongside modestly increased fiscal headroom. Most of the OBR forecasts were calculated prior to the Iran conflict being considered. The OBR included an eleventh-hour caveat that the conflict could have a very significant impact on the global and UK economies. They noted it could push up oil and gas prices, increase government borrowing costs, and halt recent momentum towards lower mortgage rates.
8. The Government signalled continued spending restraint and welfare tightening, with investment prioritised in areas such as defence, but provided no new funding for local government.

### Macro-Economic Climate - Iran Conflict

9. Since 28 February 2026, the escalation of conflict in the Middle East, including direct military action involving Iran, has introduced a significant macroeconomic shock primarily through energy markets. Disruption to oil and gas supply has driven sharp increases in global energy prices, reversing the expected lower

inflation trend and contributing to renewed upward pressure on UK inflation, with forecasts indicating higher price levels later in 2026.

10. For the council the combined effect is likely increased inflationary pressure for services, particularly within demand-led services such as social care and homelessness. Higher inflation also creates a “higher for longer” interest rate environment, increasing the cost of the councils’ borrowing costs.

### National Pay Award

11. The 2026/27 Local Government Pay Award remains unresolved at the time of writing. National Employers have issued a full and final offer of a 3.3% consolidated increase on NJC pay points and allowances, effective from 1 April 2026. The Council for 2026/27 had assumed a 2.8% increase. A 0.5% increase equates to an additional £1m per annum. This additional cost has been added into future year and increased the pay award assumption across the plan.
12. This offer has been rejected by the majority of trade unions, with consultation ballots completed or underway and the potential for industrial action during summer 2026. As such, there remains material uncertainty over the final pay settlement, with risk of upward pressure on the current offer. The Medium Term Financial Plan therefore assumes a base provision aligned to the current offer, alongside sensitivity modelling to reflect the potential for a higher award and backdated cost pressures.

### SEND Reform Plan and High Needs Deficit

13. In March 2026 the Government has set out a programme of reform to the Special Educational Needs and Disabilities (SEND) system aimed at improving outcomes for children and young people while restoring financial sustainability across the high needs system.
14. This includes a combination of national policy changes and local delivery expectations, alongside specific financial interventions within the 2026/27 Local Government Finance Settlement.
15. Central to the reform agenda is a move towards a more consistent, inclusive and financially sustainable system, with increased emphasis on early intervention, mainstream inclusion and strengthened accountability for local partnerships.
16. The Councils accumulated deficit of £180m for the dedicated schools grant at 31 March 2026 (see table 2) remains a significant threat to the council’s financial stability. In total the council is servicing debt in relation to the deficit of £10.5m per annum in 2026/27.

**Table 2: Summary position for dedicated schools grant**

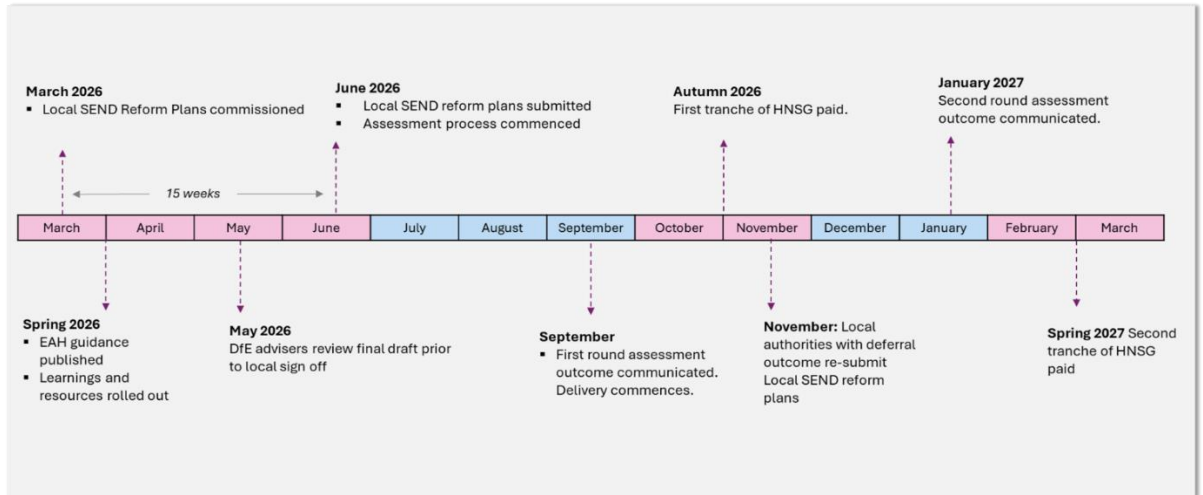
Dedicated Schools Grant	£m
<b>Accumulated deficit 1 April 2025</b>	<b>113.3</b>
Prior year additional funding – early years	(1.9)
Budgeted high needs funding shortfall 2025-26	57.5
High needs funding reduction 2025-26	0.5
High needs overspend 2025-26	13.5
Other block underspends	(3.1)
<b>Accumulated deficit 31 March 2026</b>	<b>179.8</b>

17. Expenditure will continue to outstrip funding by an estimated further £200m over the next two-year financial years. The required SEND reform plan has been developed and if approved, central government could provide an estimated 90%

contribution toward this deficit. This would still leave the council with a residual debt to fund of £38m.

18. The timetable below set out from government send reform plans and the dates when a first or second tranche of the grant could be paid.

**Figure 1 – SEND Reform Plan Timetable**



19. While the reform programme provides a clear direction of travel and offers some mitigation of historic financial pressures, there remains significant uncertainty regarding the pace of implementation, the extent to which demand can be moderated, and the adequacy of future funding arrangements, all of which will continue to influence the council's medium-term financial position.
20. The 2026/27 budget assumed a prudent assumption that funding would not be received until February 2027 which had little impact in terms of the assumed £10.5m interest cost accruing. The impact in the medium term is a reduction in interest cost for 2027/28 for £4.2m with smaller increases in the medium term recognising the continued spend of over £100m per annum over the funding allocation.
21. The current financial strategy for the 10% remaining balance is to be funded via capital receipts. It is clear without current pipeline of asset disposals and balance of capital receipts that this will be a challenge to meet. Disposing of assets can be a long process and the current market for disposals is tough. The fall-back assumption, although not confirmed via government to date, is that if capital receipts are not forthcoming then the council would capitalise (borrow) the remaining high needs balance and pay back over an agreed timeframe. This has not been factored into the MTFP yet until which time we feel asset disposal is not the option.
22. Continued lobbying to government is crucial for support for the remaining 10% to ensure long term sustainability for the local government.

### **Government Borrowing Costs**

23. Government borrowing costs for the past few months have been historically high. UK Gilts yields have reached highs not seen since the 2008 financial crisis. Gilt yields directly determine the cost at which the Government can finance its deficit; higher yields increase debt interest costs, reduce fiscal headroom, and can necessitate tighter spending controls or higher taxation to remain within its own fiscal rules.

24. Given the UK's high debt stock and increased sensitivity to interest rate changes, even relatively small movements in yields can materially affect the public finances, reinforcing the risk that adverse market conditions could translate into tighter funding settlements for local government.
25. The impact to the council is more immediate as we finance a lot of our borrowing on a short-term basis which mostly mirrors the gilt prices. It means that the council continue to carry a large element of interest rate risk as part of its cash management.

### **Outturn 2025/26**

26. The outturn 2025/26 elsewhere on the agenda shows a overspend of £4.6m. This is the first time an overspend has been reported at the Council principally driven by demand led pressure in Children and Adults Social Care and shows the stark reality of how exposed the council is financially. The 2026/27 budget does plan for increase investment and mitigation into these two service areas which is critical to improving resilience and bringing these pressures under control.
27. As part of the section 151 officers' assessment to the financial position, it is worth noting the council is still operating spend controls reducing non-essential expenditure until which time assurance is given that the Council is in a safer operating environment. The spend control has recently been adjusted to allow repairs and maintenance of council assets recognising the following risk.

### **Condition of the Councils Assets**

28. Prolonged reduction in expenditure related to repairs and maintenance of the council general fund assets is now a significant risk the council is carrying with real consequences to the council deliverability of services. Be it community assets or income generating assets the state of disrepair across the General Fund is of concern.
29. By not maintaining assets regularly there are real cost consequences further down the line ultimately requiring significant repairs cost which could have been avoided.
30. As illustrated in this report the Council finances remain tight but as part of the outturn 2025/26 monies have been set aside to deal with more immediate issue relating to a number of assets which pose a significant risk.
31. Going forward the section 151 officer in conjunction with the Chief Operating Officer will work to fulfil the following:
  - a) Prioritise expenditure on assets which carry the most immediate impact to the council via Capital Briefing Board and subsequent approval via Cabinet/Full Council
  - b) Carry out a full condition survey of the councils General Fund assets
  - c) Consider and approve a cyclical capital investment for larger repairs and maintenance of the council
  - d) Strengthen and improve our Strategic Asset Management Plan to ensure we make the most of our assets and investment is considered and targeted
  - e) Creation of a capital strategy to allow a more robust planning of capital expenditure and how it can unlock deliverability of the corporate strategy
  - f) Establish a costed and detailed maintenance programme for general fund assets

- g) establish appropriate inspection regimes for each asset class in the general fund aligned to the asset condition survey and expected state of good repair

### MTFP 2027-2030 Update

32. The position as set out above in Table 1 has now been updated for several potential adjustments to previously identified cost pressures as well as the inclusion of a starting position 2029/30. These matters, as underpinned, by several key assumptions as set out below in Table 3, are being kept under continual review and constantly refined based on the latest trend analysis, economic forecasts, government announcements, and professional judgements.

**Table 3 Medium Term Financial Plan – Key Assumptions**

	2026/27	2027/28	2028/29	2029/30
Pay Inflation	2.80%	3.00%	2.50%	2.50%
Pension Contribution Rates	16.30%	16.30%	16.30%	16.30%
Council Tax	6.74%	4.99%	4.99%	4.99%
Council Tax Base	0.60%	0.50%	0.50%	0.50%
Minimum Increase in Fees & Charges	2.00%	2.00%	2.00%	2.00%
National Living Wage (NLW)	2.00%	2.00%	2.00%	2.00%
Borrowing Rates	5%	5.50%	4.50%	4.00%

### Inflationary Costs

33. Inflation is only provided for in service directorate budgets where it can be demonstrated that it will be needed due to either market or contract conditions. Inflation as of September 2025, which is applied or factored into several 2026/27 contractual uplifts, was 3.3% as measured by the (CPI) Consumer Price Index. For comparison purposes the annual rate of CPI inflation was 3.8% in September 2025 but as the Iran conflict impact start to feed through, we can expect inflation to be higher come September 2026.

**Table 4: Updated and rolled MTFP**

	Original Budget 2026/27 £m	Updated April 2026 MTFP Position			
		27/28 £m	28/29 £m	29/30 £m	Total £m
Wellbeing Directorate	200.1	7.9	8.2	8.4	24.5
Children's Directorate	117.6	6.2	8.2	8.2	22.5
Operations Directorate	56.9	4.3	5.7	5.1	15.1
Resources Directorate	49.5	0.3	1.6	1.6	3.5
<b>Service Pressures (net of any specific grant changes)</b>	<b>424.2</b>	<b>18.7</b>	<b>23.6</b>	<b>23.3</b>	<b>65.7</b>
<b>Savings, Efficiencies, Fees &amp; Charges</b>					
Wellbeing Directorate		(1.1)	(1.0)	(1.0)	(3.0)
Children's Directorate		0.0	0.0	0.0	0.0
Operations Directorate		(2.2)	(1.3)	(1.1)	(4.6)
Resources Directorate		(0.5)	(0.1)	(0.1)	(0.6)
Transformation		(7.5)	(1.2)	(0.4)	(9.1)
<b>Savings, Efficiencies, Fees and Charges</b>		<b>(11.2)</b>	<b>(3.6)</b>	<b>(2.6)</b>	<b>(17.3)</b>
<b>Corporate Items - Cost Pressures</b>	<b>21.5</b>	<b>7.8</b>	<b>8.7</b>	<b>6.3</b>	<b>22.8</b>
<b>Funding - Changes</b>					
<b>Funding - Changes</b>	<b>(449.4)</b>	<b>(9.7)</b>	<b>(17.0)</b>	<b>(18.5)</b>	<b>(45.3)</b>
<b>Debt interest due to accumulated SEND deficit</b>	<b>10.5</b>	<b>(4.2)</b>	<b>1.7</b>	<b>1.7</b>	<b>(0.8)</b>
<b>Annual – Net Funding Gap</b>	<b>6.8</b>	<b>1.4</b>	<b>13.4</b>	<b>10.3</b>	<b>25.1</b>
<b>Application of one-off business rates resources to MTFP</b>	<b>(6.8)</b>	<b>6.8</b>	<b>0.0</b>	<b>0.0</b>	<b>6.8</b>
<b>Annual – Net Funding Gap</b>	<b>0.0</b>	<b>8.3</b>	<b>13.4</b>	<b>10.3</b>	<b>31.9</b>
<b>Cumulative MTFP – Net Funding Gap</b>		<b>8.3</b>	<b>21.6</b>	<b>31.9</b>	

### Potential Medium Term Financial Forecast Scenarios

34. In support of the financial planning approach to enable delivery of a balanced budget for 2027/28 the council has considered the level of uncertainty and therefore risk that will apply to the current assumptions. In line with good practice these assumptions have been tested via a process of sensitivity analysis and several different models developed that highlight their impact. At the extremes they indicate there could be an improvement in the position or alternatively a deterioration which would lead to significant widening of the funding gap for 2027/28. These models consider the impact of various changes such as.

- Lower threshold increases in council tax levels.
- Lower or higher levels of change to the council's tax base.
- Lower or higher levels of base government grant funding including the impact of the government funding reforms.
- Lower or higher annual pay awards.
- Lower or higher borrowing costs.
- Alternative approaches that could be taken by government to address the accumulated DSG deficit.
- Changes to service demands including those impacted by the national living wage.

35. It should be highlighted that no tolerance has been made as part of this modelling in respect of the 2026/27 budgeted savings or those included in the MTFP for 2027/28 and 2028/29 on the basis that services are expected to ensure their delivery.

**Table 4: Sensitivity Analysis 2027/28 Budget Models**

	Original Budget 2026/27 £m	Base Case 2027/28 £m	Better Case 2027/28 £m	Middle Case 2027/28 £m	Worse Case 2027/28 £m
Wellbeing Directorate	200.1	7.9	6.6	7.9	9.9
Children's Directorate	117.6	6.2	4.7	8.0	12.0
Operations Directorate	56.9	4.3	2.3	4.5	6.0
Resources Directorate	49.5	0.3	0.0	0.3	1.0
<b>Service Pressures (net of any specific grant changes)</b>	<b>424.2</b>	<b>18.7</b>	<b>13.6</b>	<b>20.8</b>	<b>28.9</b>
<b>Savings, Efficiencies, Fees &amp; Charges</b>		<b>(11.2)</b>	<b>(11.2)</b>	<b>(11.2)</b>	<b>(11.2)</b>
<b>Corporate Items - Cost Pressures</b>	<b>21.5</b>	<b>7.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Funding - Changes</b>	<b>(449.4)</b>	<b>(9.7)</b>	<b>(3.0)</b>	<b>0.0</b>	<b>3.2</b>
<b>Debt interest due to accumulated SEND deficit</b>	<b>10.5</b>	<b>(4.2)</b>	<b>(4.2)</b>	<b>(4.2)</b>	<b>(4.2)</b>
<b>Annual – Net Funding Gap</b>	<b>6.8</b>	<b>1.4</b>	<b>(4.7)</b>	<b>5.4</b>	<b>16.8</b>
<b>Application of one-off business rates resources to MTFP</b>	<b>(6.8)</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>
<b>Annual – Net Funding Gap</b>	<b>0.0</b>	<b>8.3</b>	<b>2.1</b>	<b>12.2</b>	<b>23.6</b>
<b>Cumulative MTFP – Net Funding Gap</b>		<b>8.3</b>	<b>2.1</b>	<b>12.2</b>	<b>23.6</b>

## 2027/28 Budget Planning Process

36. The budget for 2027/28 and the MTFP should be seen in the context of a rolling, evolving process structured to enable the ongoing proactive management and prioritisation of the council's resources. As a sector local authorities have been grappling with sustained financial pressures since 2010. Recently councils have had to become more efficient in navigating the uncertainty and volatility caused by global macro-economic factors, the legacy and long-term consequences of the Covid-19 pandemic, alongside those caused by the recent cost-of-living crisis, and changes in public policy. Stability in financial planning has improved compared to previous year with a three-year finance settlement even when the impact is a detriment to the council.
37. Full details of the budget planning process and timetable to support the 2027/28 budget are set out in Appendix 2. Key features include.
- Consideration of the vision, ambitions and aspirations of the council to ensure the organisation commits its limited resources in accordance with its stated priorities and Corporate Strategy.
  - A scenario planning and financial forecasting led approach.
  - Constant refinement of assumptions based on government announcements, economic forecasts, trend analysis, and professional judgement.
  - Commitment of holding STAR chamber with service directors and portfolio holders to review the most material areas of expenditure and income of the Council.
  - Public participation in the budget via an engagement process in October / November 2026.
  - Two budget workshops, one in November 2026 and then one in January 2027 setting out the final budget proposals.

- Cabinet members working with Corporate Management Board colleagues to shape the proposals via bi-weekly Strategy Planning sessions throughout 2026/27.
- Further to last years enhanced process, it should be highlighted that the process for scrutiny committees' input into the budget remains under consideration.

### **Future MTFP Updates**

38. As part of the need to understand all elements of the council finances the section 151 officer is committed to increase the visibility and knowledge of the council services, Capital Programme, Housing Revenue Account, Collection Fund. Future iterations of the MTFP updates will start to include these critical elements so a full and wide understanding of the Councils financial landscape is known.

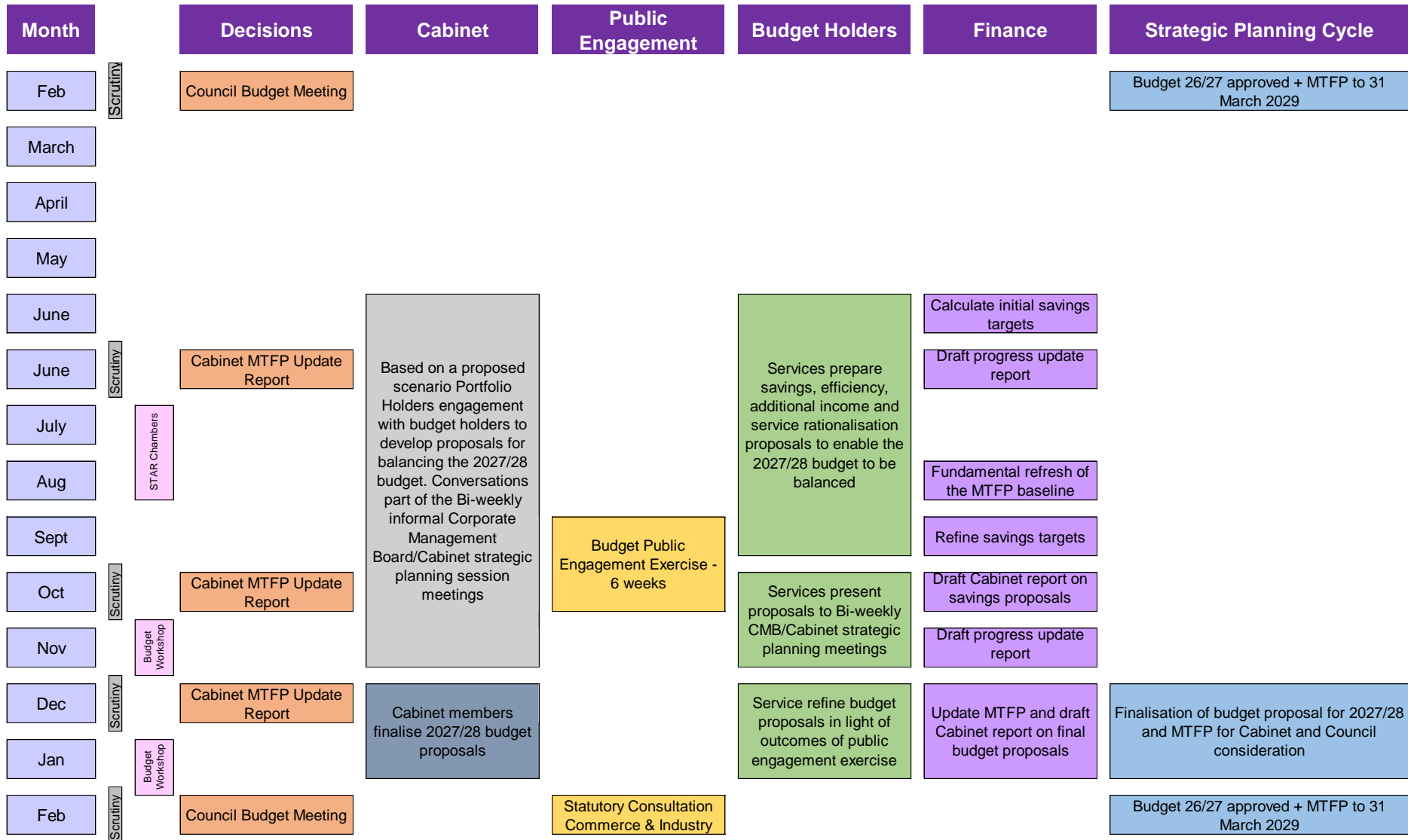
This page is intentionally left blank

## **2027/28 Budget Timetable and Budget Process**

1. The budget for 2027/28 and the MTFP should be seen in the context of a rolling, evolving process structured to enable the ongoing proactive management and prioritisation of the council's resources.
2. As a sector local authorities have been grappling with sustained financial pressures since 2010. Recently councils have had to become more efficient in navigating the uncertainty and volatility caused by global macro-economic factors, the legacy and long-term consequences of the Covid-19 pandemic, alongside those caused by the recent cost-of-living crisis, and changes in public policy.
3. The key dates in the 2027/28 budget setting process can be set out as follows.
 

June 2026	Cabinet - MTFP update report (including financial strategy).
June 2026	Cabinet - Financial Outturn 2025/26.
July-August 2026	STAR Chambers
September 2026	Cabinet - Quarter 1 - 2026/27 budget monitoring.
October 2026	Cabinet - MTFP update report
October 2026	Budget Consultation Exercise Opens
November 2026	Budget Consultation Exercise Closes
November 2026	All Members – Draft developing 2027/28 Budget Presentation
December 2026	Cabinet - Quarter 2 – 2026/27 budget monitoring
December 2026	Cabinet - MTFP update report
January 2027	Cabinet – Council Tax 2027/28 taxbase report
January 2027	Audit & Governance Committee (Treasury Management Strategy)
January 2027	All Member – Final proposed 2027/28 Budget Presentation
January 2027	Presentation to representatives from Commerce and Industry
February 2027	Cabinet – Quarter 3 – 2026/27 budget monitoring
February 2027	Cabinet – 2027/28 proposed budget and MTFP
February 2027	Council – 2027/28 proposed budget and MTFP

## BCP Council - Budget Process 2027/28



## Key Financial Reports & Events - 26/27 Budget Monitoring & 27/28 Budget Timeline

Date	Event	Report Title / Action	Detail
June 2026	Cabinet	Medium Term Financial Plan (Update)	To include. <ul style="list-style-type: none"> <li>• Update on MTFP.</li> <li>• Proposed financial strategy.</li> <li>• Budget process.</li> </ul>
June 2026	Budget Proposals	Corporate Directors, Service Directors and Budget Holders working with Portfolio Holders	Start of period for preparation of proposals for delivering a balanced 2027/28 budget.
June 2026	Cabinet	Financial Outturn Report	Summary report covering the financial outturn for 2025/26.
August 2026	Budget Refresh	Corporate Directors & Service Directors	Deadline to produce a refresh of the MTFP baseline financial resource requirements for each service for the three-year period to the 31 March 2030
September 2026	Cabinet	Quarter One Budget Monitoring Report	First quarter (April to June) budget monitoring for 2026/27.
September 2026	Budget Proposals	Corporate Directors, Service Directors and Budget Holders working with Portfolio Holders	Close of initial period for preparation of proposals for delivering a balanced 2027/28 budget.
October 2026	Audit & Governance	2025/26 Statement of Accounts	Report presents the 2025/26 statement of accounts for BCP Council including the Annual Governance Statement.

Date	Event	Report Title / Action	Detail
October 2026	Cabinet	Medium Term Financial Plan (Update)	To include. <ul style="list-style-type: none"> <li>fundamental refresh of the MTFP.</li> <li>progress towards delivering a balanced budget for 2027/28</li> </ul>
October 2026	Budget Proposals	Budget Engagement Exercise	4 or 6-week consultation opens
November 2026	Budget Proposals	Budget Engagement Exercise	Consultation closes (assuming 4 week) 18 October if 6 weeks exercise.
November 2026	Budget Proposals	Budget Presentation	All Councillor Seminar
December 2026	Cabinet	Quarter Two Budget Monitoring Report	Second quarter (July to September) in-year budget monitoring for 2026/27
December 2026	Cabinet	Medium Term Financial Plan (Update)	Progress towards delivering a balanced budget for 2027/28
January 2027	Cabinet	Council Tax - Taxbase Report	2027/28 Council Tax Taxbase

Date	Event	Report Title / Action	Detail
January 2027	Audit & Governance	Treasury Management Strategy 2027/28	Seek approval for 2027/28 treasury management strategy
January 2027	Budget Proposals	Budget Presentation	All Councillor Seminar
January 2027	Budget Proposals	Presentation to representatives from Commerce & Industry	Statutory consultation on 2027/28 Budget & MTFP
February 2027	Cabinet	Quarter Three Budget Monitoring	Third quarter (October to December) budget monitoring for 2026/27.
February 2027	Cabinet	2027/28 Budget & MTFP Update	To include. <ul style="list-style-type: none"> <li>• 2027/28 Provisional Local Government Finance Settlement.</li> <li>• 2027/28 Budget Proposal.</li> <li>• 2027/28 Council Tax Resolution.</li> </ul>
February 2027	Cabinet	Housing Revenue Account (HRA) 2027/28 Budget Setting	Seeks approval for the Housing Revenue Account (HRA) which is the separate account that ring-fences the income and expenditure associated with BCP Council's housing stock. Includes rents, service charges and other charges to tenants.

Date	Event	Report Title / Action	Detail
February 2027	Cabinet	Dedicated Schools Grant (DSG) and Early Years Funding Formula 2027/28	Setting the 2027/28 funding formulae for early education and childcare for eligible 2-year-olds and all 3- and 4-years olds, mainstream schools for pupils in reception to year 11.
February 2027	Council	2027/28 Budget & MTFP Update Report	Formal approval of the following. <ul style="list-style-type: none"> <li>• General fund 2027/28 budget and council tax.</li> <li>• Education and childcare funding formula.</li> <li>• Housing Revenue Account 2027/28 budget and tenant charges.</li> </ul>
March 2027	n/a	n/a	Publish 2027/28 Budget Book
June 2027	Cabinet	Financial Outturn Report	Summary report covering the financial outturn for the financial year 2026/27.

### Subject to determination

- Scrutiny arrangements associated with the 2027/28 budget process.
- Dates of the precept meetings for the Town, Parish and Neighbourhood Councils.

## 2027/28 Budget - Financial Strategy

### Supporting the 2027/28 Budget & Medium-Term Financial Plan (MTFP)

With a continuing focus on traditional local government financial management processes and revenue sources the Cabinet working with Senior Officers has developed the following financial strategy to support the delivery of a legally balanced 2026/27 Budget and Medium-Term Financial Plan.

#### **a) Delivery of the February 2026 approved Medium Term Financial Plan**

Action by Portfolio Holders, Corporate Directors, and all Budget Holders to deliver the assumptions as set out in the February 2027 report to Council. The emphasis will be on the delivery of the £14m of assumed, savings, efficiencies, additional fees and charges, or service adjustments programmed for 2027/28.

#### **b) Special Educational Needs & Disability & Dedicated Schools Grant (DSG)**

Continue to encourage the Department for Education (DfE) and the Department for Levelling Up, Housing and Communities (DLUHC) to provide additional support for the remaining 10% of high needs deficit (c£38m). Failure of government to provide a solution to all councils will present a real threat to the financial viability of the council.

#### **c) Financial Outturn 2025/26**

Review of the 2025/26 Financial Outturn to consider the extent to which the council was able to deliver within the parameters of the February 2026 Council approved resources for the year. In addition, and as a matter of principle, it was also previously identified that should resources become available at financial year-end then consideration will be given, as recognised in the councils Treasury Management Strategy, to the voluntary repayment of debt bearing in mind the budget for the year adopted a different strategy to debt repayment from that previously applied.

The opportunity will also be taken to consider if there is any evidence to suggest that the base revenue budget needs to be rebased to reflect income and expenditure patterns in the period since the 2026/27 budget was set. Care will need to be taken to consider the impact of the spend control that operated during the whole of the last financial year with recognition set out in Appendix 1 of the need to allow expenditure on repairs and maintenance.

#### **d) Savings plans based on a strategic programme of continuous improvement and efficiency**

Previous financial strategies to balance the council's budget and medium-term financial plan have relied on cash-limited budgets and directorate-led savings proposals. These approaches have not consistently delivered the required level of savings, particularly in the context of rising demand in Wellbeing and Children's Services. In some cases, this has led to incremental "salami slicing" without fundamentally redesigning services or improving long-term sustainability.

For the 2027/28 budget, the council will adopt a more strategic, programme-led approach through the Continuous Improvement and Innovation Programme (CIIP). This represents a shift from short-term savings measures to a structured pipeline of transformation, service redesign and efficiency activity.

A hybrid model will be applied:

- Directorates will continue to identify and deliver in-year savings, including those already developed; and

- Corporate resources will be used, where appropriate, to bridge the 2027/28 gap, enabling a more planned and sustainable approach to delivering recurring savings over the medium term.

The strategic intent of this approach is to:

- Deliver sustainable, recurring savings rather than one-off reductions
- Improve service outcomes and productivity through redesign and innovation
- Support achievement of the council's corporate priorities
- Embed a culture of continuous improvement across all services

Delivery will be supported through the CIIP, led by the projects and programme team, providing a structured framework for prioritisation, business case development, and delivery. This ensures that savings opportunities are systematically identified, evaluated, and implemented at pace while maintaining service quality.

The following activities will be considered in support of this approach.

**i. Invest to save proposals**

Based on value for money principles and on robust business cases, proposals which demonstrate that a specified upfront invest of either revenue or capital or both, will deliver an ongoing revenue saving to the authority.

**ii. Use of AI technology**

It is recognised that AI technology could have an impact on a range of council services from business support and customer services to adult social care and children's services; with a focus on productivity, automation, and service redesign. The cost of the technology including ongoing licensing costs needs to be reflected upon in any business case alongside staff productivity and the ability to actually realise savings.

**iii. Level of fees and charges**

Ensure all fees and charges are increased in line with the impact of inflation on the service including the impact of the pay award and the pay & reward workstream. In doing so services should continue to ensure application of the full cost recovery principle which requires that all fees and charges are set at a level to guarantee that all costs both revenue and capital, direct and indirect are fully recovered.

**iv. Service harmonisation**

The intent is to harmonise all services across the conurbation following the 2019 Local Government Reorganisation. Good progress has been made however all outstanding areas of harmonisation will be reviewed to eliminate any areas of difference. This action is underpinned by the assumption of the harmonisation of systems used to underpin the delivery of services

**v. Service rationalisations**

Consideration of services that the local authority is not required to provide and any expenditure on services that it currently provides above the statutory minimum.

**vi. Market analysis**

Consider the extent to which services, from a value for money perspective, might be better delivered by the private sector. Besides efficiency, considerations might include the cost differentials between local authorities and private companies. The council may also find it more effective to procure services as and when needed via a contract arrangement rather than retaining capacity in-house.

**vii. Voluntary redundancy programmes**

Ongoing consideration will be given to the extent to which voluntary redundancy processes can be used to unlock the delivery of savings for 2027/28 onwards. Previously endorsed value for money criteria will be used to assess any such proposals.

**e) Deliver a pipeline of capital receipts from asset disposals**

Continue with the development of an ongoing programme of sales from assets no longer needed for service or strategic reasons. The use of these receipts to be considered in support of.

- Repaying 10% remaining SEND Deficit
- Service specific transformation programmes funded via the Flexible Use of Capital Receipts.
- Debt repayment.
- Improvements to Civic Hubs.
- Capital investment in assets.

**f) Minimise capital programme requirements**

Limit new capital requirements/bids by only considering fully externally funded schemes or those where there is a legal requirement (such as a critical condition scheme to manage health and safety or manage operations). In addition, consideration will be given to robust self-financing business cases that use the council's ability to borrow to invest in capital infrastructure which in turn drives down operational costs or avoid demand pressures.

**g) Government policy reforms**

Continue to monitor the impact of various government proposals which will have a direct impact on either the cost base or income sources available to the council. An example being the Family First Partnership resources which overtime the government are expecting to significantly reduce the number of looked after children.

**h) Review of the council's balance sheet**

Ongoing review of the authority's balance sheet to include a fundamental review of Earmarked Reserves and to benchmark items such as bad debts provisions to compare with the levels and policies of other local authorities.

**i) Comparisons with other local authorities**

Reflecting on best practice and the responses of other local authorities to the overall financial challenge and specifically any learning that BCP Council might want to consider implementing.

This page is intentionally left blank

**CABINET**



Report subject	<b>Corporate Performance Report - Q4</b>
Meeting date	24 June 2026
Status	Public Report
Executive summary	<p>BCP Council adopted ‘A shared vision for Bournemouth, Christchurch and Poole 2024-28’ in May 2024.</p> <p>The shared vision is the corporate strategy which sets out the council’s vision, priorities and ambitions as well as the principles which underpin the way the council works as it develops and delivers its services.</p> <p>Incorporated in the vision is 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> <p>The council’s delivery against its priorities and ambitions can also be monitored through the <a href="#">performance dashboard</a> which is available on the council’s website providing up-to-date real time information on the progress measures.</p>
Recommendations	<p><b>It is RECOMMENDED that Cabinet:</b></p> <ul style="list-style-type: none"> <li><b>(a) Consider the Quarter Four 2025/26 performance</b></li> <li><b>(b) Note that work continues to expand the data available on the interactive performance dashboard</b></li> <li><b>(c) Note the positive activities highlighted in the report and exceptional performance reports</b></li> <li><b>(d) Note the performance exception reports relating to areas of underperformance and task the corporate directors to take action to improve performance</b></li> </ul>
Reason for recommendations	<p>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.</p> <p>An understanding of performance against targets, goals and objectives helps the council to assess and manage service delivery and identify emerging business risks.</p>

Portfolio Holder(s):	Councillor Millie Earl, Leader of the Council
Corporate Director	Aidan Dunn, Chief Executive
Service Director	Isla Reynolds, Director of Marketing, Communications and Policy
Report Authors	Chris Shephard, Head of Policy. Strategy and Partnerships Liz Orme, Policy & Strategy Officer Pippa Quinton, Policy Assistant Performance leads across the council
Wards	Council-wide
Classification	For Information

## Background

1. BCP Council adopted 'A shared vision for Bournemouth, Christchurch and Poole 2024-28' in May 2024 which was developed following a process of stakeholder engagement from June to October 2023.
2. The vision includes a comprehensive set of progress measures that track performance against the ambitions and focus areas of activity.
3. Since the vision was adopted, work has been carried out to establish and evolve baseline data, targets and intervention levels for the progress measures.
4. A performance dashboard has been created which we have been using successfully to support the monitoring of our progress towards the council's vision, using technology to enhance transparency and support data-driven decisions. This dashboard is updated by performance officers across the council, providing real-time information as it's available and is accessible on the council's website. The dashboard continues to be updated and evolved.
5. The Corporate Strategy Delivery Board meeting allows officers to meet monthly to monitor delivery of the council's vision at a strategic level. This also allows the board to conduct delivery deep dives and risk reviews, allowing for areas of concern to be addressed in a timely manner and best practice can be celebrated and shared. The board also allows the Council to prioritise key areas of activity.

### **An interactive performance dashboard to monitor performance**

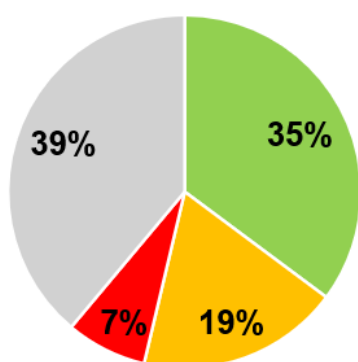
6. A live and interactive [performance dashboard](#) is available alongside quarterly reports, providing a real-time tracking tool that effectively addresses Cabinet's previous concerns regarding the timeliness of the reports. This is because quarterly performance reports are static snapshots of performance, often two to three months out of date by the time they reach Cabinet.
7. The performance dashboard supports the council's approach towards data-driven decision-making and continuous improvement in organisational performance.

8. Furthermore, transparency and accountability are enhanced through the public-facing live performance dashboard, which is continuously accessible to residents, councillors and officers.
6. The dashboard's purpose is to maintain a strategic perspective of overall council performance, and it is reviewed regularly with directors to ensure the best data is provided. Cabinet also has the flexibility to introduce additional measures if necessary for more detailed performance monitoring.
7. The dashboard is developing in phases, with further plans to enhance data availability, links to other dashboards and data sources and provide various lenses to view the data eventually replacing the need for a paginated performance report.
8. The dashboard was reviewed for accessibility and usability and changes to the design and content have been made as a result.
9. Links have been made to a [sustainability dashboard](#) demonstrating further information on the council's advancements towards achieving our net zero targets.

### Summary of Quarter Four Performance

10. Quarter Four data shows stable and balanced performance (Figure 1). While Quarter Four represents year-end, this has limited significance for the corporate performance measures being tracked, as these are largely reported on a rolling quarterly basis.

**Figure 1: Quarter Four Performance Summary**



11. The percentage of measures that are on target (green) has decreased slightly from 37% in Quarter Three to 35% in Quarter Four. Fewer measures are being monitored (amber), in Quarter Four than Quarter Three, reducing from 26% to 19%. The percentage of measures requiring action (red) has increased slightly from 4% in Quarter Three to 7% in Quarter Four – although in practice this relates to just four measures. Notably, the percentage of pending measures (grey) has increased from 33% in Quarter Three to 39% in Quarter Four. These are measures where there is no data to report in this quarter. Reasons for this include annual figures that have a different annual reporting date, or report termly.

12. **Appendix 1** contains more detail for each measure including the latest performance compared to the target and the baseline, and an updated commentary. The direction of travel for each measure is also provided in Appendix 1. This shows whether performance is improving, declining or remains the same level compared to the previous update. For Quarter Four, there are fewer measures showing a positive direction of travel compared to Quarter Three with 17 measures showing a positive direction of travel (compared to 22), a slight increase in measures showing a negative direction in Quarter Four (13 compared to 9), and 3 measures have stayed the same compared to 5 in Quarter Three.
13. **Appendix 2** contains more detail about performance measures that are making significant and ongoing progress, including the delivery of the Local Electric Vehicle Infrastructure (LEVI) programme and strong growth of electric vehicle charging points and charging hubs. The timely determination of both major and non-major planning applications is also reported in Appendix 2, following the sustained improvements tracked in Quarter Three, where both are either at or exceeding target. It is also important to note good and sustained performance in a varied range of measures across each of the corporate priority areas, including a positive decrease in the number of people rough sleeping, and strong system progress with effective partnership working to support independence and recovery-focused pathways for people with learning disabilities and mental health disabilities. The metric for monitoring the timeliness of children's need assessments also continues to perform strongly in Q4, demonstrating the longevity of good performance in this area.
14. **Appendix 3** contains exception reports that provide additional detail about the four measures that are doing less well in Quarter Four and the action being taken to improve this. This includes reports on enforcement outcomes of street based anti-social behaviour, sustainable passenger trips, community asset transfers and the delivery of new affordable and social rented housing. Each report in the appendix details current performance and proposed actions to make improved progress towards targets.
15. Performance continues to be monitored by services and by the Corporate Strategy Delivery Board to ensure appropriate mitigations are in place and log actions being taken to improve performance.

### **Summary of financial implications**

16. There are no financial implications as this is a performance monitoring report for the corporate strategy. The corporate strategy is an important document to identify and establish project priorities for council budget-setting and contains programmes of work aimed at improving strategic finance, under the Our Approach priority.

### **Summary of legal implications**

17. There are four measures that require action in Quarter Four. Any potential risks and mitigations have been and will continue to be assessed by the relevant service area and reviewed by the Corporate Strategy Delivery Board.

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

18. One of the key strategies linked to delivery of the corporate strategy - the people and culture strategy - aims to foster a high-performance culture. Through a performance framework, colleagues understand their roles and contribution to BCP Council's vision and ambitions. It includes regular 1:1s, SMART objectives, and annual reviews. Personal objectives are linked to corporate ambitions in the shared vision for Bournemouth, Christchurch and Poole. A dashboard is being developed

with ICT to provide council leadership teams with performance insights, enhancing alignment to performance reporting. Additionally, programmes under Our Approach priority aim to positively impact human resources.

### **Summary of sustainability impact**

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

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

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

### **Summary of equality implications**

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

### **Summary of risk assessment**

22. There are four measures from Quarter Four that require action, and 11 that require monitoring. Potential risks and mitigations are assessed by the relevant service area and are regularly reviewed by Corporate Strategy Delivery Board.

### **Background papers**

- [A shared vision for Bournemouth, Christchurch and Poole](#)
- [BCP Council Corporate Performance Dashboard](#)

### **Appendices**

Appendix 1: Quarter Four - Corporate Performance Report – Overview of Q4 Performance

Appendix 2: Quarter Four – Positive Exception Reports

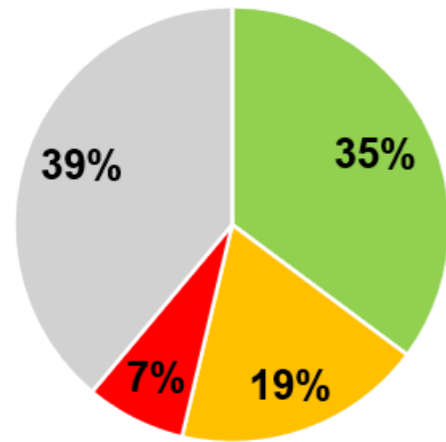
Appendix 3: Quarter Four – Performance Exception Reports

This page is intentionally left blank

## Quarter 4 2025-26 - Overview of performance

This report provides an update of quarter four in the 2025/26 year on the progress measures in the council's shared vision for Bournemouth, Christchurch and Poole.

More detail is available in the [performance dashboard](#).

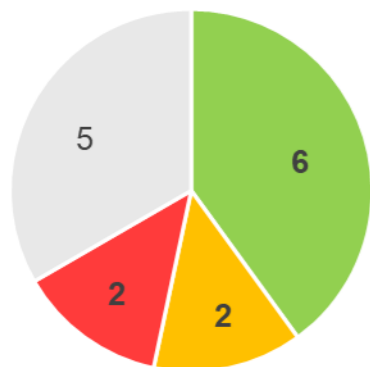


### Q4 Overall

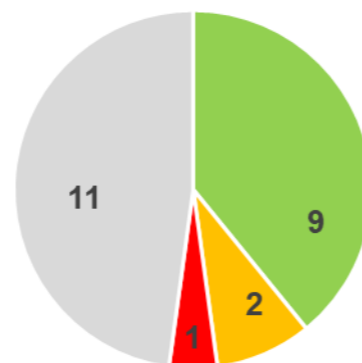
- 19 Measures are on target (green)
- 10 measures require monitoring (amber)
- 4 measures require action (red)
- 21 measures are pending a RAG rating (grey) mostly due to these being annual or bi-annual measures

Across the three corporate priority areas, this breaks down into:

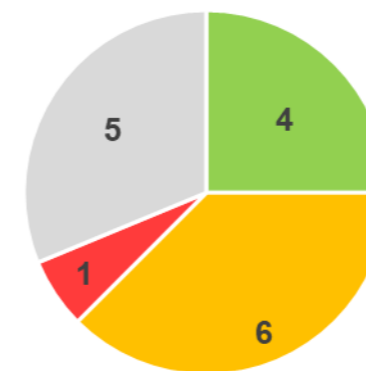
#### Our Place and Environment



#### Our People and Communities



#### Our Approach



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

RAG rating: ● Action Required ● Monitor ● On Target ● Pending

## Explanation of performance tables

- **Frequency:** How often new data is available
- **High or low figure is better:** Whether good performance is a higher figure or a lower figure.
- **Baseline figure:** A reference point from which the latest progress can be monitored. The time period the baseline data relates to is noted.
- **Target:** The performance level (goal) the council is aiming to achieve. Rationale for target levels are provided in the performance dashboard.
- **Direction of travel & RAG:** This column shows whether performance is improving, declining or remaining at the same level compared to the previous update. This is indicated by a directional arrow.

Whether the Q4 data is on target is shown by the RAG rating:

- **Red:** Performance has not met its target and has reached a level of intervention at which action is required to improve performance.
  - **Amber:** Performance is not on target but has not reached a level at which action is needed. This requires monitoring to ensure performance stays on track.
  - **Green:** Performance has met or exceeded its target.
  - **Pending:** RAG rating not set. This could be because more data is needed to set targets to know if performance is on track, or new data is not yet available, such as with annual or biannual measures.
- **Commentary:** Provides further detail on performance.

## Our Place and Environment

There are currently fifteen measures that sit under the six ambitions of 'Our Place and Environment' priority. Four of these are measured **annually** and are shaded grey unless being reported in Q4, and eleven are measured **quarterly**.

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
<b>People and places are connected by sustainable and modern infrastructure</b>								
PE1A.1	Increase the total number of sustainable passenger trips in the BCP area per year	Quarterly	High	24.58M (December 2025)	27.71M (March 2026)	24.52M (March 2026)	↓	<p>This indicator, measured using the number of bus passenger trips, has slightly underachieved based on the set target.</p> <p>Challenges and risks to this indicator are to an extent dependent on external factors including the economy and even the weather. The cost of living remains an issue both in terms of influencing travel demand for discretionary spending - leisure and entertainment as well the actual cost of bus fares. The very wet winter evident in this 4th quarter period will not have helped generate additional bus journeys.</p> <p>Looking forward to 2026/7 the main Bournemouth station to town centre bus priority scheme - funded through the Bus Service Improvement Plan (BSIP) will be delivered. The priority provided to buses on this high frequency bus corridor and the enhanced passenger facilities - such as shelters and information provision when complete are intended to attract more bus passengers. There may be a slight dip in numbers during the actual construction period but this is uncertain.</p>
PE1A.2	Increase the number of publicly available Electric Vehicle (EV) charge points	Quarterly	High	290 (December 2025)	340 (March 2026)	395 (March 2026)	↑	<p>The latest Office for Zero Emission Vehicles (OZEV) figures show that overall, the BCP Council area has delivered a significant increase in the number of publicly available chargers, moving rapidly up from 220 chargers available to the public in January 2025 up to 395 available in January 2026.</p> <p>We are now into delivery phase of the Local Electric Vehicle Infrastructure (LEVI) scheme which will benefit all areas of Bournemouth, Christchurch &amp; Poole without their own off-street parking. We are currently working with Connected Kerb (the Charge Point Operator or CPO) and Scottish and Southern Electricity Networks (SEN) the Distribution Network Operator (DNO) to go through the potential year one Electric Vehicle Charging Infrastructure (EVCI) data to then go into the Traffic Regulation Order (TRO) process and start delivering over 1,100 more charging sockets across the next three to five years.</p>
<b>Our communities have pride in our streets, neighbourhoods and public spaces</b>								
PE2B.1	Increase the number of Fixed Penalty Notices (FPNs) served for fly tipping and littering offences	Quarterly	High	1,357 (December 2025)	844 (March 2026)	1,087 (March 2026)	↓	<p>1,087 fixed penalty notices issued, including:</p> <ul style="list-style-type: none"> <li>2 Public Spaces Protection Order (PSPO) offences</li> <li>1 flytipping offence</li> <li>49 waste duty of care offences (safe management of waste)</li> <li>1,035 litter offences</li> </ul>

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
PE2D.1	Reduce levels of police recorded antisocial behaviour (ASB)	Quarterly	Low	1,581 (December 2025)	1,775.5 (March 2026)	1,711 (March 2026)	↓	From January 2026 there is a new multi-agency ASB pillar group that is monitoring these crimes, and it has already created some actions around youth related ASB in Christchurch which has seen a rise over the last 6 months. It is good to note that drug related ASB has seen a decrease in recent months. Q4 figures are ahead of targets that were set at the beginning of the year, and although not performing as strongly as the previous quarter (1,581) this reflects seasonal trends and weather changes.
PE2D.2	Increase enforcement outcomes relating to street-based antisocial behaviour (ASB)	Quarterly	High	1,181 (December 2025)	1,926 (March 2026) (Year-end target 7,704)	946 (March 2026) (Year-end total 4,671)	↓	Street based enforcement stats Q4: Number of CSAS incidents attended: 560 Number of alcohol seizures: 2 Number of dispersals: 297 Early intervention notices: 1 Support referrals: 26 Number of closures: 3 Number of Anti-Social Behaviour Injunction: 5 Number of Community Protection Warning: 23 Number of Community Protection Notice: 3 Vulnerable Victim Assessments: 23 Case Reviews: 3  There has been a reduction in staff numbers since this period last year, however figures for the quarter are strong, showing a robust approach to street related anti-social behaviour. The enforcement outcomes show a lack of escalated behaviours and successful formal warnings being applied, but robust action where required.
PE2A.1	Increase the percentage of residents who are satisfied with their local area as a place to live	Annual	High	75% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, so new data will be available when the next survey takes place.
PE2B.2	Increase residents' satisfaction with street cleaning	Annual	High	48% (March 2026)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.
<b>Our inclusive, vibrant and sustainable economy supports our communities to thrive</b>								
PE3A.1	Increase the number of businesses in the BCP area	Annual	High	15,600 (December 2025)	-	-		This is an annual measure not reported at Q4 so it has been marked as 'pending' until new data is available, anticipated December 2026.
PE3B.1	Increase non-financial support given to BCP-based businesses	Quarterly	High	440 (December 2025)	475 (March 2026)	557 (March 2026)	↑	In Q4, 114 individual businesses have been supported, and the annual target has been exceeded, with a total of 557 individual businesses being supported this year. This quarter, the focus has been on supporting priority sector events including a FinTech workshop supporting businesses to connect with education providers, and delivering AI courses for businesses.

102

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
PE3C.1	Increase in the creation of new business enterprises	Quarterly	High	15 (December 2025)	30 (March 2026)	33 (March 2026)	↑	In Q4, 33 new businesses were created via the delivery of the final Ignite student and graduate and public-facing courses. This demonstrates the success of the Ignite programme in issuing start-up grants for new businesses, with 48 created in total over the year, which has enabled the annual target to be exceeded.
<b>Revitalised high streets and regenerated key sites create new opportunities</b>								
PE4A.1	Increase footfall across our three town centres	Quarterly	High	21.85M (December 2025)	-	-		Awaiting footfall data when system access and new contract is restored, updated figures to be supplied when available.
PE4B.1	Increase the percentage of all major planning applications determined on time	Quarterly	High	79% (December 2025)	80% (March 2026)	100% (March 2026)	↑	Performance has improved in Q4 with 100% of major applications having been determined in time or within an agreed extension of time. This reflects the benefit of clearing a number of the older applications in the previous quarters which has allowed the team to focus on current workload.
PE4B.2	Increase the percentage of all non-major planning applications determined on time	Quarterly	High	88% (December 2025)	92% (March 2026)	92% (March 2026)	↑	Performance is on target with the team determining a high number of non-major applications in Q4 (544 in total). Performance is steadily improving which is a reflection of the team gaining more experience and a settled period in terms of staff retention and recruitment.
<b>Climate change is tackled through sustainable policies and practice</b>								
PE5E.1	Increase the percentage of waste diverted from landfill	Quarterly	High	88.11% (December 2025)	90% (March 2026)	88.30% (March 2026)	↑	Performance over the year has continued to be influenced by operational decisions taken by our main waste disposal contractor, including the occasional diversion of residual waste to landfill rather than to Energy from Waste (EfW) facilities. In addition, there were periods when scheduled maintenance at EfW facilities temporarily reduced available capacity, which affected our ability to achieve target diversion rates in certain quarters. These short-term operational constraints had an impact on the overall annual diversion rate. While these decisions remain at the contractor's discretion until the current contract ends in 2027, the Council continues to work closely with them to maximise diversion opportunities wherever possible and to support improved performance, while keeping progress under close review.
PE 5A.1	Reduce the tonnes of greenhouse gas emissions from our vehicles and buildings (tCO2e).	Annual	Low	13.4% reduction in 2024/25 against annual reduction in 23/24	Carbon Neutral by 2045	-		This figure is reported annually. The figure for year 25/26 is currently marked as 'pending' until new data is available and has been analysed, anticipated at Q2 26/27.
<b>Our green spaces flourish and support the wellbeing of both people and nature</b>								
Measures under discussion with Green Space and Conservation team.								

## Our People and Communities

There are twenty-three measures that sit under the seven ambitions of 'Our People and Communities' priority. Eight are measured **annually**, twelve are measured **quarterly**, two are **termly** and one is collected **every two years**. Annual/biannual measures are shaded grey unless being reported in Q4.

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
<b>High quality of life for all, where people can be active, healthy and independent</b>								
104 PC1A.2	Increase the percentage of people with a learning disability living independently in settled accommodation	Quarterly	High	83.3% (December 2025)	80% (March 2026)	82.9% (March 2026)	↔	<p>Overall performance for 2025/26 shows strong improvement, with 82.9% of people with a learning disability (LD) living independently, exceeding the annual target of 80% and improving from 79.2% in 2024/25. This reflects sustained focus on settled accommodation pathways and effective partnership working.</p> <p>Key challenges continue to include limited availability of appropriate housing and pressure within supported living services. These risks have been mitigated through delivery of the Specialist Strategic Housing Strategy, including proactive system leadership to prioritise move-on and optimise use of existing provision.</p> <p>Looking ahead, 26 new flats (13 LD and 13 Mental Health (MH)/Autism) will be introduced in 2026/27, supported by assured shorthold tenancies and a nominations panel. This will further strengthen independent living outcomes while freeing capacity within short-term supported living services. New framework for LD and MH will go out in April 2026 with planned go live in November 2026 which will allow the increase in activity of procuring additional capacity of supported living and housing related support.</p>
PC1A.3	Increase the percentage of people with a mental health issue living independently in settled accommodation	Quarterly	High	69.3% (December 2025)	70% (March 2026)	75.9% (March 2026)	↑	<p>Performance in 2025/26 has significantly improved, with 75.9% of people with a mental health (MH) disability living independently, exceeding the 70% target and representing a marked increase from 54.9% in 2024/25. This demonstrates strong system progress in supporting independence and recovery-focused pathways.</p> <p>Challenges remain around housing availability and the complexity of needs for some individuals, particularly following hospital discharge. These have been actively managed through integrated working with housing, community mental health services and commissioners to prioritise appropriate move-on options.</p> <p>The introduction of new mental health accommodation in 2026/27, alongside strengthened pathway oversight, will further support sustained improvement, and help manage demand pressures across the system. New framework for</p>

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
								Learning Disabilities (LD) and Mental Health (MH) will go out in April 2026 with planned go live in November 2026 which will allow the increase in activity of procuring additional capacity of supported living and housing related support.
PC1B.1	Increase the number of registrations from people in the most deprived areas accessing health and wellbeing support (LiveWell Dorset)	Quarterly	High	206 (December 2025)	267 (March 2026)	382 (March 2026)	↑	Registration numbers are above that of the same quarter of the previous year; the service continues to reach clients living in our most deprived neighbourhoods. The proportion reached - 28% is higher than last year's quarter and is above our 25% target of registrations from clients living in our most deprived neighbourhoods.
PC1A.4	Increase the percentage of Adult Social Care users who are satisfied with the care and support they receive	Annual	High	59% (March 2025)	-	-		This measure is not reported at Q4, so has been marked as 'pending' until new data is available, anticipated Q3 26/27.
PC1A.1	Increase the percentage of residents who have a good satisfaction with life	Annual	High	70% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.
PC1C.1	Increase the percentage of physically active adults	Annual	High	71.50% (June 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. New data will be available to report at Q1 26/27.
PC1C.2	Increase the percentage of physically active children and young people	Annual	High	61% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. New data will be available to report at Q1 26/27.
PC1A.5	Increase the percentage of carers who are satisfied with the care and support they receive	Biannual	High	36% (March 2024)	-	-		This measure is not reported at Q4, so has been marked as 'pending' until new data is available, anticipated Q2 26/27.
<b>Working together, everyone feels safe and secure</b>								
PC2A.1	Reduce levels of police recorded serious violent crime	Quarterly	Low	339 (December 2025)	313 (March 2026) (Year-end target 1,252)	361 (March 2026) (Year-end total 1,396)	↓	The serious violence data has included since April 2025 a new definition for business robbery, which is included in the crime types monitored. This has seen a significant rise in the recorded serious violence figures as it now includes certain types of cases that were recorded as theft (shoplifting) before. Since January 2026 there is a new Serious Violence Pillar group - multi-agency that is monitoring these figures and carrying out actions where relevant.
PC2B.1	Increase the percentage of residents who feel safe in their local area during the day	Annual	High	87% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.

105

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
PC2B.2	Increase the percentage of residents who feel safe in their local area after dark	Annual	High	54% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.
<b>Those who need support receive it when and where they need it</b>								
PC3C.1	Increase the number of individuals entering drug treatment	Quarterly	High	3,175 (September 2025)	3,165 (December 2025)	3,277 (December 2025)	↑	<p>Due to the government time lag in finalising publicly available figures, quarterly reporting for this measure will be one quarter behind. The figures in this table are finalised data for Q3.</p> <p>Since verification, we can now report that the actual Q3 figure is 3,277 adults in treatment. Q4 figures will be reported in full at Q1 26/27 and will be updated as soon as available on the live Corporate Performance dashboard.</p> <p>Q4 Target – 3,185 Intervention - 2,389 Actual - TBC</p> <p>Q4 actual figures will not be available until mid-June (the verified data via central government is about 8 – 12 weeks after the end of the quarter). Drugs activity can only report verified data which is in the public domain.</p>
PC3A.1	Increase the percentage of Education Health Care Plans issued within 20 weeks	Quarterly	High	52.6% (December 2025)	46% (March 2026)	50.60% (March 2026)	↓	Although timeliness for issuing Education, Health and Care Plans remains above national averages, performance is showing signs of sustained pressure across the SEND system due to rising demand and caseload growth. In particular, Educational Psychology (EP) capacity is insufficient to consistently deliver the statutory timeliness required, with EP staffing levels not currently aligned to the volume and complexity of demand. The service is prioritising capacity and process improvements to protect the most vulnerable children and maintain a consistent focus on timely decision-making. Continued system-wide work will support sustainable improvement while managing rising levels of need.
PC3B.1	Reduce the attainment gap and improve learning outcomes for children and young people in receipt of free school meals	Annual	Low	50.60 (September 2025)	-	-		This measure has been marked as 'pending' until new data is available. Next provisional published update for the 2025/26 academic year will be available in Q3 2026/27.
PC3D.1	Ensure that the timeliness of assessments to determine the child's needs is conducive with offering the right service at the right time to children, young people and their families	Quarterly	High	95% (December 2025)	85% (March 2026)	97% (March 2026)	↑	Overall performance in Q4 was strong and above national average (83%) and demonstrates sustained improvement under increased demand. This demonstrates an embedded culture with a high level of timeliness and consistency. Where delays did occur, the majority were limited, with only a small number extending beyond 45 days. We continue to track and be curious with our data to ensure the best outcomes for children, young people and families. Timely assessments means that needs are

106

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
								identified quickly enabling services to be delivered at the earliest opportunity.
<b>Good quality homes are accessible, sustainable and affordable for all</b>								
PC4B.1	Reduce the number of homeless households in bed and breakfast	Quarterly	Low	66 (December 2025)	40 (March 2026)	56 (March 2026)	↑	The past quarter has seen a reduction in single people in B&B which has driven down the overall total. Families in B&B remain at functional zero, moving into and out of B&B rapidly on to alternative housing. The service has used additional government grant to bolster support officer capacity targeted at moving households on from temporary accommodation. The overall number of households in the quarter fell slightly with those accessing homelessness preventative services continuing to increase.
PC4A.1	Reduce the number of people rough sleeping	Quarterly	Low	53 (December 2025)	50 (March 2026)	40 (March 2026)	↑	Further reduction in rough sleeping was seen this quarter, demonstrating targeted action to assist those rough sleeping long term is making positive impacts upon overall numbers. The multi-agency team approach continues to demonstrate positive outcomes in housing, health and wellbeing for those assisted. The service received recognition this quarter at the National Conference on Rough Sleeping, spotlight BCPs approach to involving people with lived experiences in service review and design.
PC4C.1	Increase the number of both completed new affordable and social rented homes	Quarterly	High	9 (December 2025)	100 (March 2026)	36 (March 2026)	↑	As a council we directly deliver affordable homes. 27 new Council owned homes (for social rent) completed on 20th March. Overall, 36 homes completed in 2025-2026 financial year. Next delivery expected: 110 homes at Hillbourne, Poole (July - Sept 2026).  In addition to our own direct delivery, affordable housing will continue to be delivered by the development industry and registered providers of affordable housing. Corporately we continue to work collaboratively to ensure we have the right conditions to enable this delivery.  Registered Providers have delivered 389 units up to March 2026 giving an overall delivery figure of affordable Homes across Bournemouth, Christchurch and Poole as 848.
<b>Local communities shape the services that matter to them</b>								
PC5A.1	Increase the percentage of residents who feel they can influence decisions affecting their local area	Annual	High	30% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.
<b>Employment is available for everyone and helps create value in our communities</b>								
PC6A.2	Increase the uptake of supported employment for those with learning disabilities	Quarterly	High	4.8%	4.5%	4.5%	↓	In 2025/26, supported employment uptake for people with learning disabilities reached 4.5%, meeting the annual target and improving from 4.0% in 2024/25. This reflects

107

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
				(December 2025)	(March 2026)	(March 2026)		<p>continued commitment to employment as a key outcome for independence and wellbeing.</p> <p>Performance challenges persist in relation to the capacity and effectiveness of commissioned supported employment provision. These risks have been addressed through targeted performance management, including focused improvement work with Community Outreach and Support Team (COAST) within Tricuro and development of a refreshed project plan to strengthen outcomes.</p> <p>Over the next period, the service will continue to work closely with providers to improve job outcomes and sustainability, alongside broader system work to embed employment as a core expectation within care and support planning. Learning Disabilities &amp; Mental Health Supported Employment review of all commissioned packages and model of delivery to be undertaken in 26/27.</p>
PC6A.3	Increase the uptake of supported employment for those with mental health issues	Quarterly	High	2.6% (December 2025)	2.6% (March 2026)	2.6% (March 2026)	↔	<p>Supported employment uptake for people with mental health disabilities improved to 2.6% in 2025/26, achieving the annual target and increasing from 1.3% in 2024/25. This represents a positive upward trajectory following sustained underperformance in previous years.</p> <p>Challenges include workforce capacity within supported employment services and the impact of wider labour-market conditions. These have been mitigated through closer contract oversight and targeted action planning to focus on outcomes rather than activity.</p> <p>Going forward, continued collaboration with providers and health partners will support further growth in employment opportunities, alongside strengthened alignment with recovery-focused mental health pathways. Learning Disabilities &amp; Mental Health Supported Employment review of all commissioned packages and model of delivery to be undertaken in 26/27.</p>
<b>Skills are continually developed, and people can access lifelong learning</b>								
PC7B.1	Reduce the number of primary school aged children excluded from school	Termly	Low	0.019% (December 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending'. Data for spring term will be available in Q2 26/27.
PC7B.2	Reduce the number of secondary school aged children excluded from school	Termly	Low	0.117% (December 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending'. Data for spring term will be available in Q2 26/27.

## Our Approach

There are sixteen measures that sit under the seven principles of 'Our Approach' priority. Six are measured **annually** and are shaded grey unless being reported in Q4 and ten are measured **quarterly**.

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
<b>Working closely with partners, removing barriers and empowering others</b>								
A1A.1	Increase the number of assets transferred to communities	Annual	High	1 (March 2025)	6 (March 2026)	0 (March 2026)	↓	Hengistbury Head Outdoor Education Centre completed in February 2025. Several Community Asset Transfers are progressing, and updated figures will follow in 26/27.
<b>Providing accessible and inclusive services, showing care in our approach</b>								
A2B.1	Raise the proportion of interactions that come from online platforms	Quarterly	High	83% (December 2025)	85% (March 2026)	82% (March 2026)	↓	Interaction with the council via online platforms remained stable over the quarter.
A2A.1	Increase the proportion of people who use care services who find it easy to find information about services	Annual	High	68% (March 2025)	-	-		This measure is not reported at Q4, so has been marked as 'pending' until new data is available, anticipated Q3 26/27.
A2A.2	Increase levels of trust in the council	Annual	High	48% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.
<b>Using data, insights and feedback to shape services and solutions</b>								
A3B.1	Increase satisfaction with the way the council runs things	Annual	High	41% (December 2023)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.
A3A.1	Reduce percentage of upheld Ombudsman complaints per 100,000 of the population	Quarterly	Low	0.25% (December 2025)	0.25% (March 2026)	0.25% (March 2026)	↔	During the last quarter the Ombudsman made 31 decisions relating to BCP Council complaints. Of these, 29 were not upheld, 1 was partially upheld, and 1 case was fully upheld. This equals a very similar number that were upheld in the previous quarter (3) meaning performance has been similar to the last quarter and remained within target of 0.25 (previous quarter was 0.25). Although the number of Ombudsman enquiries have risen, complaints upheld has remained consistent, the Service remains within target.
<b>Intervening as early as possible to improve outcomes</b>								
A4A.1	Decrease the percentage of Children and Young People returning to Early Help (targeted support) within 12 months	Quarterly	Low	13% (December 2025)	15% (March 2026)	7% (March 2026)	↑	Of 27 Children and Young People (CYP) across 17 families re-referred, only 1 CYP received a full targeted support service. The other CYPs accessed other parts of the wider Early Help services. The figure is positive, the number has reduced and is lower than it was in the same data window last year.  It is important to note that in this, when a request for support and intervention steps up into a statutory level 4 response, should it return to the Targeted Intervention Service (level 3) within the 6 month data window, it is counted as a "repeat"

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
								referral" which doesn't accurately describe the movement across services or thresholds. These step ups/downs impact on data, as do children who receive a level 1 or 2 Early Help response (not Targeted Intervention Service). For families receiving early help support that is not provided by the Targeted Intervention Services, their outcomes impact on data e.g. if Early help services are provided, but within 6 months they return, this will show in the data however is not directly influenced or attributed to Targeted Intervention. We would wish children and families to access early help support within their communities - it is a universal offer for all. However, for the purposes of re-referrals, it is the Targeted Intervention team and any re-referrals of children that helps us understand the effectiveness of our work and this remains positive; the number has reduced and is lower than it was in the same data window last year.
<b>Developing a passionate, proud, valued and diverse workforce</b>								
110 A5B.2	Increase the percentage of equality monitoring data collected from staff	Quarterly	High	70.62% (December 2025)	75% (March 2026)	70.38% (March 2026)	↓	<p>No recent increase in overall completion rates. People and Culture Data Team have been reporting non-completion rates to services quarterly and chasing for completion. Not yet reaching the recently increased target of 75% completion</p> <p>Overall completion rate: 70.38%</p> <p>Disability completion rate: 78.46% of colleagues have provided this data  Ethnicity completion rate: 78.34% of colleagues have provided this data  Marriage/Civil Partnership completion rate: 59.32% of colleagues have provided this data  Gender Identity completion rate: 60.22% of colleagues have provided this data  Religion completion rate: 72.86% of colleagues have provided this data  Sexual Orientation completion rate: 73.06% of colleagues have provided this data</p>
A5C.1	Increase the number of successful candidates from underrepresented groups for council jobs	Quarterly	High	8.57% (December 2025)	6% (March 2026)	7.19% (March 2026)	↓	<p>Out of the (3,985) applicants who responded this quarter, 12.85% declared a disability (512 applicants). Out of those applicants successful in the recruitment process, the % of candidates declaring a disability is 7.19% (11 applicants). The differential between overall applicants and successful candidates has reduced slightly in this quarter.</p> <p>For 25/26, the number and percentage of successful applicants in the recruitment process declaring a disability are as follows. Past Q1 and Q2 figures have been retrospectively updated in the dashboard for consistency.</p> <p>Q4 – 11 / 7.19%  Q3 – 6 / 8.57%</p>

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
								Q2 – 16 / 14.95% Q1 – 26 / 5.41%
A5B.1	Increase levels of employee engagement	Annual	High	63% (September 2025)	-	-		This is an annual measure not reported at Q4 so it has been marked as 'pending' until new data is available. This measure relates to a staff survey, so new data will be available when the next survey takes place.
<b>Creating an environment for innovation, learning and leadership</b>								
A6B.1	Increase the number of current council employees supported to undertake apprenticeships	Quarterly	High	135 (December 2025)	136 (March 2026)	123 (March 2026)	↓	During this period, a significant number of apprentices successfully completed their programme, while a smaller number of apprentices started. As a result, the overall number of apprentices decreased slightly, as fewer apprentices were enrolled than those who completed.
A6B.2	Increase the number of newly recruited colleagues into apprenticeship posts	Quarterly	High	41 (December 2025)	40 (March 2026)	35 (March 2026)	↓	Over the last quarter, the number of live apprenticeships has declined slightly. This reflects the successful completion of four apprenticeships, alongside the withdrawal of two apprentices from their programmes, who left BCP Council.
<b>Using our resources sustainably to support our ambitions</b>								
A7A.2	Increase the percentage of successful grant applications	Quarterly	High	99.67% (December 2025)	92% (March 2026)	99.68% (March 2026)	↑	<p>For 25/26, a total of 11 applications were submitted and all were successful. However, not every application was awarded the full amount which explains the 99.68% success rate. For 25/26 the successful bids are:</p> <p>£95,000 awarded by Environment Agency for Debris Screen Health and Safety Works.</p> <p>£6,222,000 awarded by Environment Agency for Poole Bridge to Hunger Hill Flood Defences.</p> <p>£1,501,000 awarded by Arts Council England for Museum Estate and Development Fund.</p> <p>£73,000 awarded by Veolia for Queens Park Play Area.</p> <p>£376,000 awarded by Arts Council England for Poole Museum.</p> <p>£37,000 awarded by The Tree council for Stage 2 of The Trees Outside Woodland Fund application.</p> <p>£51,000 awarded by Environment Agency (WRFFC) for Local Levy bid for Christchurch Harbour Habitat Restoration Feasibility Study</p> <p>£50,000 awarded by MHCLG for Digital Planning Improvement Fundround4.2 to become an active member of the Open Digital Planning (ODP) community</p> <p>£598,000 awarded by DFE for SEND Intervention Support Fund</p>

111

Ref	Measure	Frequency	High or low figure is better	Baseline figure	Target	Q4 Data	Direction of travel & RAG	Commentary
								£290,000 awarded by Environment Agency, Avon Beach to Highcliffe Urgent Works £51,000 awarded by Environment Agency, Christchurch Harbour Habitat Restoration Feasibility Study
A7A.3	Increase the percentage of business rates collected	Quarterly	High	81.09% (December 2025)	97.9% (March 2026)	96.81% (March 2026)	↑	11.5 million pounds more collected than last year. The % collection has increased by nearly 0.5% from previous year and given the economic climate, the reduction in retail relief it's an outstanding job by the NDR team.
A7A.4	Increase the percentage of council tax collected	Quarterly	High	78.6% (December 2025)	96.6% (March 2026)	94.77% (March 2026)	↑	Whilst recovery has been challenging, we recovered more than £24m compared to 24/25.
A7A.1	Increase the percentage of residents who think the council provides value for money	Annual	High	33% (March 2025)	-	-		This measure is not reported at Q4 and has been marked as 'pending' until new data is available. This measure relates to the Resident's Survey, and new data will be available when the next survey takes place.

## Exceptional Performance Report

Please use this report to explain the reasons for performance meeting or exceeding target, what was achieved, why did it happen, and what the next steps are/could be. This report will make up part of the overall corporate performance report presented to Cabinet.

### Indicator Description (taken from performance scorecard):

**Increase the number of publicly available Electric Vehicle (EV) charge points**

**2025/26 Q4 outturn: 395**

**Quarterly Target: 340**

### Reason for level of performance:

The observed growth reflects sustained and increasing demand for electric vehicle charging infrastructure across BCP, driven by electric vehicle sales now surpassing those of conventional fuel vehicles. Both the private and public sectors have expanded the availability of EV charging facilities throughout the area. However, further growth is required in the provision of slower, daytime and overnight charging options for residents, which are more affordable than the fast and rapid charging currently predominating. Efforts are ongoing to address this financial disparity and improve access for residents without off-street parking or private driveways.

### Actions/Next steps:

We are currently in the delivery phase of the Local Electric Vehicle Infrastructure (LEVI) grant programme, which will provide 1,128 new 7 kW charging sockets for residents across BCP who do not have access to off-street parking across the next three to five years. This initiative will play a significant role in addressing the existing charging disparity between residents with private parking and those who are largely reliant on more expensive fast or rapid charging options.

In parallel, we are continuing to develop EV charging hubs, with installations currently underway at Littledown Leisure Centre and Story Lane, Broadstone. Additionally, a dedicated bus charging hub is scheduled for installation at Seldown Car Park to support the introduction of two Route One electric buses, expected to arrive in late August this year.

We are also in the process of commencing a gulley charging trial aimed at further reducing charging cost inequalities for residents without off-street parking. The project is supported by £93,000 of funding, with up to £1,200 available per individual installation. This trial will contribute to exploring innovative, scalable solutions to improve equitable access to EV charging infrastructure across the area.

### Learnings to share:

It is essential that we maintain momentum in the delivery of electric vehicle infrastructure installations to keep pace with growing demand. Significant progress has been made to date, supported by the successful securing of both government and private sector funding. Continued strong collaboration across departments is critical to ensuring these projects are delivered efficiently, effectively, and at pace.

**Completed by:** Martin Jolly - Senior Electric Vehicle (EV) and Smart Transport Project Officer

**Date:** 07/05/2026

**Service Unit Head approval with date:**

## Exceptional Performance Report

Please use this report to explain the reasons for performance meeting or exceeding target, what was achieved, why did it happen, and what the next steps are/could be. This report will make up part of the overall corporate performance report presented to Cabinet.

### Indicator Description (taken from performance scorecard):

**Increase the percentage of all major planning applications determined on time**

**AND**

**Increase the percentage of all non-major planning applications determined on time**

### 2025/26 Q4 outturn:

**Major – 100%**

**Non-Major – 92%**

### Quarterly Target:

**Major – 80%**

**Non-Major – 92%**

### Reason for level of performance:

Q3 saw a drop in performance for Major applications primarily due to a focus on completing and issuing decisions for the oldest applications in the system. Some of these applications were in the system for years and the applicants were not willing to agree further extensions of time. The older applications are generally held up by very complex planning issues, and it takes a lot of officer time to resolve these and move the applications forward.

The time spent resolving associated issues with the older applications and issuing the decisions has allowed the team to focus on current applications. The dip in performance for Q3 whilst far from ideal has allowed for increased performance in Q4 as officers are able to focus on current applications and make decisions accordingly.

Performance for non-majors has increased slightly and is now on target. This is a result of seeing a settled planning department following an extensive recruitment drive over the past 2 years. Staff members dealing with non-majors have now gained more experience and are able to work more efficiently as a result leading to increased performance.

In addition, we have introduced a 'one amendment only' policy within the last quarter. This ensures that applications are dealt with in a timely manner rather than engaging in lengthy negotiations with numerous amendments submitted by applicants.

### Actions/Next steps:

To ensure applications are issued within planning guarantee timescales so as to avoid more complex applications being 'stuck' in the system while these are attempted to be resolved.

Continue to apply the one amendment policy and invest in staff training to ensure high level of competency.

**Learnings to share:**

Performance for Q3 was well below target but this was anticipated as a result of focusing on the older applications. This decision was made in the belief that there would be longer term benefits associated with clearing older applications which would then allow for increased performance moving forward.

**Completed by: Jon Bishop**

**Date: 12/05/2026**

**Service Unit Head approval with date:**

## Exception Performance Report

Please use this report to explain the reasons for performance not meeting target, the risks this presents in each of the sections and the actions and intervention planned or in place to improve performance and mitigate the risks identified.

This report will make up part of the overall corporate performance report presented to Cabinet.

### Indicator Description (taken from performance scorecard):

#### Increase enforcement outcomes relating to street-based ASB

2025/26 Q4 outturn: 946

Quarterly Target: 1,926

### Reason for level of performance:

Street based enforcement stats Q4:

Number of CSAS incidents attended: 560

Number of alcohol seizures: 2

Number of dispersals: 297

Early intervention notices: 1

Support referrals: 26

Number of closures: 3

Number of Anti-Social Behaviour Injunction: 5

Number of Community Protection Warning: 23

Number of Community Protection Notice: 3

Vulnerable Victim Assessments: 23

Case Reviews: 3

There has been a reduction in staff numbers since this period last year, however, figures for the quarter are strong, showing a robust approach to street related anti-social behaviour. The enforcement outcomes show a lack of escalated behaviours and successful formal warnings being applied, but robust action where required.

The same quarter from 24/25 between 9.6FTE- 11.6 FTE in post. This year in Q4 there were 3.6FTE that moved on from the role within the quarter. Total staff at the beginning of Q4 was 7.6FTE, current staff are 4FTE, with recruitment to vacant roles in progress.

### Summary of financial implications:

n/a

### Summary of legal implications:

n/a

### Summary of human resources implications:

n/a

### Summary of sustainability impact:

n/a
<b>Summary of public health implications:</b>
n/a
<b>Summary of equality implications:</b>
n/a
<b>Actions taken or planned to improve performance:</b>
<p>New corporate performance measures are being proposed to the Strategy Board for Q1 26/27 onwards, these measures will be less reliant on fluctuating staffing levels and give a more consistent picture of ASB levels and associated enforcement.</p> <p>Recruitment in progress to vacant posts.</p>
<p><b>Completed by: Sophie Sajic</b>  <b>Date: 27/4/26</b></p>
<b>Service Unit Head approval with date:</b>

## Exception Performance Report

Please use this report to explain the reasons for performance not meeting target, the risks this presents in each of the sections and the actions and intervention planned or in place to improve performance and mitigate the risks identified.

This report will make up part of the overall corporate performance report presented to Cabinet.

### Indicator Description (taken from performance scorecard):

**Increase the total number of sustainable passenger trips in the BCP area per year**

**2025/26 Q4/year-end outturn: 24.52M**

**25/26 Annual Target: 27.71M**

### Reason for level of performance:

This indicator is measured by the number of trips undertaken on local bus services (passengers boarding in the BCP area). The target is set by the Enhanced Partnership (EP) Board and is reviewed on a quarterly basis. Bus patronage declined significantly during the C-19 pandemic. Numbers recovered significantly in the years to 2024/25 but has now plateaued. As a result, the target set for 2026/27 was not achieved.

Whilst the council has an influence on bus patronage, it is also dependent on external factors including the economy and even the weather. The cost of living remains an issue both in terms of influencing travel demand for discretionary spending - leisure and entertainment as well the actual cost of bus fares. The very wet winter evident in this 4th quarter period will not have helped generate additional bus journeys.

The main Bournemouth station to town centre bus priority scheme, funded through the Bus Service Improvement Plan (BSIP), will be delivered during 2026/27. The priority provided to buses on this high frequency bus corridor and the enhanced passenger facilities such as shelters and information provision when complete are expected to attract more bus passengers. There is likely to be a negative impact on bus patronage, however, during the actual construction period, and other works across BCP on the road network could further affect the numbers travelling by bus.

After the flagship scheme of the BSIP is delivered, punctuality and reliability of bus services between Bournemouth station and town centre will improve with a positive effect on the entire network. This is predicted to reverse the existing slight decline in passenger numbers. Following a longer-term government funding settlement (Local Area Bus Grant), further improvements will be delivered to improve the operating environment for bus services which should support an improved bus network with higher passenger numbers.

### Summary of financial implications:

None

### Summary of legal implications:

None

### Summary of human resources implications:

None

### Summary of sustainability impact:

Slight – increasing bus travel contributes to a more sustainable transport network. If passenger numbers are reducing slightly then sustainability is affected.
<b>Summary of public health implications:</b>
None
<b>Summary of equality implications:</b> Improving the bus network has equality related benefits as more women, girls, much younger and older people tend to use buses more. Measures to improve the bus network are on-going and the slight reduction in numbers is likely more related to economic factors rather than delivery of improvements as part of the BSIP.
<b>Actions taken or planned to improve performance:</b>
The BCP Enhanced bus Partnership continues to be the means that progress of our BSIP is delivered and monitored. Future funding is now secured through the Local Area Bus Grant to enable continued improvement to the BCP bus network. It is critical that proposed new schemes are supported by the council and our transport policies are used to frame the on-going measures set out to deliver better bus passengers and increase the number of residents and visitors using them.
<b>Completed by: Richard Barnes (Senior Transport Planner) and John McVey (Sustainable Transport Manager)</b> <b>Date: 11/05/26</b>
<b>Service Unit Head approval with date:</b>

## Exception Performance Report

Please use this report to explain the reasons for performance not meeting target, the risks this presents in each of the sections and the actions and intervention planned or in place to improve performance and mitigate the risks identified.

This report will make up part of the overall corporate performance report presented to Cabinet.

### Indicator Description (taken from performance scorecard):

#### Increase the number of assets transferred to communities

2025/26 year-end outturn: 0

Year-end Target: 6

#### Reason for level of performance:

Community Asset Transfers (CATs) help local community groups take over and manage council buildings and spaces, so they can continue providing valuable services and activities for local people. The measure is intended to demonstrate progress in transferring appropriate council assets into community management where there is a robust business case and clear community benefit.

Performance against this measure has remained lower than originally anticipated during 2025/26, with the overall number of completed transfers remaining relatively static for over a year. However, this does not reflect a lack of activity. The CAT process is complex, resource-intensive and often lengthy due to the legal, property, governance and financial considerations that must be resolved before a transfer can complete. There is also no mechanism to quantify social value. Many transfers involve buildings with existing occupational arrangements, shared use considerations, repair liabilities, long-term sustainability assessments and due diligence requirements to ensure that assets are transferred responsibly and in a way that protects both community benefit and the Council's interests.

Two transfers have now completed:

- Hengistbury Head Outdoor Education Centre completed in February 2025.
- Embassy Youth Club, Brassey Road completed on 23 April 2026 (this will be reflected in Q1 26/27 data).

In addition, several applications are progressing through various stages of the process:

- Henry Brown Centre, Cunningham Crescent, Bournemouth – proceeding to lease.
- Townsend Youth Club, Throop Road, Bournemouth – Stage 1 application submitted and under review.
- Broadstone Youth Club, Moor Road, Broadstone – progressing through agreement arrangements following the transfer of the asset to Education. Winchelsea School will assume management of the building to support expansion of SEND provision, alongside a licence agreement for continued and expanded community use.
- Broadstone Football Club – progressing to lease.
- Access Dorset, Littledown – progressing to lease.
- Branksome Triangle, Branksome – application not progressed as the site is identified as strategic land and therefore exempt from the CAT process.

The pace of progress has been affected by several factors. These include the complexity of legal and property negotiations, the requirement for appropriate governance and financial assurance from applicant organisations, limited specialist capacity across BCP Council Estates and Legal services, and the need to balance community aspirations with wider strategic use of assets. Feedback from community organisations has also identified that processes can feel difficult to navigate and that communication and expectations have not always been sufficiently clear.

The Council recognises that elements of the current policy and process require refinement. A review of the CAT Policy is therefore underway, with proposed improvements including clearer guidance documentation, updated process maps and frequently asked questions to provide greater transparency for applicants and improve understanding of the stages involved. This is intended to reduce delays, improve consistency and support community organisations through the process more effectively.

The review is also considering several wider strategic issues that have emerged through live cases, including:

- clarifying the Council's position regarding freehold versus leasehold arrangements;
- determining when the CAT process is appropriate compared with standard lease renewal arrangements;
- improving governance, oversight and decision-making routes;
- strengthening corporate co-ordination across services involved in transfers;
- improving visibility of future CAT opportunities available to community organisations; and
- the introduction of service agreements, in addition to new leases.

The Council is also reviewing how information on building condition and asset requirements can be shared earlier in the process to help community organisations develop stronger and more realistic business cases.

Whilst completed transfer numbers remain below target, progress is being made in strengthening the overall framework that supports Community Asset Transfers. The current pipeline demonstrates ongoing demand and activity, and it is expected that several schemes presently in development will complete by the end of the 2026/27 financial year. The focus is therefore on ensuring that transfers are deliverable, sustainable and aligned with both community benefit and the Council's wider strategic objectives, rather than progressing transfers at pace without sufficient due diligence or long-term viability.

**Summary of financial implications:**

n/a

**Summary of legal implications:**

n/a

**Summary of human resources implications:**

n/a

**Summary of sustainability impact:**

n/a

<b>Summary of public health implications:</b>
n/a
<b>Summary of equality implications:</b>
n/a
<b>Actions taken or planned to improve performance:</b>
As above
<b>Completed by: Miles Phillips, Head of Estates</b> <b>Date: 10.06.26</b>
<b>Service Unit Head approval with date:</b>

## Exception Performance Report

Please use this report to explain the reasons for performance not meeting target, the risks this presents in each of the sections and the actions and intervention planned or in place to improve performance and mitigate the risks identified.

This report will make up part of the overall corporate performance report presented to Cabinet.

### Indicator Description (taken from performance scorecard):

**Increase the number of both completed new affordable and social rented homes**

**2025/26 year-end outturn: 36**

**Year-end Target: 100**

### Reason for level of performance:

27 new Council owned homes (for social rent) completed on 20th March. Overall, 36 homes completed in 2025-2026 financial year, which is below the target of 100 homes.

The 110-home development at Hillbourne in Poole has been delayed in the construction phase and was due to complete in March 2026. Delays have been caused by inclement weather leading to difficult ground conditions on site which impacted on the sub-structure programme. Homes are targeted to complete in Phases from July through to September 2026. The deliverability of sites overall has been impacted by viability and planning timescales and requirements. To improve conditions for development, affordable housing grant has been secured for delivery of schemes included Templeman which completed this year following it stalling in 2021 and Hawkwood Road which will commence works in 2026/2027. The pipeline programme is set out below and we continue to build a funded proposition with Homes England.

### Summary of financial implications:

All grant which was due to be claimed has been secured. A business case was submitted to Homes England to support a reforecast of the Hillbourne practical completion milestones. This successfully secured an extension after March 2026 and aligned completion dates with the latest position from the developer. Given the potential financial implications for the Council due to homes not completing in March 2026, Homes England allowed an interim milestone for an additional payment in January 2026 ahead of final payment on the revised completion dates.

### Summary of legal implications:

None.

### Summary of human resources implications:

None.

### Summary of sustainability impact:

None.

### Summary of public health implications:

None.

### Summary of equality implications:

None

**Actions taken or planned to improve performance:**

The HRA 30-year business plan has identified funding for 937 homes, of which 31 have already been delivered (plus 5 homes in the general fund in 2025/26) and 110 homes at Hillbourne in 2026/27. The balance of 680 homes required will target 85 homes per year from 2027/28 until 2034/35. A new 5-year development programme is under development to allow further schemes/sites to be brought forward and be submitted for planning permission. Financial viability challenges remain caused by higher interest rates and build costs. Homes England have launched a new grant programme for 2026-2036, which will allow new grant funding for delivery and assist financial viability.

- 17 homes have planning permission secured for sites yet to gain financial approval to proceed.
- 8 homes at Surrey Road are under construction and will complete in August/September 2026.
- 110 homes at Hillbourne are under construction and will complete in July-September 2026.
- 68 homes at Hawkwood Road are under contract and will commence in August 2026 with completion in August 2028.
- 115 Homes at Constitution Hill, Poole will be submitted for planning permission during summer 2026.

In the CNHAS (Council Newbuild Housing and Acquisition Strategy 2021-2026), 459 homes have been delivered – with an expected outturn of 577 homes by programme close later this year. Registered Providers (RPs) have delivered 389 homes up to March 2026 giving an overall delivery figure of affordable Homes across BCP as 848.

The delivery of affordable homes expected in 2026/27 is 243 (118 BCP and 125 through RPs) which is a positive outcome from our partnership work with RPs.

**Completed by:** Jonathan Thornton (Head of Housing Delivery)

**Date:** 08/05/2026

**Service Unit Head approval with date:** as above.

This page is intentionally left blank

**CABINET**



Report subject	<b>Homelessness and Rough Sleeping Strategy 2026-2031</b>
Meeting date	24 June 2026
Status	Public Report
Executive summary	<p>Homelessness continues to be one of the most significant challenges facing Bournemouth, Christchurch and Poole. Demand for assistance has risen sharply, driven by rising private rents, household income pressures and increasing complexity of need. In 2024 to 2025, BCP Council determined that 2,767 households needed formal intervention because of their homelessness or threat of homelessness, representing a doubling of demand compared with 2020. Rough sleeping reached a peak of 193 individual people seen over the month of July 2024 before beginning to reduce through targeted outreach, expanded supported housing and strengthened multi agency work.</p> <p>Alongside these sustained pressures, recent performance shows clear evidence of improvement in key areas. Strengthened prevention activity has increased early intervention, with over 1,100 households supported to avoid homelessness during the past year. Targeted action has also reduced overall reliance on temporary accommodation, with a reduction of around 10% in recent months. Rough sleeping, which peaked in mid-2024, has declined following expanded supported accommodation, enhanced outreach and improved multi-agency coordination, with the most significant reductions seen among people experiencing long-term rough sleeping. In addition, the Council has sustained a position of no families placed in bed and breakfast accommodation for longer than six weeks. These improvements provide a strong foundation for the ambitions set out in the new Strategy, while recognising that demand and system pressures remain high.</p> <p>The proposed Homelessness and Rough Sleeping Strategy 2026 to 2031 sets out a long term, evidence based and partnership led plan for reducing homelessness and rough sleeping across the area. The Strategy is fully aligned with national Government priorities on homelessness and rough sleeping, including the emphasis on earlier prevention across public services, national commitments to reduce families and children in Bed &amp; Breakfast, rough sleeping and the monitoring of performance within the Local Outcomes Framework.</p>

	<p>Developed through comprehensive review, extensive engagement, consultation and strong lived experience input, the Strategy presents a shared ambition to make homelessness in BCP rare, brief and unrepeatable. It reflects updated statutory data, changing system pressures and learning from recent years.</p> <p>Approval of the Homelessness and Rough Sleeping Strategy 2026–2031 will provide a clear strategic framework for the Council and its partners to prevent homelessness earlier, reduce reliance on unsuitable temporary accommodation, improve multi-agency practice and support people to secure and sustain safe and stable homes. A Delivery Plan, co-produced with partners and people with lived experience, will support implementation and provide ongoing oversight of progress and impact.</p>
<p><b>Recommendations</b></p>	<p><b>It is RECOMMENDED that Cabinet:</b></p> <ul style="list-style-type: none"> <li><b>(a) Approves the adoption of the Homelessness and Rough Sleeping Strategy 2026–2031.</b></li> <li><b>(b) Notes the key findings from the homelessness review, engagement and public consultation undertaken to inform the Strategy.</b></li> <li><b>(c) Delegates authority to the Corporate Director of Wellbeing, in consultation with the Portfolio Holder for Housing and Regulation, to approve the final design, formatting and publication of the Strategy and associated materials.</b></li> <li><b>(d) Notes that delivery of the Strategy will be supported by a co-produced Delivery Plan, with progress overseen through established governance arrangements including the Homelessness Delivery Board</b></li> </ul>
<p>Reason for recommendations</p>	<p>Local authorities are required to publish a Homelessness Strategy at least every five years to ensure a consistent and coordinated response to homelessness. With the current Strategy concluding in 2026, it is imperative to adopt a refreshed, evidence-led approach that addresses the marked increase in homelessness, the growing complexity of needs among presenting households, and the persistent challenges surrounding housing affordability.</p> <p>Strengthening the Strategy at this juncture will enable the Council to respond proactively to emerging trends, leverage insights from recent engagement and consultation, and ensure that our interventions remain relevant and effective. Furthermore, this approach underscores our commitment to co-production with those who have lived experience, fostering stronger partnerships, and</p>

	<p>enhancing governance to deliver meaningful, sustainable change for our communities.</p> <p>The Strategy also provides a clear framework for managing risk, aligning partner activity and demonstrating assurance to Members and senior officers over delivery and impact.</p>
Portfolio Holder(s):	Cllr Kieron Wilson – Housing and Regulation
Corporate Director	Laura Ambler – Corporate Director of Wellbeing
Report Authors	<p>Rachel Stewart – Housing Strategy &amp; Compliance Manager</p> <p>Ben Tomlin – Head of Strategic Housing and Partnerships</p> <p>Kelly Deane – Director of Housing and Public Protection</p>
Wards	Council-wide
Classification	For Decision

## Background

1. The national landscape of homelessness continues to present significant challenges. Across England, private rents have risen faster than many household incomes, and the affordability gap has widened. Homelessness assessments increased between 2021 and 2025, and temporary accommodation use reached its highest recorded levels during 2024 to 2025 in England. Rough sleeping, which fell during the pandemic period due to emergency public health measures, has risen again in many parts of the country.
2. Economic pressures, insecure employment, and continued strain on the private rented sector have contributed to further instability for many low-income households. In addition, more people are presenting with multiple and overlapping needs including mental health conditions, chronic physical health issues, substance use, domestic abuse and trauma. The national focus has shifted strongly toward prevention across all public services, reflected in developments such as legislative change e.g. The Renters Reform Act 2025 and the introduction of national outcomes frameworks intended to standardise performance reporting and partnership expectations within local authority responses to homelessness (this is within the National Plan to End Homelessness published by Government in December 2025).
3. The Homelessness Reduction Act 2017 continues to shape local authority responsibilities, requiring councils to intervene earlier and support households threatened with homelessness. National policy continues to highlight the importance of multi-agency work, particularly for people with complex needs, those experiencing repeat homelessness; and those who experience long term rough sleeping.

4. The new national homelessness strategy sets out a comprehensive framework for tackling homelessness through prevention, early intervention and improved partnership working. Key objectives include enhancing access to affordable housing, reducing the reliance on temporary accommodation, and ensuring robust support for individuals with complex needs. Our own strategy must align with these priorities by prioritising preventative measures, strengthening multi-agency collaboration, and adopting trauma-informed approaches that address the root causes of homelessness. Additionally, there is a renewed emphasis on data-driven decision making, service user involvement, and promoting equitable access to services for all groups, particularly those at risk of hidden homelessness or facing discrimination.

## Local Context

1. Homelessness has increased significantly across Bournemouth, Christchurch and Poole during the past five years. Homelessness assessments rose from 2,241 in 2021/22, to 2,887 in 2024/25. Duties owed have increased in line with this trend. These pressures reflect a contracting private rented sector with rising rents, reduced affordability, increased competition for properties and strong growth in short term and holiday lets.
2. Rough sleeping reached a peak 193 people in July 2024. Numbers have since begun to fall due to expanded supported accommodation, enhanced street outreach and improved multi agency case coordination, but ongoing pressures remain.
3. The demographic profile of households approaching the Council has remained broadly consistent in terms of age, with no significant change across any age group over the past four years. Young adults aged 18 to 24 continue to represent a substantial share of applicants, but this proportion has remained steady rather than increasing. The same pattern is reflected across other age groups, indicating that age is not the primary factor driving changes in homelessness presentations locally.
4. Instead, the most notable shifts relate to household composition and the complexity of need. Single adults remain the largest household type approaching the Council, but family homelessness has risen steadily, particularly among single-parent families. These trends reflect pressures such as the loss of private rented accommodation, domestic abuse, overcrowding, affordability challenges and the limited availability of larger affordable homes. Women continue to experience higher levels of hidden homelessness, often relying on insecure arrangements or remaining in unsafe situations before seeking formal support.
5. Alongside changes in household composition, the complexity of presenting needs has increased significantly, though this may be in part due to better recognition and recording of support needs. Recent evidence shows that more than 1,500 households presented with mental health needs in 2024/25, and over 1,200 with chronic physical health conditions. Approximately 1,480 households had three or more identified support needs, while only a small minority presented with none. A growing number of applicants face intersecting challenges, including disability, learning disabilities, neurodiversity, substance use, repeat homelessness and the cumulative effects of trauma. Around 22 percent of open homelessness cases involve someone with a learning disability, and frontline services report an increase

in people whose homelessness is compounded by social isolation, anxiety and difficulties navigating support systems.

6. There is also a more diverse range of households seeking assistance. People from racially minoritised backgrounds and LGBTQ+ residents report facing discrimination, unsafe or insecure living arrangements, contributing to higher levels of hidden homelessness and delayed engagement with services.
7. Taken together, the evidence shows that while the age profile of applicants has remained stable, the overall composition and needs of households approaching the Council have become more varied and more complex. More families, more single parents, and more individuals presenting with multiple needs and interconnected vulnerabilities are reaching crisis point. This shift highlights the importance of flexible, trauma-informed practice, tailored support pathways and strengthened multi-agency working to respond effectively and at the earliest opportunity to the broader and deeper needs now observed across the caseload.
8. Temporary accommodation demand has continued to grow over recent years, driven by rising homelessness approaches, pressures within the private rented sector, and limited availability of settled move-on options. Social housing supply has not increased in line with local need, resulting in longer stays as households wait for suitable accommodation. This is particularly pronounced for larger families and for people with higher or more complex support needs who require stable or specialist housing.
9. Despite these pressures, the Council has made significant progress in reducing the use of unsuitable bed and breakfast accommodation for families. Through strengthened placement processes, earlier prevention work, improved case coordination and increased access to interim and supported accommodation, the number of families placed in B&B has reduced, with no families in B&B for over 6 weeks sustained across the last 12 months. This improvement reflects sustained operational focus on safeguarding, maintaining access to education, and ensuring families are placed in environments that are safe, appropriate and stable.
10. However, temporary accommodation remains under significant strain. Longer stays are now common due to constrained move-on options and slow turnover within supported housing. Households requiring adapted homes, multi-agency support or affordable private rentals face particularly long waits, creating bottlenecks throughout the system. These pressures illustrate the need for increased availability of genuinely affordable housing and further expansion of supported and specialist accommodation pathways to prevent prolonged use of temporary accommodation.
11. The private rented sector (PRS) plays a dual and often conflicting role within the homelessness system. On one hand, the loss of a private rented tenancy; often due to affordability pressures, rising rents, Section 21 notices, or landlords selling or repurposing properties; remains a leading cause of homelessness locally. Competition for available homes has intensified, and a growing proportion of properties are being diverted into short-term or holiday lets, reducing the supply of long-term accommodation for local residents.
12. At the same time, the PRS is the largest and most effective route for both preventing and relieving homelessness. Early intervention work through services such as Let's Talk Renting and an active and engaged local Landlords Forum has helped

increasing numbers of households to sustain existing tenancies through landlord negotiation, financial support, and resolving issues related to arrears, property conditions or benefit delays. For households already experiencing homelessness, the PRS continues to provide the most immediate and flexible move- on options, helping reduce time spent in temporary accommodation and supporting rapid rehousing where affordability allows.

13. This creates a challenging dynamic: the PRS generates a significant portion of homelessness approaches yet remains central to resolving them. Sustained engagement with landlords, improved tenancy sustainment support, incentives to maintain tenancies and targeted financial assistance are therefore essential components of the local approach. Ensuring that the PRS can continue to operate as a viable prevention and relief pathway; while mitigating the factors that cause homelessness within it; remains a critical priority for the Council and its partners.
14. Changes under the recent Renters' Rights reforms are expected to have a mixed impact locally. While the removal of Section 21 notices is intended to improve security for tenants and support homelessness prevention, there is a recognised risk that some landlords may exit the sector or reduce willingness to let to households perceived as higher risk. This reinforces the importance of early engagement with landlords, tenancy sustainment support and clear local prevention pathways.

Further details on the Review of Homelessness in BCP provided in Appendix B.

### **The BCP Homelessness Partnership and Homewards**

1. BCP is one of six national Homewards locations, a five-year Royal Foundation programme that brings partners together to prevent homelessness and make it rare, brief and unrepeatable. Locally, Homewards strengthens our existing Homelessness Partnership by adding capacity, national expertise and funded activity—particularly around youth homelessness, early intervention and lived-experience involvement. Its work sits within our partnership governance and directly informs the development and delivery of this Strategy.
2. The BCP Homelessness Partnership has been central to shaping the local response to homelessness since its establishment in 2019. Although the statutory duty to produce a Homelessness and Rough Sleeping Strategy rests with the Council, the Strategy itself has been developed, owned and delivered through a shared partnership model. This reflects the recognition across Bournemouth, Christchurch and Poole that homelessness is a system wide issue that cannot be addressed by any single organisation working alone. The Partnership brings together a wide range of statutory, voluntary, community, faith and private sector organisations, each contributing experience, insight and operational capacity to support residents who are homeless or at risk of homelessness.
3. Over time, more than 45 organisations have participated, representing criminal justice services, health partners, supported accommodation providers, community organisations, specialist charities, education partners, private landlords and people with lived experience. This growth has strengthened both strategic leadership and frontline collaboration.

4. The development of the new Strategy has once again been delivered through a partnership process. Engagement activities undertaken throughout 2025 brought together partners at all levels to review data, discuss challenges, identify opportunities and reflect on the learning from the current Strategy. This collective process has ensured that the draft Strategy for 2026 to 2031 is firmly rooted in shared ownership and a common vision for reducing homelessness.
5. While the Council retains legal responsibility for publishing the Strategy, it is recognised across the Partnership that its success depends on collective commitment and coordinated delivery. The Homelessness Reduction Board will continue to provide oversight, but the Strategy's implementation, impact and continuous improvement will rely on the strength of the Partnership. This collaborative approach will remain a core feature of the local response, supporting effective prevention, rapid intervention, improved health and wellbeing outcomes, and long term stability for people at risk of homelessness.

### **Impact of the current Strategy in BCP**

6. The Homelessness and Rough Sleeping Strategy 2021 to 2026 has had a significant impact across Bournemouth, Christchurch and Poole. Over the past five years, the Strategy has supported meaningful progress in reducing rough sleeping, strengthening multi agency coordination, improving prevention activity and expanding the availability and quality of supported accommodation. While demand has continued to rise, the systems, partnerships and approaches developed through the Strategy have enabled more consistent and proactive responses to homelessness across the area.
7. A major achievement of the current Strategy has been the expansion of supported accommodation and the strengthening of pathways designed to meet the needs of people who have experienced rough sleeping. Between 2021 and 2025, more than 275 new supported and specialist accommodation units were delivered through programmes such as Single Homeless Accommodation Programme (SHAP) and Rough Sleeper Accommodation Programme (RSAP). These accommodation routes provided safe, stable homes for individuals with high needs and significantly contributed to reducing rough sleeping from the peak levels seen during the pandemic period. Multi agency outreach and improved case coordination have ensured better identification of people who are long term homeless and have enabled more personalised plans to support their transition away from the streets. This has helped reduce the proportion of people experiencing long term rough sleeping and has contributed to more stable and sustained outcomes for many individuals.
8. Alongside improvements in supported accommodation more broadly, the Strategy period saw the development and expansion of Somewhere Safe to Stay (SStS) provision. This has provided a critical short term accommodation pathway for people who would otherwise be at high risk of rough sleeping, especially those with multiple or intersecting needs. The availability of a safe, immediate and staffed environment has helped prevent individuals from entering rough sleeping or returning to the streets during moments of crisis. SStS has also supported stabilisation work,

enabling earlier assessment and planning, improved engagement with health and support services and smoother transitions into longer term accommodation. Its role in diverting people from rough sleeping and reducing the harm associated with crisis accommodation has become an important feature of the local system, contributing to the reductions in rough sleeping seen over the Strategy period.

9. Prevention activity across the Partnership has strengthened, supported by the Strategy's emphasis on early and upstream intervention. Services such as Let's Talk Renting, youth and family prevention work, and expanded housing options triage have helped households address risks earlier, with prevention success rates consistently being around 60%, meaning around 770 households maintaining their accommodation or finding a suitable alternative. Stronger partnership working with landlords, community groups and specialist support providers has enabled more timely action around affordability pressures, relationship breakdown, property issues and health related needs. These improvements have contributed to increased consistency in prevention outcomes and enhanced the support available to those approaching services before a crisis point.
10. Improvements in multi-agency working have been a central feature of the Strategy's impact. The Homelessness Delivery Board, the BCP Homelessness Partnership and a network of specialist sub groups have created shared spaces for information exchange, problem solving and system leadership. These arrangements have strengthened relationships across health, housing, criminal justice, social care, the voluntary sector and community organisations. Collaborative work with NHS Dorset, mental health providers and substance use services has resulted in more integrated support for people with complex needs. The partnership model has been recognised nationally as an example of effective local collaboration, supporting innovation and shared responsibility across services.
11. The Strategy has also contributed to improvements in temporary accommodation management and quality, although pressures remain significant. The introduction of supported housing routes and the early adoption of housing led principles have reduced reliance on bed and breakfast accommodation for families. While the number of households in temporary accommodation remains high due to continued demand, enhanced oversight, improved allocation pathways and stronger tenancy sustainment support have helped reduce the length of stay for some groups and improve the overall experience for residents.
12. The current Strategy has also helped embed a stronger health led approach to homelessness. This has included improved pathways between hospital discharge teams and housing services, closer working with primary and community health services and a growing focus on the role of trauma, mental health and chronic health needs in driving homelessness risk. These developments have highlighted the importance of integrated health and housing solutions, aligned with the BCP Neighbourhood Health and Wellbeing model, as well as housing-led neighbourhood working, in the next phase of strategic delivery.
13. Importantly, the Strategy has laid strong foundations around lived experience involvement. Through the BCP Homelessness Partnership and the lived experience sub group, people who have experienced homelessness have identified gaps in support and contributed to proposed governance structures. Their insight has influenced priorities around trauma informed practice, communication, accessibility

and the quality of temporary and commissioning intentions for housing related and supported accommodation. The involvement of lived experience has become a defining feature of homelessness activity in BCP and a core expectation for future planning.

14. While significant progress has been made, demand has continued to rise across the period. Homelessness assessments increased each year, and the Council faced growing pressures linked to affordability, private rented sector instability and reductions in available housing supply. These challenges underline the value of the existing Strategy but also highlight the need for a strengthened and more targeted approach for 2026 to 2031. The learning from the current Strategy has informed the new Strategy's emphasis on earlier prevention, stronger integration with health, improved communication, increased supply of suitable accommodation and a clearer focus on reducing long term homelessness.
15. Overall, the current Strategy has delivered improvements in rough sleeping outcomes, multi-agency practice, prevention activity, supported housing supply and system leadership. It has also generated significant learning on the importance of trauma informed practice, lived experience involvement and health integration. The new Strategy builds directly on this progress, addresses ongoing challenges and sets out the next stage of transformation needed to ensure homelessness in BCP becomes rare, brief and unrepeated.

### **Overview of the new Strategy**

16. The learning and progress achieved through the current Strategy form a strong foundation for the next phase of homelessness prevention and response in Bournemouth, Christchurch and Poole. Building on this progress, the Homelessness and Rough Sleeping Strategy 2026 to 2031 sets out a renewed and forward looking approach that is fully aligned with the national direction set by Government. This includes the emphasis on prevention across all public services, national commitments to reduce rough sleeping, and to the Government's recently announced national outcomes framework for homelessness and rough sleeping. The new Strategy reflects updated evidence, rising local demand, system pressures and the views of partners and people with lived experience. It provides a clear collective ambition to ensure that homelessness in BCP becomes rare, brief and unrepeated, and sets the direction for the next five years of coordinated activity.
17. **Rare** reflects a commitment to strengthen early intervention across services through trauma informed practice, youth and family prevention, recognition of hidden homelessness, health triggered early identification, better work with landlords and employers and clear and accessible communication.
18. **Brief** focuses on rapid and effective responses to homelessness through swift triage, navigation support, improved temporary accommodation standards, rapid rehousing approaches, stronger integration with health services and reduced reliance on bed and breakfast provision.
19. **Unrepeated** focuses on sustaining long term stability through proactive tenancy monitoring, wraparound support including mental and physical health services,

community and peer support and improved access to training, education and employment opportunities.

20. Two cross cutting priorities support the core aims; **Change the Narrative** focuses on stigma reduction and public understanding. **Embed Lived Experience** ensures genuine involvement in governance, monitoring, service design and decision making.
21. Delivery is overseen by the Homelessness Reduction Board and the Housing Strategy Steering Group. Progress will be monitored annually and aligned with the national Local Outcomes Framework.
22. Further detail regarding the Core Aims and associated commitments can be found in Appendix A.

## **Delivery Approach and Implementation of the Strategy**

23. Delivery of the Homelessness and Rough Sleeping Strategy 2026–2031 will be supported by a new Delivery Plan that sets out how the Strategy will be implemented, monitored and adapted over time. The Delivery Plan has been developed alongside the Strategy and reflects learning from the current strategy period, as well as national policy direction and local system insight.
24. The Delivery Plan adopts an outcome-led approach. Rather than relying on a fixed list of actions over the five-year period, it focuses on a small number of priority outcomes that align with the Government’s Local Outcomes Framework and local priorities identified through data, engagement and lived experience. This approach is designed to ensure that activity remains focused on what has the greatest impact and that resources are directed where they are most effective.
25. Implementation will follow a structured “test and learn” model. For each priority outcome, partners will identify specific questions about what needs to improve locally, test defined changes in practice over a time-limited period, and review learning to determine what should be continued, adapted, scaled or stopped. This approach enables the system to respond to changing pressures, avoid embedding activity that is not effective, and build evidence before larger-scale changes are made.
26. The test and learn approach does not replace or pause core homelessness services. Statutory duties and existing provision will continue as normal. The model provides a disciplined mechanism for improving how the system operates by strengthening coordination, flow, prevention and tenancy sustainment, particularly in areas that contribute most to temporary accommodation pressure and repeat homelessness.
27. Clear governance and accountability arrangements are in place. Delivery will be overseen by the Homelessness Delivery Board, which brings together senior leaders from across the partnership. Each strategic outcome has a named lead and deputy accountable for driving improvement and bringing learning to the Board. Statutory responsibility for homelessness duties remains with BCP

Council. Where learning indicates the need for changes with commissioning, financial or policy implications, these will be escalated through established Council governance arrangements.

28. Progress will be monitored using a defined set of outcome and system measures aligned to national and local frameworks, supported by qualitative insight from partners and people with lived experience. This ensures that senior officers and Members have ongoing oversight of delivery, impact and risk, while allowing sufficient flexibility to adapt practice in response to what is learned.

## **Engagement Overview & Public Consultation Methodology and Key Findings**

29. The development of the Homelessness and Rough Sleeping Strategy 2026 to 2031 has been shaped through an extensive programme of engagement across Bournemouth, Christchurch and Poole, followed by a formal period of public consultation. Engagement activity took place between June and November 2025 and formed a central part of the Strategy's co production approach. A total of 549 people contributed through 36 structured sessions involving a wide range of partners, residents, professionals and people with lived experience. These sessions included workshops, thematic round tables, frontline staff discussions, sessions with voluntary and community organisations, landlord engagement forums, youth engagement activities and meetings with health, probation, education and social care partners. Input from people with lived experience was particularly significant, providing detailed accounts of the emotional impact of homelessness, barriers to accessing support, experiences of trauma, the importance of consistent and compassionate communication and the need for long term stability rather than short term crisis solutions. This insight informed the shaping of the Strategy's aims and commitments and helped identify the system changes that matter most to those affected.
30. The engagement programme also highlighted priority issues relating to system coordination, gaps in specialist pathways, variation in trauma informed practice, complexities within the private rented sector, the need for stronger prevention at earlier stages, and challenges in accessing supported accommodation. Feedback emphasised the importance of improving communication between services, strengthening integration with mental health and substance use support, and ensuring that young people and families are able to access timely, clear and practical advice. Stakeholders also reinforced the value of partnership work delivered through the BCP Homelessness Partnership, recognising the benefits of shared intelligence, joint working and multi-agency problem solving.
31. Following the engagement programme, a formal public consultation took place between November 2025 and January 2026. The consultation used an online survey hosted on the Council's website, which was shared across BCP stakeholders as well as being advertised by our corporate Communications team. The consultation received a good level of engagement and demonstrated broad support for the Strategy's aims and commitments.

32. Across the consultation responses, there was strong agreement that prevention should remain the central priority, with respondents calling for earlier identification of risk, better access to timely advice and improved clarity about support pathways. Respondents also highlighted the need for stronger integration between housing, health and social care services, particularly for people with complex needs, mental health issues or substance use challenges. Many respondents emphasised the importance of improving the quality and availability of supported accommodation and reducing reliance on hotels. Others called for greater emphasis on public communication, increased efforts to challenge stigma and the need to ensure that people with lived experience remain closely involved in shaping and monitoring services.
33. Young people who participated expressed concerns about stigma, lack of accessible information, and the disruption homelessness causes to education, employment and wellbeing. Private landlords highlighted affordability issues, concerns about risk and the importance of earlier engagement to support tenancy sustainment. People with lived experience again underlined the need for compassionate, consistent and person centred practice and the importance of recognising trauma, emotional safety and long term support needs.
34. The findings from both the engagement and consultation activities have directly shaped the Strategy and informed the commitments within each core aim. The depth and breadth of insight provided through this process has ensured that the Strategy is grounded in lived experience, reflective of professional expertise and aligned with the needs and expectations of the wider community.

Further information on the public consultation can be found in Appendix C.

## **Summary**

15. The Strategy presents a comprehensive and forward looking approach to preventing and reducing homelessness across Bournemouth, Christchurch and Poole. It draws on extensive engagement, updated evidence, lived experience insight and partnership working. The detailed Delivery Plan that will support implementation of the Strategy is currently being developed through a working group of Homelessness Delivery Board members, the Board includes representation from the Council, Homeworlds, the VCS and Private Sectors. This process will also include Experts by Experience, reflecting the Strategy's commitment to co production at every level and stage. This approach will ensure that the Delivery Plan is rooted in operational expertise, lived insight and local priorities and that actions and measures are developed collaboratively across the Partnership. Delivery will be coordinated through established governance structures with regular monitoring and accountability. The Strategy positions BCP Council and its partners to meet future challenges and support residents effectively.

## **Summary of Financial Implications**

35. Homelessness and rough sleeping services are funded through a combination of national grant allocations, programme-specific funding and local resources. BCP Council has received an initial three-year settlement which consolidates several

previously separate grant streams while Temporary Accommodation funding has been moved into the general Revenue Support Grant, creating some complexity for medium-term planning

36. In 2025/26, the Council received around £2m in one-off additional funding which is not included in the new settlement. Excluding this, core funding remains stable but at an overall lower level than last year's resource.
37. While national programme specific funding remains available, these are not part of the consolidated core grant and therefore cannot be relied upon to support essential baseline services. This funding risk will require monitoring by the Homelessness Delivery Board to ensure continuity of provision.
38. At this stage the strategy is not expected to create additional financial pressures within the Medium Term Financial Plan (MTFP). It is assumed that the new three-year settlement and existing base budget will be sufficient to support delivery. Should service demand or funding levels change significantly over the lifetime of the Strategy, the financial impact will be reviewed as part of the Council's budget monitoring and MTFP process.

### **Summary of Legal Implications**

39. Local authorities are legally required to publish a Homelessness Strategy every five years under the Homelessness Act 2002. The Strategy must be informed by a comprehensive review of homelessness and set out how homelessness will be prevented and addressed.

### **Summary of Public Health Implications**

40. Homelessness has substantial impacts on mental health, physical health and wellbeing. The Strategy strengthens integration with NHS Dorset, mental health services, public health teams and other partners. Health considerations are embedded across all stages of prevention, intervention and recovery.

### **Summary of Equality Implications**

41. Homelessness affects some groups disproportionately, including young adults, women experiencing hidden homelessness, racially minoritised groups, LGBTQ plus residents and people with learning disabilities. The Strategy has been shaped with input from diverse communities, and the Equality Impact Assessment identifies actions required to ensure inclusive communication, improved access and tailored support. Our EQIA has been heard at the panel and was agreed in principle, only noting that because it was early in the development, a final version may be required to be heard again.

Further detail is contained in Appendices D and E.

## **Summary of Risk Assessment**

42. Key risks include continued affordability pressures, limited availability of suitable homes, increased complexity of cases, pressure on temporary accommodation and partner capacity. The Strategy mitigates risks through data driven approaches, targeted prevention, stronger governance, improved pathways and co production.

## **Background papers**

None.

## **Appendices**

- A. BCP Homelessness Partnership Homelessness and Rough Sleeping Strategy 2026-2031
- B. BCP Homelessness and Rough Sleeping Strategy – Narrative and Evidence Base
- C. Homelessness Strategy Consultation Report
- D. EQIA Outcome form
- E. Revised EQIA
- F. Homelessness and Rough Sleeping Delivery Plan



**2026-31**

# Homelessness and rough sleeping housing strategy

**Co-produced by the  
Homelessness Partnership**





# Foreword

by Cllr Kieron Wilson – Portfolio Holder for Housing and Regulation at BCP Council

## Homelessness remains one of the most significant challenges facing Bournemouth, Christchurch and Poole today.

Every person who reaches out for help brings with them a story shaped by pressure, uncertainty and often avoidable hardship. Our responsibility is to respond with compassion and determination, recognising that homelessness is not inevitable, and that the systems around people can – and must – work better.

This strategy has been shaped by the voices of residents, partners, and people with lived experience who have been open about what has gone wrong in the past and what needs to change for the future. Their contributions have strengthened our understanding and sharpened our focus. We have an opportunity now to work differently: to prevent homelessness wherever possible, to respond more quickly and consistently when help is needed, and to ensure that once someone has a home, they can truly sustain it.

Ending homelessness is achievable if we work together with shared ambition and accountability. I invite all services, partners, and members of our community to join us in delivering the change this strategy sets out.



**Cllr Kieron Wilson**

Portfolio Holder for Housing & Regulation



# Foreword

from our **Experts by Experience**

**Being part of the development of this strategy has felt important, because it shows a commitment to listening.**

But we want this to go much further than consultation. For this strategy to make a real difference, people with lived experience need to be involved at every stage of decision-making, not just at the beginning. We should be routinely invited into conversations, updated on what is changing, and able to see evidence of what is working.

We hope to see a meaningful culture shift across BCP's homelessness services. Lived experience should not be an afterthought; it should be at the heart of shaping, governing and improving services from day one. Co-production should be genuine, equal, and built on trust. We want to work alongside professionals, bringing insights that only we can offer, and helping to set the agenda rather than just reacting to it.

It is also important to acknowledge that the trauma of homelessness does not end when someone receives a set of keys. For many people, the emotional, psychological, and practical impact lasts long after they are housed. This affects how people engage with services, how they trust, and how they cope with day-to-day challenges. These experiences matter – not only to us, but to many others who remain unheard. Real solutions will only come from working with people, not around them.

**Shelter Coproduction Group  
BCP Homelessness Partnership**

# Our Vision

**Our united vision is for homelessness in Bournemouth, Christchurch and Poole to become rare, brief and unrepeatable. We want everyone to have a safe, secure place to call home.**

This strategy sets out how we will work as a system to prevent homelessness wherever possible, respond quickly and effectively when someone is at risk, and ensure that people can remain safely housed with the right support. The strategy reflects what we have learned through data and insight as well as through extensive engagement; including from people who have personal experience of homelessness, from our workforce and from the organisations working tirelessly across our communities to help people in housing crisis.

The detailed evidence and recent performance underpinning this Strategy is set out in the accompanying Narrative and Evidence Base.



# Working as a partnership

**Homelessness in Bournemouth, Christchurch and Poole cannot be addressed by any single organisation acting alone. It is the product of overlapping social, economic, health and housing pressures that span across many services.**

This Strategy therefore places partnership working at its centre, reflecting both national expectations and the strong local insight and feedback received from residents, partners and frontline staff.

The BCP Homelessness Partnership brings together more than forty-five organisations across statutory, voluntary, community, faith, private and lived experience groups. Partners include BCP Council services, NHS Dorset, mental health and substance use providers, Police, Probation, community and faith organisations, education partners, supported housing providers, landlords and local employers. Each brings specialist knowledge and responsibilities which collectively shape the system that supports people at risk of, or experiencing, homelessness.

Through our engagement programme, partners told us clearly that prevention, rapid response and sustained stability depend on shared ownership, earlier coordination and jointly agreed pathways. Health partners, in particular, emphasised the need for clearer visibility of how mental health, substance use, physical health and wider determinants of wellbeing are built into homelessness prevention and relief. Voluntary and community organisations stressed the importance of timely information sharing, consistent expectations, and pathways that recognise trauma and complexity. People with lived experience emphasised the value of services working together so that they do not need to repeat their story or navigate multiple agencies alone.

To reflect this, partners will codevelop a shared Delivery Plan which sets out how responsibilities, actions and decision making will be aligned across the system. The Delivery Plan working group will draft a shared statement of joint intent, which will be included as part of this Strategy's implementation framework. This shared commitment will ensure that prevention, support and recovery are treated as collective duties across all public agencies, in line with the Government's expectations for crosssectorcross sector responsibility in preventing and reducing homelessness.

This Strategy is intentionally presented in a partnership-neutral design to reflect that it belongs to the system as a whole, not solely to the Council. Our commitment is to work differently, together, so that homelessness across BCP becomes rare, brief and unrepeated.



# Our strategic approach

**Our focus begins long before someone loses their home. Prevention means recognising early signs of risk and acting quickly – whether that involves working with landlords, supporting families through crisis, or intervening when someone’s health, income or relationships are under strain.**



It is important to create change, belief and confidence that you really mean to do something”

**Shelter Co-pro**

In BCP this approach is especially important. The area faces a combination of high private-rented sector use, significant affordability pressures, seasonal and insecure employment, and a growing number of people with complex health and wellbeing needs. These local factors increase the risk of homelessness and mean that early, proactive intervention is critical.

Our preventative approach therefore places strong emphasis on working closely with landlords, improving access to stable accommodation, and supporting households whose finances or living arrangements are vulnerable to sudden change. Strengthening partnerships with health, education, social care, communities and the voluntary sector is essential in BCP, where many individuals rely on multiple services and where early coordination can prevent escalation into crisis.

Prevention also means providing clear, accessible information so that people understand their rights and options—and ensuring that this is tailored to the needs of BCP’s diverse communities

When someone does become homeless or is at risk of losing their home, the way we respond matters enormously. People told us that the first conversation with a service can shape their whole experience. We are committed to making this first contact quick, compassionate and practical by training staff in trauma-informed practice, improving access routes, and ensuring clear handovers between teams so no one is left waiting or repeating their story.

We will ensure that any experience of homelessness is as short as possible by developing clear and fast pathways into suitable housing, including direct access to emergency accommodation, simplified assessment processes, and stronger coordination with landlords and supported housing providers. We will strengthen navigation support through dedicated case coordination so people can move smoothly between services, and we will embed joint working protocols so all partners understand their role and act quickly.

By reducing duplication, sharing information more effectively, and removing avoidable delays—for example through shared plans, joint meetings and clear escalation points—we will help people resolve homelessness quickly and move forward with stability.

A home is not the end of the journey. People often need ongoing and coordinated support to maintain stability, rebuild wellbeing and reconnect with their community. We will strengthen our wider and connected support by expanding tenancy sustainment activity, improving links with mental health and substance use services, growing community based support options, and increasing access to education, employment and training pathways. We will also work alongside peer based support options, and increasing access to education, employment-based support options, and increasing access to education, employment and training pathways. We will also work alongside peer-led programmes to ensure people can be supported by others with similar experiences.

To understand whether support is working in the long term, we will improve how we record and analyse outcomes, using shared data across the partnership, regular follow-up checks, and better use of the Government’s Local Outcomes Framework. This will help us identify early risks, adapt support when needed, and recognise where positive differences have been made.

# Our 5 Core Aims and Commitments



# Rare

## Prevent homelessness before it occurs

- 1 Trauma informed, person centred practice** > Put into place approaches that recognise and address overlapping disadvantages such as poverty, domestic abuse, neurodiversity and poor physical and mental health, reducing re-traumatisation.
- 2 Collaboration** > Strengthen joint working with health, education, criminal justice and social care so risks are identified earlier and responses that are not jointly agreed are reduced. Clearly taking forward the Government commitment that preventing homelessness is a shared responsibility across all public services.
- 3 Strategic funding reform advocacy** > Work to influence long-term funding reform, including increasing Local Housing Allowance and securing lasting investment in prevention and temporary accommodation.
- 4 Youth & family prevention focus** > Prioritise upstream support for families, young people leaving care and those at risk of domestic abuse including VARG (Violence Against Woman & Girls).
- 5 Health informed early intervention** > Work with health partners to identify the biggest health related triggers and join up prevention pathways with emerging Neighbourhood Health Plans.
- 6 Private sector prevention role** > Work alongside private landlords and employers in early intervention efforts through forums, incentives and Corporate Social Responsibility opportunities.
- 7 Recognition of hidden homelessness** > Broaden identification of nontraditional or precarious living situations, including people living in vehicles, and focusing on groups who are higher risk of being hidden such as women.-
- 8 Plain English & inclusive language** > Ensure all materials and communications are accessible, stigma free and easy to understand; including for people who speak other languages or who can't read.

## Brief

# Minimise the duration of homelessness

- 1 Quick and helpful first contact** > Put into place approaches that recognise and address overlapping disadvantages such as poverty, domestic abuse, neurodiversity and poor physical and mental health, reducing re-traumatisation.
- 2 Navigator roles** > Have a team of dedicated navigators who guide people through services, reduce duplication, and prevent repeated retelling of their story.
- 3 Support the national temporary accommodation standards** > Keeping to our commitment to minimise the use of Bed & Breakfast for anybody, especially families.
- 4 Rapid rehousing models** > Expand models that secure stable accommodation quickly so people spend less time in all temporary settings.
- 5 Halve rough sleeping** > Creation of a BCP Homelessness Partnership plan to help those who experience street homelessness.
- 6 Stronger health integration** > Improve coordination with health services so physical, mental health and substance use needs are properly addressed as part of rapid solutions.
- 7 Business & employer partnerships** > Strengthen links with employers to prevent homelessness linked to job loss, income insecurity, or workplace vulnerability.
- 8 Equity of opportunity** > Ensure all groups, especially those at higher risk and facing inequity or discrimination; can access appropriate support pathways when they need them.

# Unrepeated

## Ensure homelessness does not recur

- 1 Strengths based practice** > Deliver support that builds on people's strengths, goals, and lived experience to support lasting stability.
- 2 Peer support networks** > Expand peer led and community-based support that reduces isolation after housing is secured, helping reduce the risk of a repeat.
- 3 Tenancy sustainment monitoring** > Use proactive data tracking to identify early tenancy risks and intervene before problems get worse.
- 4 Health linked wraparound support** > Make sure mental health, physical health, and substance use support into tenancy sustainment plans.
- 5 Long term housing approaches** > Use national evidence, including from Housing First pilots, to shape our long-term stability and sustainment support
- 6 Employment & skills pathways** > Grow access to employment, training and progression opportunities in partnership with local employers and national programmes.

# Change the narrative

## Build understanding, reduce stigma, shift public perception

- 1 Inclusive, person first language** > Use stigma free, respectful communication that accurately reflects people's experiences and avoids blame.
- 2 Public education campaigns** > Lead targeted campaigns to challenge myths and misinformation about homelessness, build empathy, and promote a strengths-based understanding.
- 3 Coproduced communications** > Work with Experts by Experience to co-design written and visual materials that reflect real stories and realities.
- 4 Community dialogue spaces** > Create safe spaces for public conversation, co-creation, and learning between residents, services and people with lived experience.
- 5 Staff training on inclusive communication** > Deliver training to ensure all staff understand how language, tone and framing impact dignity and engagement.
- 6 Monitor narrative shift** > Track progress through community feedback, media audits and annual reporting to assess changes in public attitudes.



First contacts are very important and can be make or break when seeking support”

**Space Youth Project**

# Embed lived experience

## Coproduce solutions at every level

- 1 Coproduction as standard practice** > Integrate Experts by Experience into strategy development, service design, performance monitoring and governance from the start, not as an add on.
- 2 Safe, supported participation** > Provide training, support and psychologically safe spaces to enable meaningful involvement.
- 3 Diverse voices at the table** > Ensure representation across youth, LGBTQ+, people with disabilities, racially minoritised and other disproportionately affected groups
- 4 Storytelling & feedback loops** > Collect and share stories of lived experience to inform practice and embed feedback in continuous improvement.

“ Challenge public perceptions and don't blame people for their circumstances, especially as much of society is increasingly being conditioned to do so”

**Shelter Co-pro**

# Alignment with the National Strategy

**The national Homelessness and Rough Sleeping Strategy sets out clear expectations for prevention, rapid response, reducing rough sleeping and improving outcomes for people with complex needs. This Strategy aligns directly with those priorities.**

- > Prevention**  
Our commitments to early identification, youth and family prevention, landlord engagement and health-informed early intervention reflect national expectations for upstream action.
- > Rapid Response**  
Our focus on fast, trauma-aware first contact, rapid rehousing models, coordinated pathways, and strengthened health integration mirrors the national goal of reducing the duration and harm of homelessness.
- > Reducing Rough Sleeping**  
Our commitment to halving rough sleeping aligns with the national ambition and will be delivered through strengthened outreach and supported accommodation.
- > Long-Term Stability**  
National priorities on tenancy sustainment, complex-needs pathways, skills, employment and long-term housing solutions are reflected in our approach to preventing repeat homelessness.
- > Data, Accountability and Outcomes**  
Our performance framework is aligned with the Government's Local Outcomes Framework, ensuring consistency with national monitoring expectations.

This alignment ensures that BCP is delivering locally on the commitments expected nationally, while also responding to our distinct local challenges such as the private rented sector pressures, health complexity, coastal housing dynamics and rising demand.

# Delivering Change and Measuring Progress

**The Homelessness Delivery Board will oversee delivery of this strategy, supported by the Housing Strategy Steering Group and with annual reporting to Cabinet. We will be open about what is working and where we need to adjust course.**



Our measures of progress will include reductions in homelessness presentations and rough sleeping, shorter stays in temporary accommodation, increased tenancy sustainment, improved health and wellbeing outcomes, and stronger involvement of people with lived experience. We will also monitor how effectively partners are working together and how accessible our services are for those who need them.

In addition, our performance framework will be aligned with the Government's new Local Outcomes Framework. This will ensure that our local monitoring fully reflects national expectations and that we are consistently measuring the outcomes that matter most. We will incorporate these indicators into our regular reporting so we can track whether the changes we are making are delivering the intended impact.



We will use data and evidence to target resources where they make the biggest difference, and our collective performance as a Partnership will be assessed against national targets for reducing homelessness. Just as importantly, we will continue to listen to those who use our services – understanding what works for them, where improvements are needed, and how we can strengthen our response.

“ I really helps having someone to talk to who listens in my accommodation. It takes time to have the confidence to speak to them, and they have been patience.”

**Health bus interviews with people currently/recently rough sleeping**





**2026-31**

# **Homelessness and rough sleeping housing strategy**

**Narrative and evidence**



# What homelessness means

## Homelessness doesn't just mean someone sleeping on the streets.

It can look very different for different people. Some may be staying outside because they have absolutely nowhere else to go. Others might be in emergency rooms or hostels for a short time while they wait for somewhere more stable. Sometimes people stay with friends or family, even when it's crowded or uncomfortable, because they have run out of options. And for some, home becomes unsafe due to violence or other serious dangers, meaning they have no choice but to leave.

At its heart, homelessness means not having a safe and secure place to call home. It can happen to anyone, especially when several difficulties like money worries, health problems, or relationship breakdowns; happen at once.

## What is homelessness?

**Rough sleeping** —————

**Sofa surfing** —————

**Temporary accomodation** —————

**Living in poor conditions** —————

**Living in overcrowding** —————

**Living in an unsuitable house due to sickness/disability** —————

# Homelessness across England

## Homelessness in England has steadily increased over the past four years, with pressures building year on year.

In 2021/22, councils completed 291,620 assessments, rising sharply to 324,650 in 2022/23 and peaking at 361,160 in 2023/24. Although assessments fell slightly to 360,050 in 2024/25, the number remains significantly higher than earlier years, highlighting a sustained national rise in housing instability.

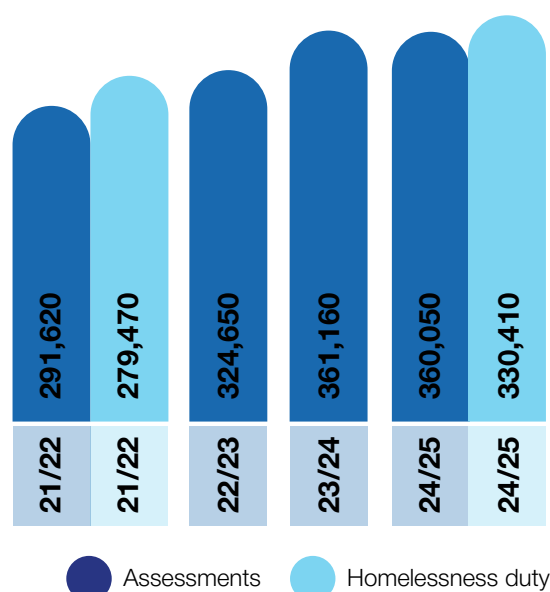
Across the same period, the number of households owed a homelessness duty also increased consistently from 279,470 in 2021/22 to 330,410 by 2024/25, demonstrating that more people are not only approaching councils but are meeting the threshold for statutory assistance.

These increases reflect wider national challenges. Private rents have risen faster than household incomes, the cost of living crisis has placed many at greater financial risk, and families face mounting pressures linked to mental health, domestic abuse, disability, and the continued instability associated with insecure private tenancies. Together, these factors have made homelessness both more common and more complex.

Temporary accommodation use has also continued to rise. By early 2025, England recorded 131,140 households living in temporary accommodation, the highest figure on record after more than two years of uninterrupted quarterly growth.

Rough sleeping shows a similar pattern. Numbers fell considerably during the pandemic due to the “Everyone In” programme, but began rising again from 2022 onwards, culminating in a 20 percent national increase by 2024. There is currently no evidence that this trend has stabilised.

Overall, the past four years show an England wide pattern of growing demand and increasingly stretched housing systems, affecting communities of all sizes.



# Homelessness in the South West

## The South West mirrors the national picture.

Assessments have risen from 28,890 in 2021/22 to 32,110 in 2023/24, before easing slightly to 30,580 in 2024/25. The number of households owed a homelessness duty followed a similar pattern, increasing from 28,010 in 2021/22 to 29,060 in 2023/24, and then settling at 28,280 in 2024/25.

Despite the slight reduction in the most recent year, demand remains far higher than at the start of the period. This reflects sustained pressures within the region, particularly in coastal, rural, and high tourism areas where rising rents, second home ownership, and short term lets have further reduced the supply of long term housing.

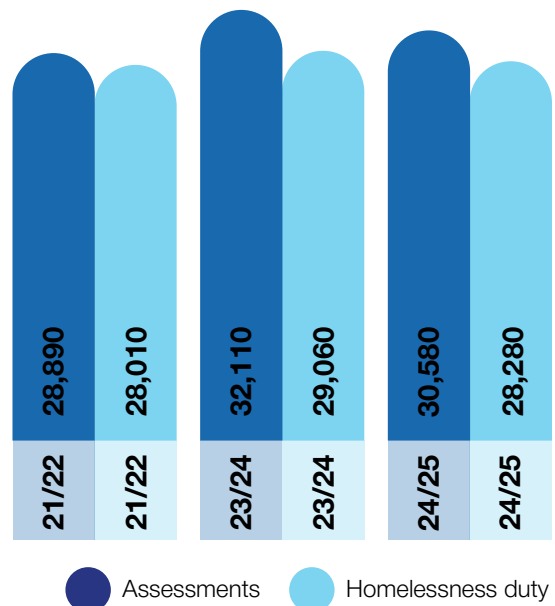
Affordability has become a persistent challenge, with local incomes failing to keep pace with private sector rents or the cost of borrowing for home ownership. As a result, more households are approaching councils because they are threatened with homelessness or already homeless.

Temporary accommodation capacity remains strained across many South West authorities, with limited move on options and increasing numbers of households remaining in temporary placements for longer periods.

The region continues to face several long standing pressures linked to its housing market:

- High housing costs in coastal and tourist driven locations
- Private rented homes that are increasingly unaffordable for low income households
- A limited supply of social and lower cost rented homes

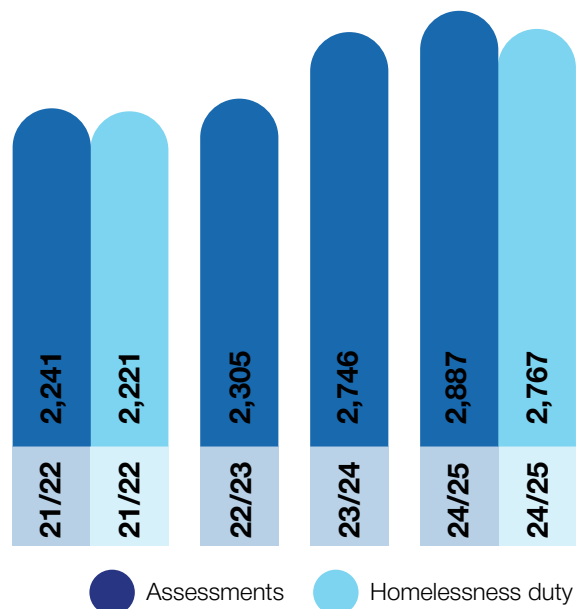
At the same time, councils are supporting more people with complex needs, including mental health issues, chronic health conditions, repeat homelessness, and other intersecting vulnerabilities.



# Homelessness in Bournemouth, Christchurch and Poole (BCP)

**Homelessness in BCP has risen sharply over the past four years, reflecting both national pressures and distinct local challenges.**

In 2021/22, the council completed 2,241 assessments, rising steadily to 2,305 in 2022/23, then significantly to 2,746 in 2023/24, and reaching 2,887 assessments by 2024/25. Across the same period, the number of households owed a homelessness duty increased from 2,221 in 2021/22 to 2,767 in 2024/25, representing a substantial rise in demand for statutory support.



Much of this increase is driven by a fast moving and highly competitive private rented sector. High rents, low availability, and frequent changes in property use or ownership have led more households to lose their accommodation or struggle to secure new tenancies. At the same time, the supply of social housing has not kept pace with local housing need, limiting the availability of affordable long term solutions.

Health related vulnerabilities including mental ill health, chronic conditions, and disability are also contributing to rising complexity, with more people presenting with overlapping needs. Income instability, particularly among younger adults and those in insecure or lower paid work, continues to increase the risk of homelessness for many households.

# Who is most affected?

**Young adults aged 18 to 34 consistently make up a large proportion of applicants, driven by limited affordability, unstable incomes, and limited access to family support.**

Over time, there has been growing recognition of the disproportionate impact on ethnic minority groups and LGBTQ+ individuals, who may face additional barriers or discrimination when seeking housing.

Women remain more likely to experience hidden homelessness, staying with friends or family, relying on informal arrangements, or remaining in unsafe situations due to a lack of alternatives. Approximately 22 percent of open homelessness cases involve someone with a learning disability, highlighting the increasingly complex nature of local housing need.

## Temporary accommodation and use of bed and breakfast

**Demand for temporary accommodation in Bournemouth, Christchurch and Poole has continued to increase over recent years, driven by rising homelessness approaches, pressures within the private rented sector and the limited availability of settled move-on options.**

Social housing supply has not grown in line with need, leading to longer stays in temporary accommodation, particularly for larger families and households with higher or more complex support needs.

Despite these pressures, significant progress has been made in reducing the use of unsuitable temporary accommodation for families. Strengthened placement processes, earlier prevention activity, improved case coordination and increased access to interim and supported accommodation have enabled the Council to sustain a position of no families placed in bed and

breakfast accommodation for longer than six weeks for an extended period. This reflects a sustained operational focus on safeguarding, minimising disruption to children’s education and wellbeing, and improving the overall quality and appropriateness of temporary accommodation provision.

However, temporary accommodation as a whole remains under strain. Lengths of stay have increased for many households due to constrained move-on options, slow turnover within supported housing and limited availability of genuinely affordable accommodation. These pressures are most acute for households requiring adapted properties, larger homes, or multi-agency support, creating bottlenecks across the system.

The evidence highlights the dual challenge facing the local system: maintaining and protecting the progress achieved on suitability and standards, while addressing structural constraints that continue to drive demand and limit move-on. The Strategy therefore focuses on sustaining compliance with temporary accommodation standards alongside longer-term system change to improve flow, expand appropriate housing options and reduce repeat and prolonged stays in temporary accommodation.

# Rough sleeping in BCP

**Rough sleeping in the area has fluctuated over the last four years, with particularly sharp increases linked to wider economic pressures and the shortage of affordable accommodation.**

In mid 2024, rough sleeping reached its highest level, with 193 people seen in a single month. While some individuals were encountered only briefly, often people passing through, the majority around 50 to 60 percent were long term rough sleepers facing severe and persistent challenges.

Since that peak, more recent data shows a sustained reduction in rough sleeping following targeted intervention. Expanded supported accommodation, enhanced multi-agency outreach and strengthened case management have contributed to a clear downward trend, including a significant reduction in long-term rough sleeping. These improvements mirror wider system changes, including stronger prevention activity and improved system flow, and demonstrate that coordinated, housing-led and health-informed responses are beginning to reverse previously rising trends.

While pressures remain, the current direction of travel illustrates the impact of focused partnership working and the importance of sustaining and scaling approaches that have already begun to deliver improved outcomes. The focus of the new Strategy is therefore on consolidating this progress, preventing re-escalation, and ensuring that reductions in rough sleeping are sustained over the longer term.

# Why homelessness happens

**Homelessness is usually the result of several connected pressures. Financial strain, loss of accommodation, and personal or health-related crises.**

Common national and local causes include:

- Loss of a private tenancy (including Section 21 evictions).
- Family or friends no longer able or willing to accommodate.
- Domestic abuse.
- Eviction from supported housing.
- Homes becoming unsafe or unsuitable.

In BCP, the most common reasons for homelessness align with the national picture, with private rented sector instability, domestic abuse, unsuitable housing, and relationship breakdown featuring prominently in 2024/25 data.

The private rented sector continues to play a dual role in the local homelessness picture. The loss of a private tenancy remains one of the most common reasons for households approaching the Council for assistance, driven by affordability pressures, rising rents, Section 21 notices and increased competition for available homes. At the same time, the sector provides the largest number of opportunities for homelessness prevention and relief. Many households are able to sustain or secure accommodation through landlord negotiation, rent-related support and targeted intervention, making the private rented sector a critical component of both preventing homelessness and enabling move-on from temporary accommodation.





# Support available in BCP

## **BCP has a wide network of services that work together to prevent and reduce homelessness.**

Council Housing Options staff aim to help people understand their options early on, while outreach teams find and support people who are experiencing rough sleeping. There are services offering mental health support, help with substance use, and guidance for young people and families. Specialist teams also work together to make sure people leaving hospitals, prisons or the asylum system are not left without somewhere safe to go.

A significant part of the local support offer is delivered through the BCP Homelessness Partnership, which brings together more than forty five organisations across the public, private, community and faith sectors. The partnership is driven by people with lived experience of homelessness, ensuring that insight from those who use services helps shape local approaches. Members include BCP Council, Dorset Police, Probation, NHS Dorset, local universities, housing providers and a wide range of charities, making the partnership central to how the area responds to homelessness.

Support is available across many different pathways in BCP. St Mungo's leads street outreach, responding to concerns about individuals sleeping rough and helping people access safe accommodation and ongoing support. Community organisations such as Faithworks provide practical help including food, clothing, community meals and tailored one to one support, while also linking people into statutory services.

Preventing homelessness is a major focus. The Let's Talk Renting service offers advice for private tenants struggling with rent arrears, poor property conditions, notices, disputes with landlords or wider cost of living pressures. Housing Options also provides early advice for families, single people and young adults who may be at risk of losing their home. These prevention pathways are increasingly important as assessments and duties in BCP have risen significantly in recent years and the end of a private rented tenancy continues to be the leading cause of homelessness locally.

Demand has grown not only in volume but also in complexity. Our recent review shows that many households present with multiple overlapping support needs, including mental health difficulties, substance use, domestic abuse, chronic health conditions and learning disabilities. Young adults aged 18 to 34 make up more than half of those owed a homelessness duty, and family homelessness has increased in line with regional and national trends.

Recent operational improvements have resulted in a reduction in the number of families placed in unsuitable bed and breakfast accommodation. Strengthened placement processes, earlier prevention activity and increased access to interim and supported accommodation have contributed to fewer family households requiring B&B, and where it is used, the duration of stay has reduced. This reflects a sustained focus on minimising disruption to children, safeguarding family wellbeing and improving the overall quality of temporary accommodation.

Partnership working allows services to respond to these needs in a coordinated way. Multi agency casework, shared planning and joint outreach ensure that people receive the right support at the right time. Alongside emergency and temporary accommodation, organisations across BCP offer skills training, budgeting support, employment help and community activities that support recovery, wellbeing and long term stability.

Community involvement is also an important part of the local response. Public events and awareness campaigns help connect people with services while encouraging residents to support homelessness prevention. The Change for Good initiative provides a safe way for people to donate to a central fund used by partner organisations to help individuals rebuild their lives.

“ I don't want to have to say the same thing over and over, nobody ever asked me what I want or what I like”

“ I just want somewhere I can walk in, lock the door and sit quietly with a cup of tea”

**Health bus interviews with people currently/recently rough sleeping**

# Development of this strategy

## **This strategy has been developed through a comprehensive review of homelessness and housing related evidence across Bournemouth, Christchurch and Poole.**

The review brought together detailed analysis of local homelessness data, population trends, service performance and pressures across key pathways. This included five year trends in assessments, prevention and relief duties, main duty decisions, temporary accommodation use and rough sleeping levels. The evidence showed significant increases in homelessness approaches, a rise in early prevention activity, changes in statutory decisions, increased use of temporary accommodation and a peak in rough sleeping levels in 2024, with more recent reductions linked to targeted interventions.

The review also examined wider system activity including the operation of the private rented sector, the provision and suitability of supported and specialist accommodation, youth homelessness patterns, the impact of the cost of living and sustained pressures arising from the ending of Assured Shorthold Tenancies. This analysis highlighted the continued contraction of the private rented market, increasing length of stay in temporary accommodation and the growing impact of people being required to leave Home Office accommodation.

Alongside the analytical review, the strategy has been shaped by an extensive programme of engagement. Between June and November 2025, 549 people participated in 36 engagement activities, including workshops, group sessions, away days and thematic discussions. This included frontline housing staff, voluntary and community sector partners, health and social care services, community safety partners, Probation, education professionals, councillors and senior leaders, private landlords and a broad range of community and specialist groups.

Central to the engagement was the contribution of people with lived experience of homelessness. They shared insights on the importance of safe, decent and stable housing, the emotional impact of homelessness, the effect of stigma, challenges within temporary accommodation, difficulties accessing consistent support and the need for services to be more trauma informed, responsive and person centred.

Frontline staff and partners identified the need for clearer coordination across services, stronger communication, improved pathways between housing, health and social care, earlier identification of risk and greater consistency in how support is delivered. They also highlighted challenges such as short-term funding, staffing pressures, gaps in specialist provision, variation in the quality of temporary accommodation, pressures within the private rented sector and the need to further strengthen prevention and tenancy sustainment.

Young people, including those engaged through the Youth Forum and SPACE Youth Project, raised concerns about stigma, disruption to education and wellbeing, experiences of discrimination, barriers in accessing health and housing services and the need for better

early prevention and support within schools and youth settings. Private landlords contributed perspectives on affordability, perceptions of risk, the impact of legislative change and the value of early engagement to help sustain tenancies.

Together, the review evidence and engagement feedback created a clear and shared understanding of local needs, pressures and opportunities. This has ensured the strategy reflects the realities of homelessness across Bournemouth, Christchurch and Poole, is grounded in the insights of people who use and deliver services, and is shaped by the collective ambition of partners and communities to achieve meaningful and sustainable change.

In developing this strategy, careful consideration was given to the wider legislative and policy landscape that shapes both local demand and the way homelessness services must operate. This includes major reforms to the private rented sector through the Renters Reform Act 2025, changes to welfare policy affecting affordability and household stability, and new regulatory requirements for supported and temporary accommodation. These national changes are expected to influence how easily people can keep their homes, how quickly accommodation becomes available, and the level and nature of support that councils and partners need to provide.

Homelessness is also increasingly recognised as a key driver of child poverty and poor outcomes for children and young people, with impacts on health, wellbeing, education and longer-term life chances. In developing the Strategy, regard was therefore given to wider national and local priorities on children's wellbeing, including the Council's Child Poverty Strategy and the direction of travel set out through the Children's Wellbeing Act. This has informed the Strategy's emphasis on prevention, early intervention and stability for families, and on reducing the disruption and harm associated with housing insecurity.

The Strategy has been shaped by the need to ensure that safeguarding considerations are embedded within the local homelessness system. Where children experience homelessness, including placements in temporary accommodation, agreed arrangements support safe and suitable placements. This includes close working between housing services, children's services and partner agencies, clear escalation where concerns arise, and a continued focus on suitability, stability and timely intervention.

The quality of temporary accommodation was a further consideration in shaping the Strategy. Evidence highlights the importance of maintaining appropriate standards and oversight to reduce harm and support recovery, particularly for families and households with additional needs. Recent strengthening of assurance and compliance arrangements has informed this approach, reinforcing expectations around safety, suitability and dignity within temporary accommodation provision.



Temporary Accommodation likely to be very disruptive practically and emotionally including to education, friendships, belonging and wellbeing”

**BCP Youth Panel**

The strategy has also been aligned with key local frameworks that shape how services work together across housing, health and wellbeing. These include:

- The BCP Housing Strategy
- The Domestic Abuse and Safe Accommodation Strategy
- The NHS Dorset Integrated Care Board Joint Forward Plan
- The Dorset Integrated Care Partnership Strategy
- The BCP Health and Wellbeing Board priorities
- Emerging Specialist Housing Strategy

Together, these plans set the direction for prevention, early help, integrated health and housing responses and the development of new and appropriate accommodation pathways. Aligning this strategy with these wider plans ensures a consistent, whole-system approach to reducing homelessness and rough sleeping.

In addition, the strategy reflects the Government's most recent national homelessness strategy, which sets out expectations around prevention, rapid response, and reducing rough sleeping. The approach has been shaped by the latest national funding settlement for homelessness and rough sleeping services, which determines the resources available locally and the areas where councils and partners are expected to prioritise improvement and system change over the coming years.



# How engagement shaped this strategy

**This Strategy has been shaped by comprehensive engagement with 549 participants across residents, people with lived experience, partners, frontline staff, senior leaders and community organisations. Consultation feedback has resulted in a number of significant changes to the final Strategy.**

These include:

- Stronger emphasis on partnership working, reflecting feedback from O&S, the Homelessness Delivery Board and consultation participants who felt the partnership role needed clearer definition.
- Clearer articulation of cross-sector responsibilities, particularly around health, following feedback from NHS and voluntary sector partners.
- Expanded focus on lived experience, with Experts by Experience shaping language, priorities and the emphasis on trauma-informed practice.
- Plain English refinements, reducing jargon and increasing readability based on feedback from service users and frontline staff.
- A stronger narrative on rapid response, pathways and integration, reflecting comments from providers and caseworkers.
- Commitment to halving rough sleeping, strengthening our ambition in line with national expectations and partner feedback.
- Additional clarity on alignment with the national Strategy, responding to questions raised at the HDB.

The Strategy therefore reflects not only the evidence base but also the voices of the people and organisations who use, deliver and oversee homelessness services across BCP.



It is important to understand and hear stories and keep it real”

**BCP Youth Panel**

# What the new strategy will do

## **The strategy has clear aims: to make homelessness rare, brief, and unrepeated.**

To change the narrative around homelessness and to work alongside those who've experienced it.

This means preventing homelessness before it happens where possible, acting quickly and kindly when people need help, and supporting people so they don't become homeless again.

The strategy focuses on five key areas. First, it aims to identify risks earlier, especially for young people and families. Second, it wants to make sure people get fast, compassionate help when they reach out. Third, it commits to helping people stay housed by offering ongoing support for health, wellbeing, and money. Fourth, it encourages everyone to use respectful language and work to reduce stigma. Finally, it centres the voices of people with lived experience, involving them in shaping and improving services.



# What success looks like

## **If this strategy is successful, fewer people across Bournemouth, Christchurch and Poole will face the risk of homelessness.**

When people do need help, they will receive timely and effective support so that any experience of homelessness is brief, safe and does not repeat. People will spend less time in temporary accommodation or sleeping rough, and more will be supported into stable, long-term homes where they can rebuild their lives. Over time, this will contribute to better health, wellbeing and financial security for individuals, families and communities.

Success will also be reflected in how well different services work together. When housing, health, social care, voluntary and community partners coordinate around the needs of the person, homelessness becomes both less likely to occur and easier to resolve. Stronger joint working, clearer pathways, and earlier intervention will be key indicators of progress.

In defining success, this strategy is aligned with the Government's Local Outcomes Framework for Homelessness and Rough Sleeping. This means tracking improvements not only in reduced homelessness and rough sleeping, but also in the quality and stability of accommodation, the effectiveness of prevention, the wellbeing and safety of those we support, and the strength of local partnership working. These outcomes will be used to guide our activity and measure the impact of this strategy over time.



# Summary

## **Homelessness affects many people across England, the South West, and here in Bournemouth, Christchurch and Poole.**

It has many causes and often affects people already facing difficult circumstances. Rising housing costs, personal crises, health challenges and limited availability of affordable homes all contribute to growing demand for support.

The BCP Homelessness and Rough Sleeping Strategy sets out a clear and hopeful vision: to make homelessness rare, brief and unrepeated. It focuses on early help, responding quickly and compassionately when people need support, and ensuring that people can move into stable homes where they can rebuild their lives. Central to this approach is the involvement of people with lived experience and strong partnership working across housing, health, social care, the voluntary and community sector and wider public services.

The strategy also recognises the importance of the wider national context. It aligns with the Government's Local Outcomes Framework for Homelessness and Rough Sleeping and will track progress in areas such as reduced homelessness, improved housing stability, better health and wellbeing, and more coordinated support across services.

By working together, using evidence, and listening to those most affected, BCP aims to build a future in which homelessness is less likely to happen and when it does, people receive the right help at the right time.







## Homelessness Strategy 2026

- **Project:** Homelessness Strategy 2026-2031
- **Period:** 13 November 2025 -5 February 2026

### Report summary

The Draft Homelessness Strategy 2026-2031 document highlights the extent of homelessness nationally and in the BCP Council area and highlights the support and partnerships currently in place to support those experiencing homelessness. It also shows the progress made towards the Aims and Commitments in the previous strategy.

The draft strategy sets out a new set of Core Aims, each with a set of Commitments and it is these Aims and Commitments that were the focus of the consultation. In total, 165 responses were received and there was a good level of agreement for all of the proposed Core Aims and Commitments. This report includes AI generated summary of the open comments.

The consultation ran for 12 weeks from 13 November 2025 to 5 February 2026.

### Visitors

Throughout the survey period, the

#### Visitor timeline

Visitors <span>i</span>	Visits <span>i</span>	Visit duration	Pageviews per visit
1709	2205	00:02:13	1.94



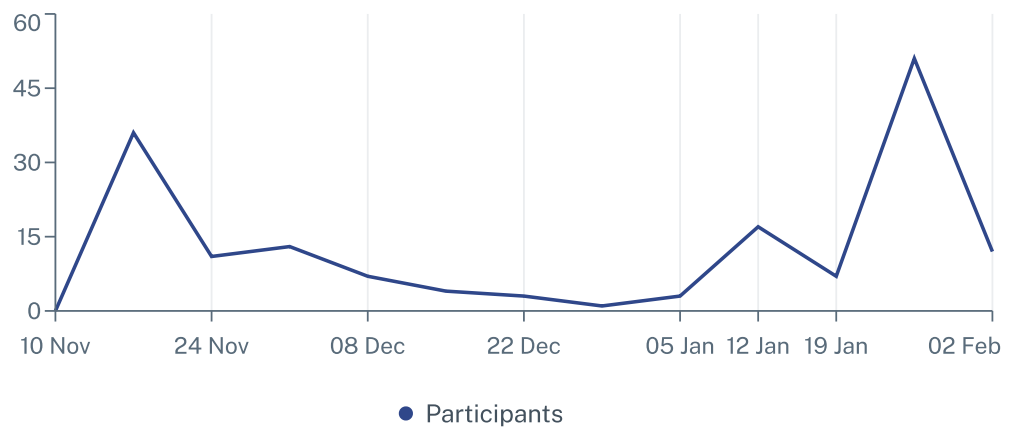
## Participants timeline

Total participants

165

Participation rate ⓘ

10%



## Project results

The first three Core Aims, to ensure that homelessness is Rare, Brief and Unrepeated, were strongly supported with more than 90% of respondents stating that they Agree or Strongly Agree.

Support for Core Aims 4 and 5 was still strong (more than 80% Agree / Strongly agree) but slightly less so than the first three aims, with more neutral responses.

## To what extent do you agree or disagree with the following core aims proposed in the Draft Homelessness Strategy?

164/165 - Matrix - optional

	1- Strongly agree	2- Agree	3- Neutral	4- Disagree	5- Strongly disagree	6- Don't know
Core Aim 1: Rare – Prevent Homelessness Before It Occurs	73.62%	19.63%	4.29%	1.23%	1.23%	0%
Core Aim 2: Brief – Minimise the Duration of Homelessness	71.88%	21.25%	3.75%	1.88%	1.25%	0%
Core Aim 3: Unrepeated – Ensure Homelessness Does Not Recur	69.57%	25.47%	1.24%	0.62%	3.11%	0%
Core Aim 4: Change the Narrative – Foster Empathy, Understanding, and Action	58.28%	22.7%	11.04%	1.84%	4.91%	1.23%
Core Aim 5: Embed Lived Experience – Co-Produce Solutions at Every Level	56.17%	28.4%	10.49%	2.47%	2.47%	0%

Respondents who disagreed with any of the Core Aims were asked to tell us why.

A recurring theme is the lack of suitable accommodation options, particularly for those seeking "dry" or abstinent environments, with respondents highlighting that current provision does not meet the needs of people in recovery, often resulting in relapse and a return to homelessness. There is also strong criticism of the inflexibility and rigidity of homelessness services, which are seen as overly process-driven and not sufficiently person-centred.

Respondents note that high thresholds for being recognised as having a “priority need” exclude many vulnerable individuals from support until they reach crisis point, and that accommodation offered often does not match individual needs in terms of safety, location, or stability, leading to repeat homelessness.

Overall, the most common concerns are the lack of appropriate accommodation and the need for more flexible, individualised support.

## **Core Aim 1: Rare - Prevent Homelessness Before It Occurs**

There is a good level of agreement with all of the Core Aim 1 Commitments; all have at least 75% of respondents who either agree or strongly agree.

Cross-Sector Collaboration has the highest level of strong agreement. Private Sector Prevention Role and Recognition of Non-Traditional Living Situations have the lowest level of agreement. While disagreement with these aims is slightly higher than other aims, the main difference is in the proportion of neutral responses.

## Core Aim 1 - Commitments

162/165 - Matrix - optional

	1- Strongly agree	2- Agree	3- Neutral	4- Disagree	5- Strongly disagree	6- Don't know
System Change & Multiple Disadvantage	59.87%	25.48%	10.83%	1.91%	1.91%	0%
Cross-Sector Collaboration	67.5%	18.75%	10%	1.88%	1.88%	0%
Strategic Advocacy for Funding Reform	56.88%	23.75%	13.75%	3.75%	1.88%	0%
Youth and Family Focus	58.97%	22.44%	16.03%	0.64%	1.92%	0%
Health-Informed Prevention	62.66%	23.42%	9.49%	1.27%	2.53%	0.63%
Private Sector Prevention Role	47.77%	27.39%	19.75%	1.91%	3.18%	0%
Recognition of Non-Traditional Living Situations	49.37%	27.85%	15.19%	3.8%	3.8%	0%
Plain English & Inclusive Language	63.29%	21.52%	7.59%	4.43%	2.53%	0.63%

## **Summary of comments about Core Aim 1**

Several respondents highlighted the need for clearer, plain English in the strategy, noting that the current language is difficult to understand and sometimes contradictory, especially given the stated aim of inclusivity and clarity. There was also concern that focusing too much on inclusive language and political correctness could hinder open discussion about homelessness.

Engagement with landlords and the private rented sector was a recurring theme. Respondents suggested adopting initiatives like a Good Landlord Charter and working more closely with landlords to improve renting standards and prevent homelessness. There was also concern that recent renters' rights reforms might unintentionally increase homelessness by making landlords more risk-averse.

The importance of addressing mental health, addiction, and substance misuse as key factors in homelessness was mentioned several times, with calls for greater involvement of frontline outreach groups and charities that specialise in these areas.

Some respondents questioned the effectiveness of current emergency accommodation measures, such as SWEP, and suggested more innovative or practical solutions for temporary housing, including repurposing shipping containers.

There were also comments about the need for healthier food donations to homeless shelters and foodbanks and a suggestion to ensure that council-owned companies and partners are not contributing to homelessness among their tenants.

Overall, the main trends were calls for clearer communication, better landlord engagement, more focus on mental health and addiction, and practical improvements to temporary accommodation and support services.

## **Core Aim 2: Brief - Minimise the Duration of Homelessness**

There is good support for all of the commitments under Core Aim 2. In particular, 'First Contact Counts' has over 90% of respondents saying they either agree or strongly agree.

None of the suggested commitments has significant levels of disagreement.

## Core Aim 2 - Commitments

160/165 - Matrix - optional

	1- Strongly agree	2- Agree	3- Neutral	4- Disagree	5- Strongly disagree
First Contact Counts	69.62%	22.15%	5.06%	1.9%	1.27%
Navigator Roles & Service Finder Tools	51.27%	34.18%	11.39%	1.27%	1.9%
Rapid Rehousing Pathways	60.13%	27.85%	8.86%	0.63%	2.53%
Health Integration Expansion	56.33%	31.65%	9.49%	0%	2.53%
Business-Supported Navigation	44.87%	34.62%	17.95%	1.28%	1.28%
Equity of Opportunity	52.83%	29.56%	10.69%	1.89%	5.03%

## Summary of comments about Core Aim 2

Respondents most frequently highlighted the need for more effective, flexible, and tailored housing solutions, with an emphasis on long-term tenancy sustainment and collaboration with landlords and support services. Several called for a clearer, more joined-up approach across departments, with a single point of contact for homeless individuals or families to navigate the system more easily. There was also a call for the adoption of proven models like Housing First, rather than vague commitments to “developing something like it”.

The issue of local connection criteria was divisive: some respondents argued for prioritising local homeless residents while others felt that local connection should not determine who receives support, advocating for a more needs-based approach.

Business engagement was seen as important for supporting long-term stability, with suggestions to encourage local businesses to help reintegrate homeless people into productive roles. The need to reintroduce homeless people into society was also mentioned.

Some respondents wanted more focus on reducing time spent sleeping rough, rather than just time in temporary accommodation. There was also a call for increased pet-friendly accommodation to prevent people from having to choose between a roof and their pets.

A few responses expressed confusion or scepticism about the strategy’s language and actual actions and one highlighted the need for a reliable contact point for those at risk of homelessness, rather than relying on overstretched GPs.

There were also isolated comments reflecting frustration about the use of hotels for non-UK nationals instead of local homeless people.

## Core Aim 3: Unrepeated - Ensure Homelessness Does Not Recur

Again there is a very good level of agreement in this section, with more than 80% of respondents in agreement and fewer than 5% disagreement for every one of the commitments listed.

The highest proportion of 'strongly agree' is for 'Health-Linked Wraparound Support' at 60%. However, combining 'Strongly agree' and 'Agree' shows 'Employment and Business Engagement' as having the highest proportion of overall agreement at 92%

## Core Aim 3 - Commitments

159/165 - Matrix - optional

	1- Strongly agree	2- Agree	3- Neutral	4- Disagree	5- Strongly disagree	6- Don't know
Strengths-Based & Story-Informed Approaches: Design services that build on individual strengths and are informed by lived experience narratives.	52.83%	32.7%	10.06%	2.52%	1.26%	0.63%
Peer Support & Community Integration	55.06%	32.28%	8.23%	2.53%	1.9%	0%
Longitudinal Tracking:	48.73%	33.54%	13.29%	1.9%	2.53%	0%
Health-Linked Wraparound Support:	60.38%	27.67%	7.55%	1.89%	2.52%	0%
Employment and Business Engagement	56.05%	35.67%	7.01%	0%	1.27%	0%
Employment & Opportunity Pathways	57.59%	32.91%	7.59%	0%	1.27%	0.63%
Co-Production at Every Level	52.87%	31.21%	13.38%	1.91%	0.64%	0%

## **Summary of comments about Core Aim 3**

Respondents most frequently highlighted the need for improved wrap-around care and support, noting that current provision is lacking and must be strengthened. Mental health and substance abuse were repeatedly identified as major barriers, with calls for clear, separate strategies to address these issues within homeless accommodation, to prevent negative impacts on others and reduce returns to the streets. Financial inclusion, income maximisation, and clear discharge planning from health services were also mentioned as important.

Some respondents suggested practical solutions such as using volunteering as a pathway to employment, providing training and references and ensuring accommodation accepts pets, recognising their importance to people experiencing homelessness. There were also calls for realistic expectations and clarity on what is actually being done, with some expressing confusion or frustration at jargon and lack of clear action. A few respondents expressed general support or offered to discuss previous suggestions in more detail.

## **Core Aim 4: Change the Narrative - Foster Empathy, Understanding and Action**

While agreement with the Core Aim 4 Commitments is less strong than for previous ones, agreement is still above 75% for all commitments in this section.

The last two commitments listed, 'Create spaces for community dialogue and participatory workshops' and 'Monitor progress through feedback, media audits and annual reporting' have the lowest proportion of 'strongly agree' but have the highest proportion of overall agreement at 80% and 81% respectively.

## Core Aim 4 - Commitments

160/165 - Matrix - optional

	1- Strongly agree	2- Agree	3- Neutral	4- Disagree	5- Strongly disagree	6- Don't know
Use inclusive, person-first language in all communications.	53.5%	25.48%	13.38%	2.55%	5.1%	0%
Co-produce visual and written materials with Experts by Experience.	49.37%	28.48%	13.29%	3.16%	5.06%	0.63%
Lead public education campaigns to challenge myths and promote understanding.	54.78%	22.93%	13.38%	3.18%	5.73%	0%
Deliver staff training on inclusive communication and unconscious bias.	53.46%	25.79%	11.95%	1.89%	6.29%	0.63%
Create spaces for community dialogue and participatory workshops.	44.65%	35.22%	12.58%	2.52%	5.03%	0%
Monitor progress through feedback, media audits, and annual reporting.	45.86%	35.03%	13.38%	1.91%	3.82%	0%

## Summary of comments about Core Aim 4

Many respondents expressed concerns about the effectiveness and focus of Core Aim 4, with several questioning whether current efforts actually reduce homelessness or simply result in wasted public money and resources. There is a recurring theme that more emphasis should be placed on measurable outcomes rather than language, inclusivity training, or bureaucratic processes.

Funding and cost implications were also highlighted, with calls to ensure resources are directed towards directly helping homeless people rather than administrative functions. Some respondents felt the consultation process itself was too narrow and did not allow for genuine input.

On the positive side, a few respondents supported the inclusion of community collaboration and public education, noting its importance for stability and changing perceptions. There were also suggestions to expand efforts to better represent and engage diverse and marginalised groups, such as asylum seekers and refugees, through targeted campaigns, inclusive co-production, and accessible materials.

Additional ideas included improving education about homelessness among senior school children and providing staff training on pet-friendly hostels and the importance of animal bonds for homeless individuals.

Overall, the most common themes were scepticism about the strategy's practical impact, concerns about funding priorities, and calls for more direct, measurable action. There was also some support for greater inclusivity and education, particularly around marginalised groups and community engagement.

## Core Aim 5: Embed Lived Experience - Co-Produce Solutions at Every Level

A good level of agreement again for all the commitments under Core Aim 5. The lowest level of overall agreement is for 'Ensure diversity of representation' at 71%. This commitment is the only one in the draft strategy with over 10% disagreement, though this is still a very low level of disagreement.

The highest level of agreement is for 'Integrate lived experience into staff training' at 84%.

## Core Aim 5 - Commitments

161/165 - Matrix - optional

	1- Strongly agree	2- Agree	3- Neutral	4- Disagree	5- Strongly disagree	6- Don't know
Establish a Lived Experience Advisory Panel to guide implementation and evaluation.	52.5%	25%	14.37%	3.13%	5%	0%
Ensure diversity of representation.	48.43%	22.64%	18.87%	4.4%	5.66%	0%
Provide safe spaces, training, and support for participation.	50.93%	32.3%	13.04%	0.62%	3.11%	0%
Embed lived experience involvement in monitoring and accountability frameworks.	48.43%	33.96%	10.69%	3.14%	3.77%	0%
Collect and share stories of difference to inform service design and public education.	48.43%	30.82%	12.58%	3.14%	5.03%	0%
Integrate lived experience into staff training, recruitment, and service evaluation.	53.13%	31.25%	10%	1.25%	4.38%	0%

30

## Summary of comments about Core Aim 5

Respondents frequently emphasised the importance of genuine diversity and representation, with several calling for meaningful involvement of marginalised groups, including asylum seekers, refugees, and LGBTQ+ individuals. There is a strong preference for merit-based selection and removing structural barriers, rather than relying on quotas or “tick box” approaches.

Several responses stress the need for service users to be directly involved in designing services and for a narrative shift towards omnichannel engagement. Suggestions include providing culturally competent participation, trauma-informed spaces, and tailored training for those with lived experience, especially refugees and asylum seekers.

A minority of respondents expressed scepticism about the strategy’s practical impact, questioning its complexity, clarity, and effectiveness for homeless people. One respondent simply described the aim as “Excellent”.

Overall, the most common themes are calls for authentic, inclusive representation and involvement, and concerns about avoiding tokenism and unnecessary complexity.

## Summary of overall comments

Respondents were asked if they had any further comments about the Draft Strategy.

Many respondents expressed frustration with the consultation process, feeling it is ineffective and that the council does not listen to feedback, suggesting instead that BCP should work more closely with experienced homelessness charities. There is a strong call for more compassionate, individualised, and optimistic support from housing officers, with an emphasis on not discriminating against people due to their life challenges.

Several responses highlight the need for more direct engagement with homeless people and ensuring that nobody is left without support. Mental health, addiction, and complex needs are frequently mentioned as requiring more tailored interventions.

A recurring theme is the inadequacy of “sticking plaster” or short-term solutions, with multiple respondents advocating for the construction of more council or social housing as a long-term fix. There is also concern that recent legislative changes, such as the new renters bill, may worsen homelessness in the short term.

Some respondents feel the strategy is comprehensive and well-researched but others criticise it for being full of “corporate speak” and lacking clarity or conviction. There are also calls for clearer information on timescales and more specific actions.

Additional points raised include the need for more support for homeless veterans prioritising immediate pathways for those homeless due to abuse or domestic violence and separating the issues of homelessness from drug-related anti-social behaviour. There are also suggestions for increased police or community worker presence to address anti-social behaviour and begging.




Finally, there is an offer from the community to help build accommodation and a desire for better collaboration with the council.






This page is intentionally left blank

# EIA Panel Review



<b>EIA being reviewed</b>	Homelessness and Rough Sleeping Strategy	
<b>EIA presented by</b>	Fraser Nicholson	
<b>Date</b>	30 <sup>th</sup> July 2025	
<b>Panel members present</b>	Jon Cockeram Leigh Hayler Sarah McLaren	
Aspect	RAG Rating	Comments
<b>Timeliness</b> Is this EIA timely? i.e. considered before any decisions have been made		This is very timely. You have brought it to the panel during the engagement phase while the strategy has not yet been written. It's great to see how equalities are informing the strategy from the very beginning.
<b>Proportionate</b> Is this EIA proportionate to the decision? i.e. is a full action plan needed?		A form 1 is proportionate to the decision being made.
<b>Protected Characteristics</b> Have the experiences of different groups been considered?		<p>In the 'needs and experiences' section, you don't articulate the specific needs of specific groups. It was clear from the presentation that you have this knowledge, but this needs to be specified in the form so the EIA can be a standalone document read by anyone with any level of prior knowledge.</p> <p>In the 'positive impacts' section, it is important to add more of the explanation of how you will ensure the positive impacts occur. For example, how will you allow for better and quicker options</p>

		<p>for people with mobility challenges?</p> <p>It is important to show that all protected characteristics have been considered even if they are not relevant to the EIA. At the end of 'different experiences' section, please add a phrase 'all other protected characteristics have been considered, and no other needs and experiences have been identified' to show that the PSED has been complied with.</p>
<p><b>Evidence</b> Has evidence been used to draw conclusions?</p>		<p>You have included good levels of data that has informed the EIA – this is great to see.</p> <p>However, please ensure that the data is presented in the 'client base' section of the EIA.</p>
<p><b>Mitigating Actions</b> Where necessary, have reasonable adjustments been proposed?</p>		<p>Due to the fact that you are so early on in the strategy development, some negative impacts and mitigating actions may be unknown at this stage.</p> <p>An EIA is a live document, so as the strategy develops, so should the EIA. The potential negative impacts and mitigating actions should be updated when they are identified.</p>
<p><b>Summary</b> Does the summary provide the following?</p> <ul style="list-style-type: none"> <li>• An overview of equality considerations both positive and negative</li> <li>• The rationale for drawing these conclusions</li> <li>• Detail required mitigating actions.</li> </ul>		<p>Your summary is excellent and links back to equalities really well. It also summarises the whole EIA document well, meaning that someone could pick up the summary and understand the EIA – this is great to see.</p>

<p>Overall rating</p>		<p>Please include a bit more information at the start of the EIA to explain what the strategy will do. Even if you state that you are early on in the process include the intention of the strategy, that would allow the document to be read as a standalone document.</p> <p>We recommend that this comes back to panel after the strategy has been written, not because it is a bad EIA, but you are so early on in the process. It is great to see that equalities is a focus from the beginning of development.</p>
-----------------------	-----------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

If you receive an Amber rating, please can you send a copy of your revised EIA to the [Policy Team](#)

**For reference**

- **Green** – good to go/approved, providing sufficient evidence the public sector equality duty has been met.
- **Amber** – good to go subject to minor changes or mitigating actions being put in place and followed through in the development of the project/service/policy/procedure or practice.
- **Red** – inadequate, needs to be reworked before the decision goes forward, where it is evident the public sector equality duty has not been met or continuing with the project or proposal will lead to direct or indirect unlawful discrimination that cannot legitimately be justified.

This page is intentionally left blank

## Equality Impact Assessment: conversation screening tool

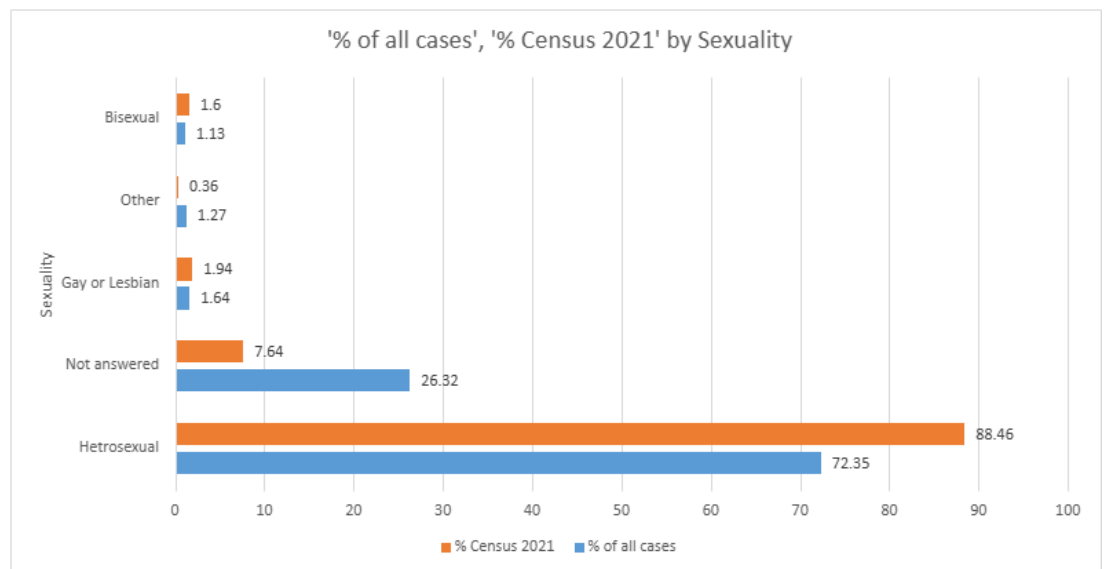
[Use this form to prompt an EIA conversation and capture the output between officers, stakeholders and interested groups. This completed form or a full EIA report will be published as part of the decision-making process]

<b>Policy/Service under development/review:</b>	Homelessness & Rough Sleeping Strategy
<b>What changes are being made to the policy/service?</b>	<p>Under the Homelessness Act 2002, all housing authorities must have in place a Homelessness Strategy based on a review of all forms of homelessness in their district and demonstrating how homelessness will be prevented and resolved. The Strategy must be renewed at least every 5 years.</p> <p>The Bournemouth, Christchurch and Poole (BCP) Homelessness Partnership have worked together to develop a new Homelessness &amp; Rough Sleeping Strategy which seeks to make homelessness everyone's business and building on the initial one (2021-25). This work therefore aims to build on the commitments of the preceding strategy whilst including anything that needs to be added. There was an interim review last year (2024) which streamlined the commitments following work with partners, experts by experience and Homewards. This included incorporating the Homewards BCP Action Plan, to ensure that that work was included as part of the overall Homelessness and rough sleeping strategy and action plan for BCP and was not siloed.</p> <p>The primary aim is preventing homelessness in the first place, ideally as upstream as possible to mitigate risk and harm, and where this is not possible, that homelessness incidences are rare, brief and not repeated. Part of this involves seeking to understand, and then address, factors that result in a higher risk of homelessness (or repeat homelessness), including groups that are at disproportionate risk, which includes diverse communities and groups more likely to be impacted by inequity and multiple disadvantage. The Strategy, and the accompanying Action Plan will provide refreshed and up to date strategic aims and commitments and specific actions to, broadly speaking, prevent and address all forms of homelessness via integrated partnership working. This will include specific work relating to tackling inequity, multiple disadvantage and disproportionate risk. This work is currently in the engagement phase, before a draft will be written and go to public consultation in the Autumn.</p>
<b>Service Unit:</b>	Housing
<b>Persons present in the conversation and their role/experience in the service:</b>	<ul style="list-style-type: none"> <li>• Fraser Nicholson – Homelessness Partnerships Coordinator</li> <li>• Linda Wilson – Business and Compliance Coordinator</li> </ul>
<b>Conversation dates:</b>	26/06/25 and 03/07/25
<b>Do you know your current or potential client base? Who are the key stakeholders?</b>	<ul style="list-style-type: none"> <li>• Commissioned Housing Related Support/Housing led providers (St Mungo's, BCHA, CCP, Pivotal, Two Saints, Centrepoint, Bournemouth YMCA)</li> <li>• Housing providers / Landlords</li> <li>• Strategic Steering Group (SSG)</li> </ul>

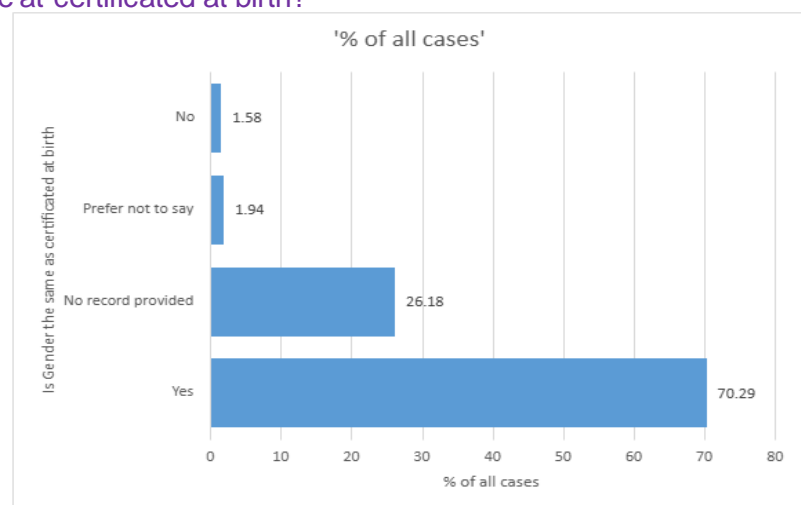
- Homelessness Delivery Board (Faithworks, Shelter, ICB (Integrated Care Board), Probation, Department of Work & Pensions (DWP), PRS (Private Rental Sector) Landlord Forum, Homeless Link, Public Health, MEAM (Making Every Adult Matter) Dorset Police)
- Support services - health, substance use and dependency, mental health
- MDT (Multidisciplinary Team working with long term cases of rough sleeping)
- Partnership services involved in the Homelessness Partnership and related Forum (50+ Charter signatories)
- Coproduction Community of Practise
- Frontline staff Community of Practice
- Reframing The Narrative Group (Comms)
- People who are homeless/ rough sleeping or at risk
- General public
- Community safety teams

### Key data

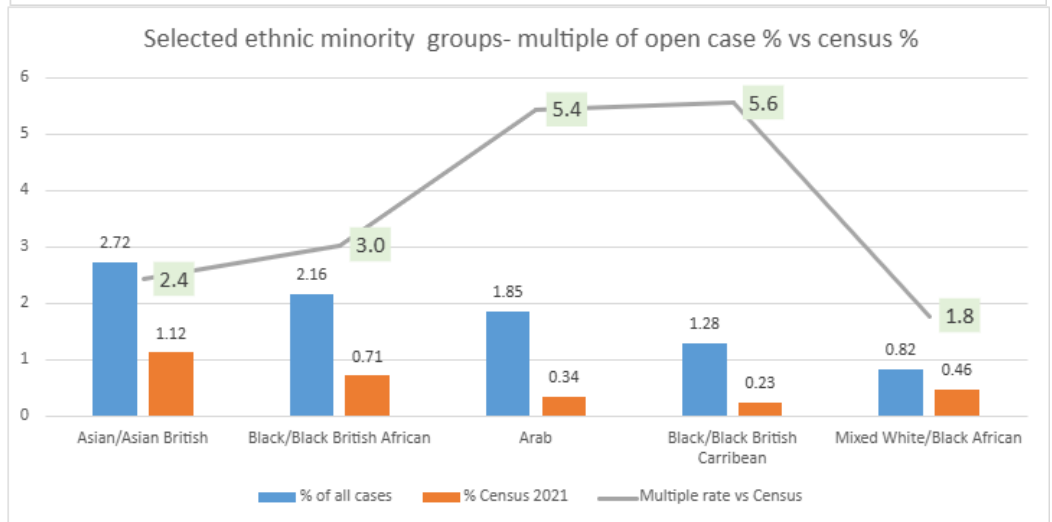
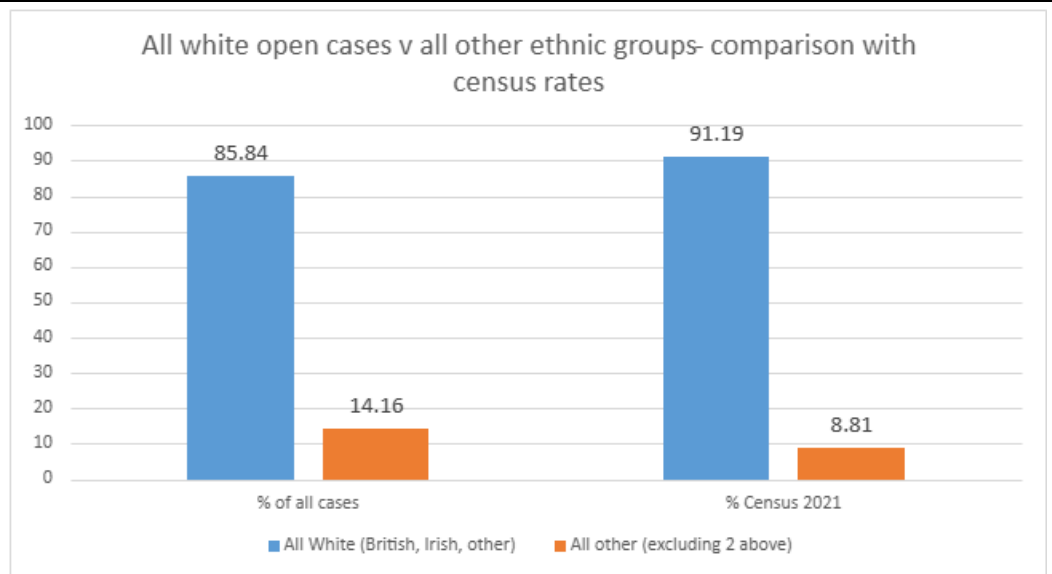
#### Sexuality



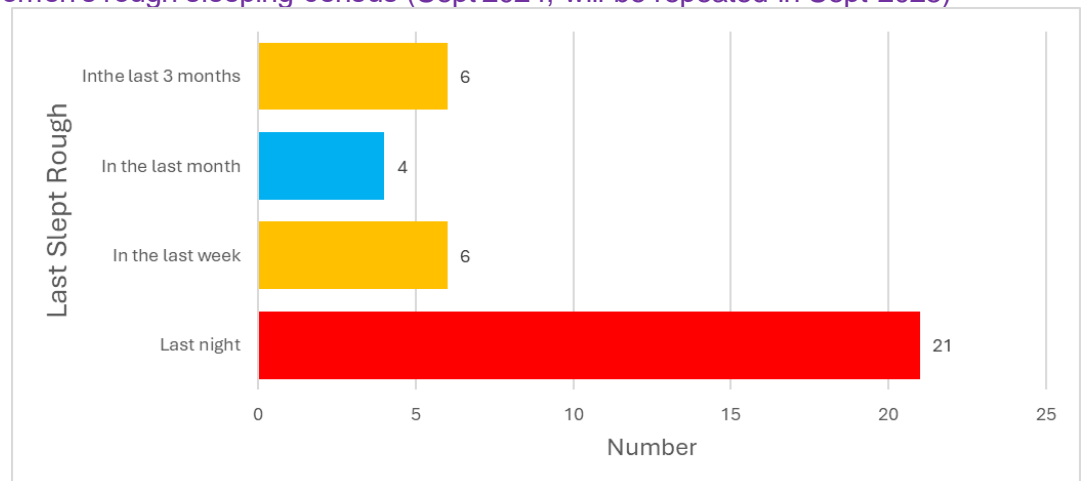
#### Gender the same at certificated at birth?

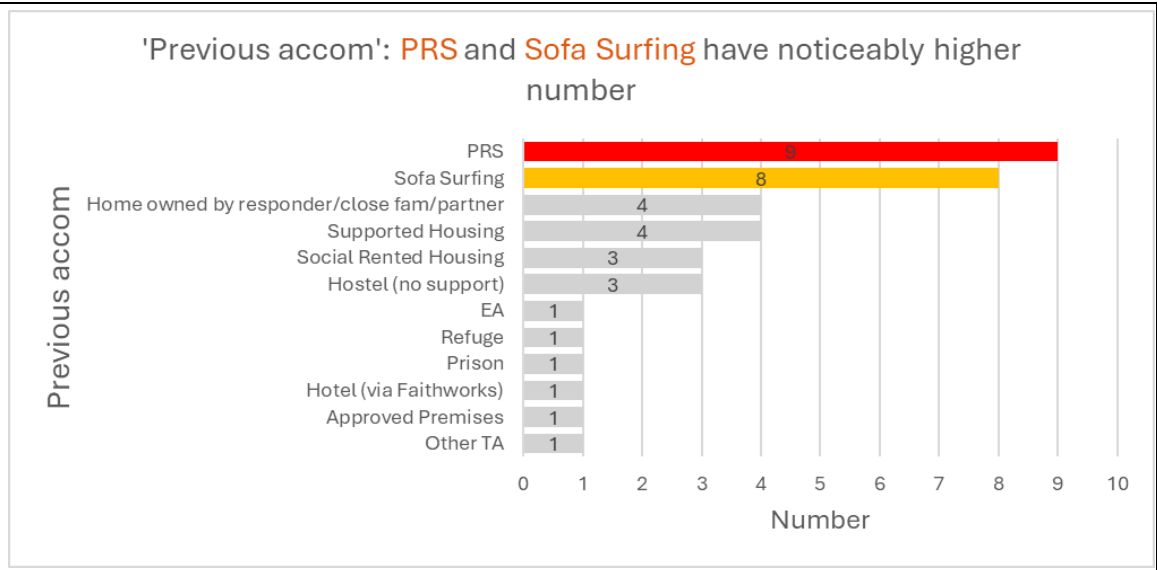


#### Ethnicity



Women's rough sleeping census (Sept 2024, will be repeated in Sept 2025)





**LGBTQ+ people**

As part of formulation and background research it is known that some groups are at particular risk of homelessness, including but not limited to the LGBTQ+ community (especially trans people) and the ethnic minority community. Nationally, see [LGBT Youth Homelessness Research Report 2025 - There's No Place Like Home - akt](#)

In BCP we are working at improving our data and understanding re this. Indicatively, on a snapshot in May 2025, there is indication that open homelessness cases are disproportionately higher for those in the LGBTQ+ community, when comparing with the wider population measured by census stats. The much lower level of heterosexual cases when compared to the census, combined with a much higher incidence of 'not answered' indicates that this is an area where people do not always feel comfortable asking (in case) of staff) or answering (for a potential host of reasons including prior negative experiences, fear of prejudice etc)

Do different groups have different needs or experiences in relation to the policy/service?

When it comes to gender being the same as registered at birth, there is not the same ability to match to census records, but the relatively high incidence of no record provided, indicates that this could a similar issue in terms of accurate reporting and underreporting, especially given that overall number of trans people is very low, and that this minority receive a significant amount of overt abuse and prejudice as well as any wider unconscious bias. There is clearly more to do in this area, and it is part of the work outlined below.

Following early scoping meetings with groups such as Dorset Race Equality Council, Community Action Network and the LGB&T Dorset Equality Network regarding this area a group was put together to develop and improve partnership approaches and ensuring minorities groups are given focus. The focus was primarily agreed to be, at least initially, the LGBTQ+ community, although there is a great degree of intersectionality involved. There has been some key work achieved to date including a comms campaign and a dedicated section for LGBTQ+ people in the BCP Homelessness Partnership website. The group has recently been refreshed, in June 2025, with additional members added to take the work on to the next stage including work on data, allyship and staff training.

**Specific needs.**

- Better data and ensuring that sufficient choices in terms of personal data (e.g. description of gender, sexuality and not being too binary or limiting.)
- There may be specific accommodation needs
- Subject to conscious and unconscious bias
- Higher likelihood of familial home breakdown, abuse, direct prejudice
- Disproportional related issues such as access to employment
- Trans people facing particular stigma, abuse and prejudice, as well as practical challenges such as use of public toilets and other gendered spaces.
- There are likely to be more needs identified

### **Ethnic Minorities**

Similarly, whilst compared to some other parts of the country the numbers of ethnic minorities are relatively low in BCP, again there is evidence that rates of homelessness are higher, and this would again be in line with national patterns.

A snapshot demonstrated that all white categories together made up over 91% of the census population, this dropped to under 86% of the open cases. Conversely, all other ethnic groups made up less than 9% of the census population, but over 14% of all open cases. In addition, like with other minority groups, there is likely to be hidden homeless and other under-reporting masking the true scale and nature.

When the ethnic minority groups are further broken down, further disproportion appears to be evident with the scale of Arab and Black/Black British Caribbean both being more than 5 times the census rates, and black African 3 times.

This tracks close to national trends [Black people in England four times as likely to face homelessness, study finds | Homelessness | The Guardian](#)

### **Specific needs**

- Higher likelihood of poverty and other forms of multiple disadvantage
- Direct and indirect prejudice and racism, particularly related to asylum myths and far right rhetoric
- Subject to conscious and unconscious bias
- Disproportional related issues such as access to employment, or only to lower paid and less secure work.
- Potential for relatively low numbers in areas such as BCP to mask higher proportional homelessness for this group
- There are likely to be more needs identified

**Armed Forces-** there can sometimes be a misperception around the numbers and proportion of people from the armed forces being more likely to become homeless, and especially rough sleeping, although it is certainly an issue for some. There are different options available for homeless veterans through the Armed Forces Covenant and associated support services. Generally, or at least often, veterans will only open up and talk to people with similar experiences, or certainly this will be their preference, and the outreach service has links to the relevant support services to maximise enablement of this.

A recent snapshot in May 2025 had 1.2% of open cases as having a background in the armed forces, against 4.5 of the 2021 census.

### Specific needs

- Often have no experience of unregimented life (e.g. may have been in forces since leaving school) May never have had a civilian job, dealt with social security, needed to source and fund accommodation etc.
- Higher probability of PTS (Post Traumatic Stress) and other trauma responses, especially if previously deployed to war zones or disaster relief sites etc.
- Often struggle to trust support services, and are more comfortable speaking to fellow veterans
- There are likely to be more needs identified

### Women

Another group where we have evidence that there are systemic barriers to support and to understanding and evidencing scale, is that of women, and especially those who are rough sleeping or experiencing related hidden homelessness or insecure, precarious accommodation. In these cases, there is often also a VAWG element, adding to the challenges. For the last 2 years BCP has participated in the week-long Women's Rough Sleeping Census, with plans for this coming Sept (2025) also. This multi-agency work uses wider forms of gender-based outreach and interaction with other services, to seek to establish a complete and more accurate picture of women's rough sleeping than standard outreach generally provides.

This is national work, but the trends in BPC have followed a similar pattern in terms of demonstrating that women's rough sleeping is undercounted. This has already allowed us to make some changes including a women's drop in, women-only accommodation and a more flexible approach re verification.

The census provided a host of evidence but below shows a periodic breakdown of when last slept rough, with the majority having been the previous night.

In terms of accommodation prior to rough sleeping the vast majority had come from the PRS, just ahead of having been sofa surfing.

Work continues to better understand and improve this situation, including planning for a Somewhere Safe to Stay off the street accommodation service for women and ongoing work to help ensure verification is not a barrier.

### Specific needs

- Homelessness more likely to be hidden, especially rough sleeping, and may involve precarious accommodation, which may also involve coercion.
- Higher likelihood of domestic abuse of all forms
- System still geared towards homelessness affecting men, especially re rough sleeping.
- Disproportionally affected by other forms of social disadvantage, such as earnings gap and institutional sexism, glass ceilings etc, especially if they have had children
- There are likely to be more needs identified

### Neurodiversity

	<p>For many people who are impacted by homelessness, there are much higher levels of neurodiversity that in the wider population. This is often undiagnosed or misdiagnosed, with factors such as masking impacting on how they are treated. There can also be a gender factor to this too, especially with females, including those with ADHD or AuDHD who until recently were not diagnosed or were labelled as having a personality disorder or similar. Additionally, many LGBTQ+ people are neurodivergent, which can mean another potential barrier to equitable treatment and access.</p> <p><a href="#">Autism and Homelessness   Homeless Link</a></p> <p><b>Specific needs</b></p> <ul style="list-style-type: none"> <li>• Very often undiagnosed</li> <li>• Very often misdiagnosed or labelled as difficult, rude, having a personality disorder etc</li> <li>• Often have had to mask to fit in or appear neurotypical, at personal cost</li> <li>• Often has led to educational challenges, employment challenges and social challenges when growing up and into adolescence and adulthood</li> <li>• There are likely to be more needs identified</li> </ul>
<p>Will the policy or service change affect any of these service users?</p>	<p>Yes, further detail is included by protected characteristics below. This strategy will bring about beneficial outcomes with aims to prevent, reduce and stop homelessness and rough sleeping.</p>
<p><b>[If the answer to any of the questions above is ‘don’t know’ then you need to gather more evidence and do a full EIA. The best way to do this is to use the Capturing Evidence form]</b></p>	
<p>What are the benefits or positive impacts of the policy/service change on current or potential service users?</p>	<p><b>Age</b></p> <ul style="list-style-type: none"> <li>• Fewer care experienced young people and other young people becoming homeless via better, earlier and multi-disciplinary upstream prevention, including in schools supported by the activity of the Youth Homelessness Board.</li> <li>• Improved advocacy supported by the activity of the Youth Homelessness Board</li> <li>• Fewer care experienced young people and other young people in B&amp;B/Temp accommodation and adult homeless services</li> <li>• Address rise in older people becoming homeless by considering resourcing an older person’s champion.</li> <li>• Fewer children in B&amp;B, reducing later likelihood of their being homeless themselves, via more effective, and earlier prevention and shorter stays in TA.</li> </ul> <p><b>Disability</b></p> <ul style="list-style-type: none"> <li>• Better and quicker options for people with mobility challenges including via the allocations process.</li> <li>• Trauma training and similar will improve support staff’s understanding of aspects such as post-traumatic stress, emotional dysregulation and acquired brain injuries. This will help with reducing misunderstanding, escalation and resulting unsuccessful or truncated appointments and help with improving empathy and the experience of those being assisted.</li> <li>• Other forms of disability, which may be hidden including neurodiversity (although this can also be a strength and it is neurotypical systems and short-sighted restrictions that can and often do make this a disability) and mental health challenges, particularly when severe in nature. Neurodiversity training has been made compulsory for the Housing Options team, with regular resources also</li> </ul>

being shared to aid understanding. Other considerations include how customer contact spaces could be better adapted to be inclusive, or alternative venues utilised.

### **Sex**

- Better accommodation and support for women leaving prison by improving planning for release and maximising options, including *own front door* options.
- Enhanced support for people who sex-work, working in close partnership with specialist services to ensure that safe routes off the street are optimised where needed, including safeguarding considerations.
- Consider supported housing provision and need for additional female-only provision. There is some existing provision, but there is a need for off the street accommodation such as a Somewhere Safe to Stay service.
- Consider need for male provision for refuge from domestic abuse.
- Consider need for safe trans spaces. First step via dialogue with trans people.

### **Gender Reassignment**

- Closer working with specialist organisations to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific needs, particularly given recent High Court ruling concerning the definition of a woman and the subsequent fallout including a rise in abuse, prejudice and trauma, as well as potential legal challenge. Staff to be provided with information and training to ensure better and more bespoke support, and certainly not a one size fits all approach
- Focused work as part of sub-group of Partnership Action Group. This work includes improvements relating to training, data and comms as well as allyship and challenging prejudice.

### **Marriage and Civil Partnership**

- Better options for all couples, including those not in heterosexual/heteronormative relationships including in supported housing.

### **Race**

- Closer and focussed working with specialist organisations including ICN to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific. Advocacy and support particularly in the light of rising tensions, misinformation, prejudice and abuse fuelled by far-right activity.
- Ensure that data is regularly reviewed to help monitor and patters in relation to race, particularly as most minority ethnic groups are disproportionately impacted.
- Targeted prevention work in collaboration with community groups and leaders.

### **Religion or Belief**

- Closer working with specialist organisations to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific needs.

### **Sexual Orientation**

- Closer working with specialist organisations to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific needs.
- Focused work as part of sub-group of Partnership Action Group (see above)

### **Armed Forces**

	<ul style="list-style-type: none"> <li>• Early advice and housing options for veterans- prevention</li> <li>• Plan to implement having an Armed Forces Champion in the team, to be main point of contact and lead of proactive prevention and awareness raising</li> </ul> <p><b>Carers</b></p> <ul style="list-style-type: none"> <li>• Improved advocacy and support for carers</li> <li>• Prevention work will reduce distress for carers of individuals at risk of homelessness/rough sleeping</li> <li>• Seek to reach the wider public, including carers, via community work such as the KEEP Project in location such as wellbeing hubs, community centres, food banks and libraries.</li> </ul> <p><b>Human Rights</b></p> <ul style="list-style-type: none"> <li>• Consideration of how to better help people with no recourse to public funds via a specific task and finish group involving community stakeholders. Close working with Social Care and organisations such as ICN.</li> </ul> <p>It must also be recognised that with many of these groups there will be at least a degree of intersectionality, and in some cases this will be significant. This means that for some people the potential disadvantage and disproportional risk of homelessness will be accordingly much higher, as well as other forms of multiple disadvantage relating to poverty, education and poor health and mental health etc. This is obviously not universally true but is more likely to be the case than with many other groups.</p> <p>All other protected characteristics have been considered, and no other needs and experiences have been identified.</p>
<p>What are the negative impacts of the policy/service change on current or potential service users?</p>	<p><b>Age</b></p> <ul style="list-style-type: none"> <li>• Increase in online assistance may be disproportionately challenging to some older people who are not online or IT proficient, especially if at risk of homelessness for the first time.</li> </ul> <p><b>Disability</b></p> <ul style="list-style-type: none"> <li>• As above</li> </ul> <p>Again, for those who fall into both these categories, the likelihood for negative impact may rise and particularly if gradual with no significant trigger incident.</p>
<p>Will the policy or service change affect employees?</p>	<p>Yes, this strategy will further strengthen links with other services and the knowledge and experience of working alongside and in partnership with other services. This is a central BCP strategy and new action plan building on a successful current strategy and plan.</p>
<p>Will the policy or service change affect the wider community?</p>	<p>Yes, by preventing homelessness as early as possible, ensuring any cases are brief and ending repeat cases of homelessness. There will be benefits to people, services and less community issues. It will be very beneficial to the wider community as well as bringing savings and better value for money from the reduction of homelessness cycles and a better experience for everyone involved as capacity is freed up to help more people.</p>
<p>What mitigating actions are planned or already in place for those negatively affected by the policy/service change?</p>	<p>Where accessibility to online options was raised as an issue it's important to note there are other options available such as 1-2-1's and face-to-face support. Online options free up these services for those that might not have access or might need 1-2-1 support.</p> <p>We are still early in the process, and at this time are in the engagement phase, prior to the strategy being drafted. Any further negative impacts that become clear during the remainder of this process, including public consultation, will be addressed and mitigated and updated detail added to the EIA.</p>

**Summary of  
Equality  
Implications:**

This strategy will further improve links between services, increasing knowledge and experience of working with other services and aim to prevent homelessness and end repeat cases of homelessness and rough sleeping. Communication will be a part of this, including a focus on changing narratives and challenging perceptions about homelessness, its causes and the impacts.

As is clear in this document, whilst homelessness effects a broad range of society including people of all ages and backgrounds, there are specified groups who are at heightened and disproportional risk and as such much more likely to be directly impacted, including by hidden homelessness that is more likely to be hidden from official figures.

Throughout the development of this strategy, the needs, aspirations and insight of people accessing services, or with the potential to need to do so, is being considered, reflecting on protected characteristics and other vulnerabilities and seeking to achieve positive outcomes for all.

It is important to be mindful that these factors can mean that more effort and consideration is required to ensure or at least maximise equitable treatment and outcomes, and that there needs to be consideration of potential unconscious (or conscious) bias from workers and systems.

There will be benefits to people, staff, services and the wider community, bringing value for money from the reduction of homelessness cycles and a better experience for everyone involved, as more integrated and varied support services free-up capacity to help more people.

---

For any questions on this, please contact the Policy and Performance Team by email [performance@bcpcouncil.gov.uk](mailto:performance@bcpcouncil.gov.uk)



**June 2026**

# **Homelessness and rough sleeping housing strategy**

**Local Delivery Plan**





## Contents

- 3 Introduction
- 4 Principles and values
- 4 Our delivery approach
- 6 Local outcomes
- 8 Initial learning priorities
- 9 First test & learn cycle
- 9 Governance and delivery
- 11 Monitoring and reporting
- 11 From learning to system change
- 12 Annex A – local targets
- 14 Annex B – FAQs
- 15 Annex C – how delivery is organised in BCP
- 17 Annex D – cycle 1 tests



# 1. Introduction

## **This Delivery Plan explains how BCP will deliver the Homelessness and Rough Sleeping Strategy 2026-2031.**

It translates the Strategy into a clear and practical approach to improve outcomes for people at risk of or experiencing homelessness in BCP.

Rather than setting out a long list of actions, the plan introduces an outcome-led approach. We will focus on the most important areas for improvement, test what works, learn quickly, and use this to inform how services are delivered and resources used over time. This ensures delivery remains responsive to changing need and follows the evidence of what is most effective locally. Test and learn activity is not the end goal, but a way to build evidence and confidence to inform wider system change.

This Delivery Plan is designed to evolve. It will be reviewed and updated regularly to reflect learning, progress and changing circumstances.

## 2. Principles and values

The delivery of the Strategy is grounded in the shared commitments set out in the BCP Homelessness Partnership Charter, co-produced with partners and people with lived and living experience. The Charter sets out a clear vision: that everyone should have a safe, secure home and the support they need, and that homelessness should be rare, brief and unrepeatable.

Building on this, our approach is guided by the following principles:

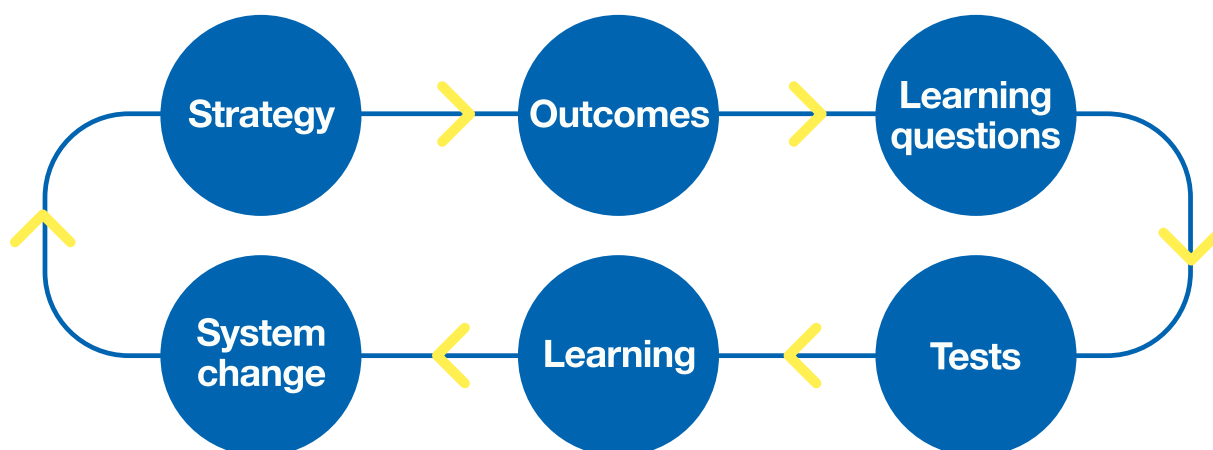
- **People at the centre.** We will embed genuine co-production, ensuring lived and living experience shapes decisions, services and delivery
- **Prevention and early action.** We will identify risks early and act before crisis, ensuring first contact is clear, supportive and effective
- **One system, no wrong door.** We will work as a joined-up system, reducing siloed working and ensuring people can access the right support wherever they are
- **Partnership and learning.** We will share responsibility across partners and use data, insight and lived experience to test, learn and improve continuously
- **Inclusion and changing the narrative.** We will address inequalities, make sure services are accessible, and challenge stigma through clear, non-stigmatising language and positive engagement

## 3. Our delivery approach

Delivering the Strategy requires a shift in how we plan and deliver service changes and improvements. Traditionally, delivery plans have focused on listed actions tracked over long periods of time. Whilst this provides oversight, it can be difficult to focus on what has the greatest impact or adapt quickly when things aren't working.

BCP will take a different approach. Our delivery model is:

- **Outcome-led:** We will start with the outcomes we are trying to achieve and make sure all activity is aligned to improving those outcomes
- **Focused:** We will prioritise a small number of areas at any one time where improvement will have the greatest impact
- **Learning-driven:** We will test changes in practice, learn from what works and what does not, and adapt quickly
- **Partnership-based:** Delivery will be shared across partners, recognising that responsibility for preventing and responding to homelessness sits across the whole system



At the heart of this approach is a structured cycle of test and learn activity. For each priority area we will:

- Identify what we need to learn
- Test a small number of changes in practice
- Review what is happening and what we are learning
- Decide what to continue, adapt, stop or scale

This cycle typically runs over a four-month period. This is long enough to test meaningful changes and observe early signals, but short enough to maintain momentum and allow regular decision-making.

The aim is to build a continuous process of improvement, not run pilot projects in isolation. Over time, where there is strong evidence that an approach is effective, we will use this learning to inform wider system change; including commissioning, funding decisions and service design.

This approach creates more meaningful opportunities for co-production. Rather than engaging people with lived experience only at the point of strategy development, the test and learn model allows lived experience to inform the design, delivery and review of specific changes in practice. This ensures insight is applied in real time and shapes how services evolve.

## 4. Local outcomes

This section outlines the outcomes that will guide delivery of the Strategy and how progress will be measured. These are aligned with the Government's **Local Outcomes Framework**, reflecting both national expectations and local priorities identified through engagement, data and system insight.

Each outcome has an Owner and Deputy from the Homelessness Delivery Board, ensuring clear accountability across the partnership; and signal metrics to track progress. These show whether things are improving, but they don't tell the whole story. The set outlined here are not intended to be exhaustive, and during development we have deliberately focused on a smaller number that together provide a rounded view of performance. This allows the system to remain focused on what matters most.

Over time metrics may be refined, added to or replaced where this better reflects local priorities and provides clearer insight into outcomes. With these metrics we will draw on wider system insight, including feedback from people with lived experience, frontline experience and learning from test activity; to build a more complete understanding of how the system is working and where improvements are needed.

### Outcome 1 – Rare

**Fewer people experience homelessness because risks are identified early and prevented wherever possible**

#### Signal Metrics (People)

- 1.1 Rate of new statutory relief duties per 1,000 households
- 1.2 Rate of households in temporary accommodation per 1,000 households
- 1.3 Rate of households in temporary accommodation with children per 1,000 households\*
- 1.4 Number of people sleeping rough on a single night\*
- 1.5 Number of 16-24 statutory homelessness duties

#### Signal Metrics (System)

- 1.6 % duties where homelessness was prevented or relieved\*
- 1.7 % duties where homelessness was prevented or relieved for households experiencing multiple disadvantage\*

### Outcome 2 – Brief

**When people become homeless, they move quickly into settled, suitable housing**

#### Signal Metrics (People)

- 2.1 Number of people sleeping rough over the month who are long-term\*
- 2.2 Number of families in B&B over 6 weeks\*
- 2.3 Average length of stay in temporary accommodation
- 2.4 % residents awaiting move-on from transitional supported housing

#### Signal Metrics (System)

- 2.5 Number of households rehoused via social housing/ private rented sector per 100 homeless duties

## Outcome 3 – Unrepeated

**People who have experienced homelessness are supported to maintain stable housing and do not return**

### Signal Metric (People)

3.1 % tenancies sustained at 6 months

## Outcome 4 – System maturity

**Services and partners work together effectively to prevent homelessness, respond early and improve outcomes through shared learning and lived experience**

### Signal Metric (People)

4.1 % service users reporting their situation has improved following support (self-reported progress)

### Signal Metric (System))

We will complete a self-assessment tool every 6 months to review and track our maturity as a partnership. This will align with national expectations on long-term rough sleeping system maturity (see accompanying plan)

## Outcome 5 – Public understanding & connection

**People, communities and organisations across BCP understand homelessness, know how to respond and play an active role in preventing it**

5.1 % of residents who believe homelessness can be reduced through action

\*Local Outcomes Framework metrics  
See Annex A for local targets for each metric.

## Key terms explained

**Statutory homeless duties** – When the Council has assessed a household as homeless (relief) or at risk of homelessness (prevention), and eligible for Council support. The relief and prevention duties last up to 56 days, and can be successfully ended when a household secures existing or alternative accommodation that is both suitable and has a reasonable prospect of being available for a sufficient time (usually 6 or 12 months).

**Temporary accommodation** – Housing provided by the Council to households who are homeless, eligible for assistance and in priority need, while they wait for long-term housing e.g. hostels, B&Bs, private flats or Council homes.

**Rough sleeping** – Individuals bedding down in the open air, tents, or makeshift shelters (sheds, car parks). Includes people actively sleeping or preparing to sleep.

**Long-term rough sleeping** – People seen recently (within the reporting month) who have been seen sleeping rough in 3 or more months out of the last 12.

**B&Bs** – Private, commercial or small-scale guest houses. Typically offer private bedrooms but lack adequate cooking facilities, often with shared amenities.

**Transitional supported housing** – Accommodation combined with tailored support services designed to help households stabilise their lives and transition to permanent, independent housing. Intended to act as a bridge, typically lasting up to two years

## 5. Initial learning priorities

This section outlines the initial learning questions that will guide our early delivery activity. These questions reflect the most important areas where we need to better understand what works in BCP. They are grounded in local data, system insight, the review that informed the Strategy; and the feedback from partners and people with lived experience during its development. We will focus on a small number of these at any one time and refine them as we learn more.

Outcome	Learning question(s)
Rare	<ol style="list-style-type: none"> <li>1. How do we identify and intervene earlier with single adults most at risk of homelessness?</li> <li>2. How do we identify and intervene earlier with families at risk of homelessness, particularly through Early Help, education and community settings?</li> </ol>
Brief	<ol style="list-style-type: none"> <li>3. What would make the biggest difference to landlords letting to homeless households in BCP?</li> <li>4. What is preventing timely move-on and progression through our supported housing pathways?</li> <li>5. What would help existing coordination for people experiencing long-term rough sleeping translate into more sustained accommodation outcomes?</li> </ol>
Unrepeated	<ol style="list-style-type: none"> <li>6. What support is most effective at sustaining tenancies for households at highest risk of repeat homelessness?</li> </ol>
System maturity	<ol style="list-style-type: none"> <li>7. How can we improve consistency in advice and pathways across homelessness partners in BCP?</li> </ol>
Public understanding & connection	<ol style="list-style-type: none"> <li>8. What changes in communication or engagement would most improve early access to support?</li> </ol>

## 6. First test & learn cycle

We will start with two tests during the first cycle (May – September 2026). These have been selected based on their potential to improve outcomes and generate meaningful learning within a short timeframe. Each test focuses on a specific cohort and a clearly defined change in practice, allowing us to understand what works and how it might be applied more widely.

Learning question	Test idea
What is preventing timely move-on and progression through supported housing pathways in BCP?	We will test a shared early-warning and move-on review process across supported housing providers, focused on identifying risk earlier, improving consistency of decisions, and enabling planned move-on.
What would help existing coordination for people experiencing long-term rough sleeping translate into more sustained accommodation outcomes?	We will test whether earlier recognition of neuro-divergent needs, combined with clearer coordination, practical adjustments and continuity of support, improves sustained accommodation outcomes for people experiencing long-term rough sleeping.

See Annex D for additional details on each test.

## 7. Governance and delivery

The Homelessness Delivery Board (HDB) provides overall leadership and accountability for delivering this plan, bringing together senior leaders from across the system; including the Cabinet Member for Housing and Regulatory Services. Each outcome area has a named Lead (and Deputy) who is accountable for driving improvement in that outcome. Outcome Leads work with partners to coordinate activity, bring insight to the Board; and make sure learning translates into action. Outcome ownership does not transfer responsibility to a single organisation. It creates clear leadership so that partners can work together more effectively.

Delivery is supported through time-bound test and learn groups. These bring together relevant partners to implement and review specific tests. These groups are deliberately focused and short-term, with clear objectives and defined scope.

The Homelessness Delivery Board does not directly control all the services and systems that influence homelessness. Key responsibilities sit with a range of statutory boards and partnerships including health, safeguarding, community safety and housing delivery. These bodies remain responsible for their services. The role of the Homelessness Delivery Board is to provide system leadership for homelessness outcomes. This includes working through named links with partner boards, escalating issues where necessary, and using shared learning to influence system-wide decisions.

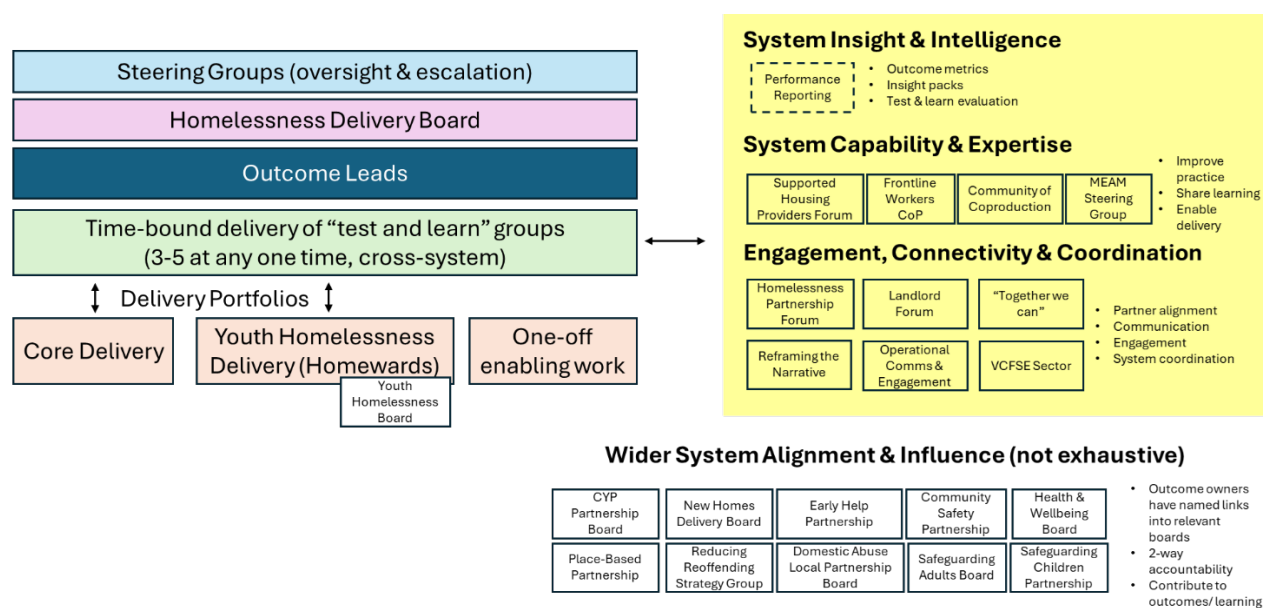
A Test and Learn Coordinator role supports the overall process. The Coordinator does not deliver services or own outcomes. They make sure the system remains focused on learning and improvement.

The system is supported by a set of core functions that enable effective partnership working and continuous improvement:

- **Insight and Intelligence** – providing performance data, system insight and learning from test activity
- **System Capability and Expertise** – supporting good practice, workforce development and delivery through partners
- **Engagement, Connectivity and Coordination** – enabling effective communication, alignment and joint working across organisations
- **Wider System Alignment and Influence** – working with statutory boards and partnerships to align system-wide activity and address structural issues

These functions are not separate programmes of work, but form part of how the system operates “day-to-day” (see governance map below).

## Governance map



## 8. Monitoring and reporting

Regular reporting will be provided to the Homelessness Delivery Board, with formal reporting through Council governance as required and specifically the Housing Strategy Steering Group - a cross-party councillor working group making recommendations to Cabinet and relevant committees (including an annual report). Progress against the Delivery Plan will be monitored using a combination of outcome measures, system insight and learning from test activity. This aligns with the Government's Local Outcomes Framework.

Delivery will follow a structured and predictable rhythm aligned to the test and learn cycle. The Board will continue to meet every 2 months. Across a typical four-month learning cycle this will include:

- **Start of cycle:** Agree priority tests and confirm delivery arrangements
- **Mid-cycle:** Review early progress, identify barriers and agree actions to unblock delivery
- **End of cycle:** Review learning, decide what to continue, adapt or stop, and agree priorities for next cycle

This approach ensures decision-making is regular, focused and grounded in evidence, rather than being driven by infrequent reporting cycles. Outcome Owners will lead discussions on their outcome area at Board meetings, bringing together performance data, system insight and learning from test activity to inform decision-making.

## 9. From learning to system change

Test and learn activity is not the end goal. The purpose is to build evidence and confidence about what works in BCP so that we can make informed decisions about how the system should operate in the longer term. The 'system' in this instance is the network of organisations, services, communities and people whose actions influence whether homelessness is prevented, experienced, resolved or repeated in Bournemouth, Christchurch and Poole.

Where test activity demonstrates clear improvement, we will use this learning to inform wider system changes. This may include:

- Changes to commissioning priorities and service specifications
- Reallocation of resources and funding
- Adjustments to workforce roles and capacity
- Redesign of pathways and processes

These decisions will be taken through the appropriate governance arrangements, informed by evidence generated through the delivery plan. This allows BCP to move from assumptions about what works to evidence-based decisions. It also helps to reduce risk by testing changes at a small scale before making larger system commitments.

# Annex A – Local targets

This section outlines BCP's local targets for improving outcomes over the lifetime of the current Parliament. These have been developed using local baseline data, recent trends and comparison with similar areas, and reflect the level of ambition required to deliver meaningful improvement. The targets emphasise directional change. This ensures transparency about the scale of change expected, whilst recognising performance is influenced by wider factors beyond the control of any single organisation.

Taken together these targets provide a clear trajectory for reducing homelessness, shortening the time people spend without settled housing, improving tenancy sustainment and strengthening the effectiveness of the local system. Progress against these targets will be reviewed regularly and refined where needed as part of the test and learn approach set out in this plan.

BCP will maintain a strong focus on preventing the use of **Bed & Breakfast accommodation for families** and will monitor usage, duration and system pressures through regular reporting to the Homelessness Delivery Board. If BCP reaches the national threshold requiring a formal B&B Elimination Plan, or if reliance on B&B accommodation begins to increase significantly, the Council and partners will work with MHCLG advisers to develop a targeted improvement plan in line with national guidance. The **long-term rough sleeping partnership plan** provides additional activity detail for metric 2.1, whilst remaining aligned to this delivery plan and framework.

## Key findings from BCP's systems maturity audit

Signal Metric	Baseline [Date]	Year 1 Target [Date]	Year 2 Target [Date]	Year 3 Target [Date]	Change/ Direction
1.1 Rate of new relief duties per 1,000 households	12.52 per 1,000 [FY25/26]	12 per 1,000 [FY26/27]	11.5 per 1,000 [FY27/28]	10.5 per 1,000 [FY28/29]	↓ 16% reduction
1.2 Rate of households in temporary accommodation per 1,000 households	2.89 per 1,000 [Mar 26]	2.85 per 1,000 [Mar 27]	2.65 per 1,000 [Mar 28]	2.45 per 1,000 [Mar 29]	↓ 15% reduction
1.3 Rate of households in temporary accommodation with children per 1,000 households	1.53 per 1,000 [Sept 25]	1.45 per 1,000 [Sept 26]	1.35 per 1,000 [Sept 27]	1.25 per 1,000 [Sept 28]	↓ 17% reduction
1.4 Number of people sleeping rough on a single night	53 [Autumn 25]	48 [Autumn 26]	43 [Autumn 27]	39 [Autumn 28]	↓ 26% reduction
1.5 Number of 16-24 statutory homelessness duties	428 [FY24/25]			405 [FY27/28]	↓ 5% reduction
1.6 % duties where homelessness was prevented or relieved	53% [July-Sept 25]	60% [July-Sept 26]	65% [July-Sept 27]	70% [July-Sept 28]	↑ 17% increase
1.7 % duties where homelessness was prevented or relieved for households experiencing multiple disadvantage	40% [July-Sept 25]	42% [July-Sept 26]	47% [July-Sept 27]	52% [July-Sept 27]	↑ 12% increase

Signal Metric	Baseline [Date]	Year 1 Target [Date]	Year 2 Target [Date]	Year 3 Target [Date]	Change/ Direction
2.1 Number of people sleeping rough over the month who are long-term	40 [Nov 25]	32 [Nov 26]	26 [Nov 27]	20 [Nov 28]	↓ 50% reduction
2.2 Number of families in B&B over 6 weeks	0 [Sept 25]	0 [Sept 26]	0 [Sept 27]	0 [Sept 28]	Eliminate
2.3 Average length of stay in temporary accommodation	52 weeks [Mar 26]	48 weeks [Mar 27]	44 weeks [Mar 28]	39 weeks [Mar 29]	↓ 25% reduction
2.4 % residents awaiting move-on from transitional supported housing	Data not yet available – in development				
2.5 Number of households rehoused via social housing/ private rented sector per 100 homeless duties	53.1 per 100 [FY25/26]	53 per 100 [FY26/27]	55 per 100 [FY27/28]	58 per 100 [FY28/29]	↑ 9% increase
3.1 % tenancies sustained at 6 months	Data not yet available – in development				
4.1 % service users reporting their situation has improved following support (self-reported progress)	Data not yet available – in development				
5.1 % of residents who believe homelessness can be reduced through action	Data not yet available – in development				

# Annex B – FAQs

## **What is different about this Delivery Plan?**

This plan focuses on a small number of priorities and uses a test and learn approach. Instead of outlining a long list of actions, we will test what works, learn quickly and adapt our approach over time.

## **Why are we using a test and learn approach?**

Homelessness is complex and influenced by many factors. This approach allows us to:

- focus on what matters most
- test changes in practice
- use evidence to improve services
- avoid investing in approaches that do not work

## **Why are we only focusing on a small number of priorities?**

Focusing on a small number of areas allows us to:

- make meaningful progress
- test changes properly
- learn quickly and take action

We will review and update priorities regularly.

## **What happens to existing services?**

Existing services continue as core delivery. These are essential services that:

- must continue
- will still be reviewed and improved
- may be adapted based on learning

## **How will we know if this is working?**

We will use:

- outcome measures aligned to the Local Outcomes Framework
- insight from test activity
- feedback from people using services
- partner and frontline experience

## **How are partners involved?**

Delivery is shared across partners. This includes:

- public services (housing, health, social care, criminal justice)
- voluntary, community and faith sector
- housing providers, landlords and employers

Partners will be directly involved in test and learn activity.

## **How will people with lived experience be involved?**

People with lived experience will be involved in:

- shaping tests and learning questions
- providing feedback on what is working
- informing changes to services

This approach enables ongoing, meaningful co-production rather than one-off engagement.

### **How does this link to national expectations?**

This Delivery Plan aligns with the:

- Government's National Plan to End Homelessness
- Local Outcomes Framework
- Grant conditions and national toolkits/ guidance

It ensures BCP is meeting national expectations whilst responding to local need.

### **How does this link to the Homewards programme?**

Homewards is a national programme led by The Royal Foundation. The focus in BCP is preventing youth homelessness through earlier intervention, partnership working and community action.

The Homewards programme aligns with our Strategy and this Delivery Plan, particularly around prevention, public understanding, co-production and testing new approaches. Learning from Homewards activity in BCP will help inform wider system improvement and future delivery decisions.

Homewards activity is recognised as a distinct part of the overall homelessness system. It sits alongside core delivery and wider test and learn activity, whilst maintaining its own governance, priorities and national reporting arrangements.

This approach ensures learning and innovation from Homewards can influence the wider system, youth homelessness prevention remains a clear local priority; and activity is aligned without duplicating governance or delivery structures.

This will also support the legacy and transition of the Homewards programme when it ends in 2028, aided by the Youth Homelessness Board.

## Annex C – How delivery is organised in BCP

This plan brings together existing services and new activity into a clear delivery framework.

### **Core Delivery**

Established services and pathways that we are confident in and/ or must continue. Core delivery continues but is reviewed and improved through learning cycles.

This includes:

- Prevention & Early Help (KEEP Project, Family Hubs, Housing Options, family outreach)
- Temporary accommodation and supported housing
- Rough sleeping and outreach services
- Private rented sector access and landlord liaison
- Specialist pathways (e.g. criminal justice, care leavers, domestic abuse support hub, refugee resettlement)
- Commissioned support services (mental health floating, drug and alcohol, financial wellbeing)
- Making Every Adult Matter (MEAM) delivery inc. Multi-Disciplinary Team development, Long-Term Rough Sleeping Innovation Programme, Ending Rough Sleeping Risk Assessment Tool/ 'Project Shield'

- Partnership delivery (VCFSE) inc. Ending Homelessness in Communities Programme and National Workforce Programme
- Funding, policy and regulatory change inc. crisis resilience fund, connect to work, Supported Housing (Regulatory Oversight) Act, Renters' Rights Act
- Greater Change personal budgets

### **Youth Homelessness Delivery (Homewards)**

Dedicated test and learn activity focused on preventing youth homelessness. This is a core part of the overall delivery approach and aligns with national Homewards activity.

Examples include:

- early identification and access models
- school-based prevention
- data-led early intervention
- housing and employment pathways for young people

Please refer to the Homewards Local Action Plan for BCP.

### **Test & Learn Activity**

A small number of priority tests focused on improving outcomes. These are the main drivers of improvement in the delivery plan.

Features:

- time-limited (typically 4 months)
- focused on specific cohorts
- designed to generate learning

### **One-off enabling work**

Short-term actions needed to support delivery or unblock the system. These are limited in number (2-3) and time-bound, and do not replace test activity.

Examples include:

- pathway reviews
- data and insight work
- development of protocols or processes

The following one-off activity is currently in progress. These will be completed and the number reduced as we transition to the new delivery approach:

- Recommissioning of housing-related support services
- Homeless health needs assessment
- Refugee needs assessment
- LGBTQ+ groups at disproportionate risk Task & Finish
- TA quality & sufficiency review and improvement. This will include a new and updated policy for procuring and allocating sufficient suitable temporary accommodation
- Hospital discharge pathway and protocol
- Community tenancy sustainment support and connection (inc. utilisation of volunteers)

### **How this fits together**

- Core delivery provides the foundation
- Test activity improves the system
- Homewards focuses on youth homelessness prevention
- One-off enablers facilitate progress

Together, these create a flexible and responsive delivery system that can adapt over time.

# Annex D – Cycle 1 Tests

## Test & Learn Cycle 1 – Supported Housing Pre-Eviction Protocol

### Learning Question

What is preventing timely move-on and progression through supported housing pathways in BCP?

### Test Idea

We will test a shared early-warning and move-on review process across supported housing providers, focused on identifying risk earlier, improving consistency of decisions, and enabling planned move-on.

### Hypothesis

If we introduce a shared early-warning and review process with clear triggers, joint case review, named ownership and an agreed protocol across providers based on good practice; then more residents will be identified earlier and more will progress through planned move-on, because current pathways can sometimes intervene too late, miss early signs of disengagement; and lack consistent decision-making across providers.

### Who / Where (Scope)

- Cohort: Residents in supported housing who are at risk of eviction or are not progressing as expected
- Partners: Supported Housing Providers + Housing Options + relevant support services
- Scale: Small number of providers (e.g. 2–3) and defined cohort of cases

### What will we do differently?

- Introduce a common set of early-warning triggers, such as arrears, non-engagement, repeated absence, conflict, deterioration in needs, or indicators associated with potential abandonment
- Introduce a brief “risk of abandonment” review as part of case discussions, including patterns of disengagement, avoidance, repeat absence, sudden withdrawal from support, and tenancy readiness concerns
- Begin move-on planning and expectation setting at assessment / entry, not at exit
- Use a single shared review template across providers
- Require a joint case review before eviction or final warning, at an early and agreed point
- Assign a named lead for each case
- Record next step, responsible partner and timescale
- Use a regular multi-agency forum for complex / blocked cases
- Agree data recording to ensure coordinated oversight of cases

### Early Signals (4-month indicators)

- % of cases identified before formal warning / eviction stage
- Number of joint case reviews completed
- Time from first risk flag to review
- % of exits that are planned move-on vs unplanned exits
- % of cases with clear next step and named owner
- % of blocked cases where reason is process vs lack of provision
- Homeless approaches (relief) to Council due to supported housing eviction
- Common characteristics and contributing factors identified in abandonment cases

## Lead & Delivery

Outcome Lead: Brief

Delivery: Core Delivery / Test group (Supported Housing Forum + Housing Options)

## Key Risks / Dependencies

- Variation in provider practice and engagement
- Capacity for joint working and reviews
- Risk of improving process without improving outcomes
- Underlying lack of move-on or support options may remain a constraint

## Test & Learn Cycle 1 – Long-Term Rough Sleeping

### Learning Question

What would help existing coordination for people experiencing long-term rough sleeping translate into more sustained accommodation outcomes?

### Test Idea

We will test whether earlier recognition of neurodivergent needs, combined with clearer coordination, practical adjustments and continuity of support, improves sustained accommodation outcomes for people experiencing long-term rough sleeping.

### Hypothesis

If services identify likely neurodivergent needs earlier, make practical adjustments without waiting for diagnosis, maintain one consistent lead relationship through transitions, and adapt accommodation and support approaches around the person, then more people experiencing long-term rough sleeping will successfully sustain accommodation.

This is because current coordination often focuses on referral and case discussion, but does not consistently translate into changes in communication, accommodation matching, support continuity, environmental adjustments; and move-in and tenancy sustainment support. .

### Who / Where (Scope)

Cohort: Small cohort of people experiencing long-term rough sleeping where there are diagnosed, suspected or emerging indicators of neurodivergent need

Partners: Housing Options, St Mungo's Outreach, Housing First, MEAM / MDT partners, Adult Social Care, mental health services, substance use services, supported housing providers and lived experience representatives

Scale: Defined cohort reviewed through existing MDT / MEAM arrangements

### What will we do differently?

- Earlier recognition and shared understanding: Introduce a simple neurodiversity-informed observational and “working assumptions” approach across outreach, assessment and accommodation pathways. Record preferred communication style, sensory/environmental triggers, likely executive functioning barriers; and agreed practical adjustments
- Named coordination and continuity. Assign one named lead worker through outreach, assessment, placement and early tenancy period. Introduce a shared “adjustment passport” to reduce repeated retelling and improve consistency across services
- Adapted accommodation and move-in support. Test more careful accommodation matching, considering noise, sharing arrangements, predictability, location and environmental stressors. Introduce a structured move-in and settling approach

- Embedded coordination around highest-risk cases. Use existing MDT / MEAM arrangements to coordinate support, unblock barriers, agree adjustments and strengthen accountability for follow-through. Ensure direct escalation routes into safeguarding, Care Act assessment, mental health and substance use support where appropriate

### **Early Signals (4-month indicators)**

- Number of cohort cases with diagnosed or suspected neurodivergent need identified
- Number with agreed adjustment plans
- Number supported into accommodation
- Tenancy sustainment at 6 weeks/ 12 weeks
- Engagement rates following placement
- Reduction in repeat crisis presentations
- Number of planned versus unplanned accommodation exits
- Number of returns to rough sleeping
- Staff confidence in identifying and responding to neurodivergent needs
- Lived experience feedback

### **Lead & Delivery**

Outcome Lead: Brief (with strong link to Unrepeated / System Maturity outcomes)

Delivery: Existing MDT / MEAM partnership

### **Key Risks / Dependencies**

- Neurodivergent need may remain under-identified without specialist support
- Existing accommodation supply may not allow sufficient flexibility for matching and adjustment
- Workforce confidence and understanding may vary
- Some individuals may require more intensive supported accommodation than mainstream tenancy models can provide
- Risk of creating assessment burden without improving practical support
- Sustained outcomes may require longer support periods than the initial test cycle allows



**CABINET**



Report subject	<b>Housing Strategy Review</b>
Meeting date	24 June 2026
Status	Public Report
Executive summary	<p>This report provides Cabinet with the annual update on progress in delivering the Housing Strategy 2021–2027.</p> <p>Over the past year, delivery has continued across all five priorities, with a focus on increasing housing supply, strengthening homelessness prevention, improving housing options, and raising standards of safety and sustainability.</p> <p>The report summarises key achievements and highlights the main challenges and risks, including sustained housing demand, market and viability pressures affecting affordable housing delivery, ongoing pressure on temporary accommodation, and the capacity implications of regulatory reform. It also outlines proposed priorities for the year ahead and the intended approach and timetable for developing a new Housing Strategy, recognising that the commitment to meeting future growth needs is expected to remain a core priority and that the Council will need to continue to act as an enabler, partner and facilitator, as well as a direct deliverer of new affordable homes.</p>
Recommendations	<p><b>It is RECOMMENDED that:</b></p> <p><b>Cabinet;</b></p> <p><b>i. Note the progress, achievements and challenges set out in this report.</b></p>
Reason for recommendations	<p>This report forms part of the Council's established governance arrangements for the Housing Strategy and follows consideration by Corporate Management Board and Overview and Scrutiny Committee. It provides Cabinet with assurance on progress, achievements, risks and regulatory compliance during 2025/26, and sets out the proposed priorities for the year ahead alongside the approach and timetable for developing the new Housing Strategy.</p>
Portfolio Holder(s):	Cllr Kieron Wilson – Housing and Regulation

Corporate Director	Laura Ambler – Corporate Director of Wellbeing
Report Authors	Rachel Stewart – Housing Strategy & Compliance Manager Kelly Deane – Director of Housing and Public Protection Ben Tomlin – Head of Strategic Housing and Partnerships
Wards	Council-wide
Classification	For Update

## Background

1. The Housing Strategy 2021–2027 sets out the Council’s long-term vision to provide a safe, secure and sustainable home where it is needed, enabling residents across Bournemouth, Christchurch and Poole to live well. The Strategy provides the overarching framework for housing-related activity and partnership working across the authority.
2. The Strategy is structured around five strategic priorities which together reflect the breadth of housing challenge and opportunity locally:
  - Meeting Future Growth Needs
  - Preventing Homelessness and Rough Sleeping
  - Improving Housing Options, Opportunity and Choice
  - Empowering and Co-producing Neighbourhoods
  - Improving Safety and Sustainability Across BCP’s Housing
3. Delivery of the Strategy is coordinated through thematic work programmes aligned to these priorities and supported by formal governance arrangements, ensuring activity remains focused, coordinated and accountable.
4. A mid point review of the Housing Strategy was undertaken in 2025, which confirmed that the five strategic priorities remained appropriate and fit for purpose in the context of continued housing pressures. That review also set out a new governance model, including officer led delivery groups aligned to each priority and a cross-party, a Member-led Housing Strategy Steering Group to provide strategic oversight, challenge and direction – and introduced annual reporting to Environment and Place Overview and Scrutiny and Cabinet for improved oversight. At this time, it was also agreed that a revised 2 year Delivery Plan would be adopted, allowing further time for the commencement of the development of the new Housing Strategy from 2027. The Delivery Plan can be viewed at appendix a.
5. This annual update is provided within a wider strategic and policy context. Delivery of the Housing Strategy supports the Council’s Corporate Plan priorities and aligns with

the emerging Local Plan. The Strategy is closely linked to the Council's New Build and Housing Acquisitions Strategy (CNHAS) and acts as the overarching strategic framework for related housing and homelessness strategies, including the new Homelessness and Rough Sleeping Strategy and the Specialist and Supported Housing Strategy.

6. Since the previous annual update, delivery has taken place against a backdrop of continued national policy change, legislative reform and sustained housing pressures, reinforcing the need for strong governance and early planning for the next Housing Strategy.

### **Summary of Key Delivery Achievements**

7. Over the past year, delivery of the Housing Strategy 2021–2027 has continued to progress through coordinated thematic work programmes aligned to the five strategic priorities. Activity has focused on maximising housing supply, strengthening homelessness prevention, improving housing quality, responding to new Regulatory standards in our own council homes - and supporting inclusive and sustainable neighbourhoods.
8. Notable progress has been made in relation to housing supply and enabling delivery. The Council has continued to work with registered providers, developers and partner organisations to unlock affordable housing opportunities, support regeneration programmes and bring forward new homes across the area.
9. Significant work has also been undertaken to strengthen homelessness prevention and reduce reliance on emergency accommodation. Service transformation activity across prevention, temporary accommodation and supported housing has improved system flow and access to timely intervention, reflecting the close alignment between the Housing Strategy and the Homelessness and Rough Sleeping Strategy.
10. Activity to improve housing options, opportunity and choice has progressed through targeted work with private landlords, supported housing providers and specialist services. This has included measures to sustain tenancies, improve access to appropriate accommodation for vulnerable households and strengthen pathways into settled housing.
11. Work to empower and co-produce neighbourhoods has strengthened resident and stakeholder engagement and supported more coordinated, place-based partnership working to address issues earlier and improve access to advice and support. In parallel, action to improve safety and sustainability has progressed through strengthened compliance and assurance activity in relation to the council's own housing stock, closer cross-service working on property-related risks, and continued investment in stock condition and energy performance improvements.

### **Priority 1: Meeting Future Growth Needs**

12. Progress under Priority 1 has focused on the Strategy's objectives to increase the supply of new homes (including affordable and accessible housing), enable delivery through effective planning and partnerships, and make best use of land and assets to

meet future growth needs. Key achievements over the year are;

- The Council, registered providers, developers, and partners continue to support affordable housing supply through ongoing schemes and coordination. In 2025/26, the council delivered 36 affordable homes and registered providers delivered 109, totalling 145 new homes. An additional 243 affordable homes are planned for delivery in 2026/27.
  - Supported delivery through alignment with regeneration and place programmes, helping to unlock sites and coordinate infrastructure and delivery considerations where housing is a core component.
  - Work has focused on unlocking stalled sites controlled by third parties by identifying delivery barriers and viability gaps on a site-by-site basis. There are around 9,000 homes with planning consent that have not yet been built, presenting a clear opportunity to accelerate delivery. The Council is working with partners to bring these sites forward and to develop a stronger investment case for Homes England and private sector funding to increase affordable housing supply.
  - Maintained focus on improving the quality and mix of new homes, including consideration of accessibility, space standards and specialist needs as part of wider enabling and commissioning discussions.
  - Strengthened internal coordination between housing, planning and other council services to support delivery and ensure housing priorities are embedded in relevant strategies and programmes.
13. This work strengthens delivery against Priority 1 by expanding the pipeline of new homes that better reflect local needs, improving delivery certainty through stronger partnerships and programme alignment, and supporting improved affordability and availability over time. To maintain momentum, the Council will develop a new Housing Revenue Account (HRA) new build delivery programme in 2026, with an ambition to deliver up to 600 new homes over the next 10 years.

## **Priority 2: Preventing Homelessness and Rough Sleeping**

14. Progress under Priority 2 has focused on the Strategy's objectives to strengthen prevention and early intervention, reduce rough sleeping, improve pathways and move-on, and reduce reliance on emergency and temporary accommodation through improved system flow. Key achievements over the year are;
- Maintained a position for over 12 months of having no families in Bed & Breakfast Accommodation over 6 weeks and reducing our overall dependency on temporary accommodation by 10% in the past 6 months
  - Progressed service transformation activity across prevention and temporary accommodation, improving how households access support and strengthening earlier intervention by 22% with 1142 households receiving help to avoid homelessness. This includes targeted support for households at risk of eviction, with earlier intervention and dedicated advice to help sustain tenancies and prevent

homelessness.

- Continued targeted work with partners to improve pathways for people at risk of rough sleeping and to coordinate outreach, support and accommodation options. This has seen a 16% reduction in rough sleeping and a sharper decline in long term rough sleeping by 36%
  - Strengthened focus on move-on and system flow, including closer working with supported housing providers and other accommodation pathways to reduce bottlenecks and ensure peoples homelessness experiences are not repeated, with repeat homelessness rates at only 5% within 2 years
  - Maintained alignment with the Homelessness and Rough Sleeping Strategy to ensure consistent priorities, shared governance and joint performance focus. The new Homelessness and Rough Sleeping Strategy is now in its final stages, having been co-produced with partners and people with lived experience, and will challenge the Council and its partners to further embed prevention and upstream working over the next five years.
15. This work supports more households to be helped earlier and reduces the need for crisis responses, contributing to improved prevention and relief outcomes and, over time, reduced demand and cost pressures in temporary accommodation. Strong partnership working across BCP provides a solid platform from which to look to the future and further embed prevention and upstream working.

### **Priority 3: Improving Housing Options, Opportunity and Choice**

16. Progress under Priority 3 has focused on the Strategy's objectives to widen housing options across tenures, improve access to suitable and supported accommodation for residents with additional needs, and strengthen pathways into settled housing through targeted partnership and market engagement. Key achievements over the year are;
- Continued targeted engagement with the private rented sector to support access to accommodation and sustainment, including work to improve relationships, confidence and available pathways. In person and online landlord conferences and forums now hold over 1000 local landlord contacts and more households than any previous recent years have been supported to access decent private rented sector housing to help meet their housing need.
  - Progressed work to strengthen supported and specialist housing pathways, improving how residents are matched to appropriate provision and supported to move on. This has been underpinned by approval of the Specialist and Supported Housing Strategy, a foundational framework that will create significant opportunities to address specific housing requirements and deliver benefits across housing, health and social care.
  - Developed and refined pathways for households with additional vulnerabilities, working across housing, adult social care, children's services and health partners to improve coordination and outcomes, such as a 100% improvement in settled housing

outcomes for care experienced young people, helping 45 young people into permanent homes in the past year.

- Improved the consistency of advice, assessment and decision-making across services to support fair access, clearer options and better customer experience.
17. This work helps residents to access a wider range of suitable housing options, improves stability for vulnerable households, and supports move-on into settled accommodation by strengthening pathways and improving matching to need.

#### **Priority 4: Empowering and Co-creating Neighbourhoods**

18. Progress under Priority 4 has focused on the Strategy's objectives to strengthen resident voice and co-production, build resilient neighbourhood partnerships, and ensure that housing-related support is accessible and responsive to local need. Key achievements over the year are;

- Strengthened resident and stakeholder engagement to deliver the objective of increasing co-production and ensuring that lived experience informs service design and delivery.
  - Maintained and strengthened partnership working between council services and external partners, supporting the objective of coordinated, place-based action to improve outcomes for households and communities.
  - Embedded a preventative, neighbourhood-focused approach through closer alignment between housing, homelessness, public health and community safety; reflecting the objective to identify issues earlier and coordinate support before problems escalate.
  - Supported improvements to access routes for advice and support, contributing to the objective of more inclusive and responsive services through clearer signposting, strengthened referral pathways and earlier intervention for households at risk.
19. These actions have helped to strengthen local ownership and improve how services respond to neighbourhood need, with clearer access routes into advice and earlier, more coordinated support for residents at risk. This contributes to improved tenancy sustainment and prevention outcomes, and supports more resilient communities.

#### **Priority 5: Improving Safety and Sustainability Across BCP's Housing**

20. Progress under Priority 5 has focused on the Strategy's objectives to improve housing quality and compliance, reduce risks to residents through targeted intervention, and support healthier, more sustainable homes in line with wider climate commitments. Key achievements over the year are;

- Maintained a focus on housing standards and regulatory compliance, supporting the objective to raise housing quality and provide assurance that requirements are being met across relevant work programmes.
- Achieved a C1 (compliant) governance rating from the Regulator of Social Housing,

providing independent assurance of the Council's approach to governance and regulatory compliance.

- In 2025, approved a refreshed Housing Revenue Account (HRA) 30-Year Business Plan, providing a clear long-term financial foundation and assurance that the Council can continue to maintain high quality and standards across its c.10,000 homes, while also creating capacity to invest in new affordable homes.
  - Agreed a new 30-Year Asset Management Strategy to underpin delivery of the Business Plan, setting out how planned investment will be prioritised to keep homes safe and compliant, improve stock condition and energy performance over time, and deliver value for money through a clearer, evidence-led approach to maintenance, component replacement and retrofit.
  - Worked with partners and landlords to promote safer homes and address hazards and poor conditions, aligning with the objective to reduce risk through targeted, risk-based interventions.
  - Progressed activity that supports healthier and more sustainable homes, reflecting the objective to improve sustainability and reduce household costs where possible (including alignment with energy efficiency and wider climate initiatives).
  - Strengthened cross-service links between housing, community safety and public protection functions to support a coordinated response to property-related risks and safeguard residents.
  - BCP Homes' enhanced stock condition programme has improved our understanding of the Council's owned properties, with over 81% of homes now having a condition report within the last five years and zero non-decent homes.
  - During 2025/26, 880 properties were upgraded from being below EPC rating C to EPC rating C or above. As a result, approximately 80% of the housing stock is now rated EPC C or above, in line with our target for this point in the programme.
  - BCP Homes Property Compliance (Big 6) continues to operate at 100% compliant or within tolerable levels where access or parts are the dependent cause.
21. This work has supported safer homes and reduced risks to residents through targeted intervention and stronger joint working. It also supports healthier, more sustainable homes by promoting improvements that can reduce hazards and, where energy efficiency measures are progressed, help lower household running costs.

## **Key Risks and Challenges**

22. Delivery continues to take place in a challenging operating environment. The key cross-cutting risks and challenges are summarised below.
- Sustained demand and affordability pressures, increasing the number and complexity of households requiring support.
  - Market volatility and scheme viability constraints (including build costs,

interest rates and sales values), affecting the pace and scale of affordable housing delivery and the ability to secure policy-compliant contributions.

- Ongoing pressure on temporary accommodation supply, availability and cost, driven by limited move-on options into genuinely affordable settled housing.
  - Private rented sector instability (high rents, limited supply and landlord exit), reducing housing options and increasing homelessness risk.
  - Capacity and availability challenges within supported and specialist housing pathways, which can constrain prevention, delay discharge and increase pressure on temporary accommodation.
  - Regulatory reform and rising safety standards, creating additional assurance, compliance and delivery capacity requirements.
  - Workforce capacity and funding uncertainty, increasing the need for prioritisation and robust programme governance.
  - Constraints on retrofit and energy efficiency delivery, including grant availability, supply chain capacity and the complexity of works, which can affect progress towards climate and fuel poverty objectives.
  - Delivery capacity across key corporate functions, including procurement, legal and finance, continues to constrain the pace of some programmes. This reinforces the need for clear prioritisation and strong programme management to maintain delivery momentum.
23. The Council and its partners will continue to tackle these challenges through the priorities for the year ahead, strengthened partnership and governance arrangements, and the development of the new Housing Strategy. The new Strategy will maintain a clear focus on prevention and upstream working, delivery of affordable homes, and improved safety and sustainability, and will be aligned with the emerging Local Plan to ensure that policy, evidence, infrastructure planning and delivery programmes are coordinated to address local housing requirements over the longer term.
24. The following section outlines the high level risks and challenges associated with each of the current priorities in the Strategy;

### **Priority 1: Meeting Future Growth Needs**

- Viability constraints and market volatility (build costs, interest rates and sales values) may reduce the pace and scale of delivery and can impact affordable housing contributions and tenure mix.
- Site availability and delivery complexity (land assembly, infrastructure requirements and utilities capacity) may delay schemes and increase costs, particularly on regeneration and brownfield sites.
- Planning policy and consenting timescales, including alignment with the emerging Local Plan and related evidence, may affect delivery certainty and the ability to bring

forward a balanced pipeline.

- Capacity and funding to support enabling work (including feasibility, business cases and programme management) remains a risk, alongside dependence on external partners and grant programmes.

### **Priority 2: Preventing Homelessness and Rough Sleeping**

- Sustained demand pressures (including affordability, PRS instability and cost-of-living impacts) increase presentations and complexity, creating a risk that service capacity cannot keep pace.
- Limited move-on options into settled housing can prolong stays in temporary accommodation, reduce system flow and increase financial pressures.
- Availability and cost of temporary accommodation, including availability of accessible housing and use of out-of-area placements when local capacity is constrained, remains a significant operational and budget risk.
- Legislative and policy change (including reforms affecting the PRS, welfare and statutory homelessness duties) may create implementation and demand risks that sit largely beyond local control.
- For rough sleeping, risks include limited availability of appropriate supported accommodation and the need for coordinated responses to health, substance misuse and safeguarding needs.

### **Priority 3: Improving Housing Options, Opportunity and Choice**

- Ongoing pressure in the private rented sector (rent levels, supply constraints and landlord exit) reduces available options for households and can increase the risk of homelessness and repeat presentations.
- Limited capacity and availability within supported and specialist accommodation pathways may lead to mismatches, delayed hospital discharge and increased use of temporary accommodation for households with complex needs.
- Market engagement and incentives may be insufficient to secure the scale of access required, particularly for larger households and those requiring adaptations or intensive support.
- Ensuring consistent assessment and decision-making across services while maintaining customer experience improvements remains a challenge, particularly during periods of high demand and workforce change.

### **Priority 4: Empowering and Co-producing Neighbourhoods**

- Sustaining meaningful engagement and co-production at pace can be challenging, particularly where communities experience consultation fatigue or where

expectations cannot be met due to wider supply constraints.

- Ensuring participation is inclusive (including seldom-heard communities) requires time, skills and resources; there is a risk that engagement does not fully reflect the diversity of local need without targeted approaches.
- Delivery relies on effective coordination across services and partners; changes in partner capacity, priorities or funding can reduce the ability to deliver neighbourhood-based activity consistently.
- Data-sharing, information governance and system interoperability can limit the ability to coordinate support and track outcomes across organisations, creating a risk that impact is not fully evidenced.

### **Priority 5: Improving Safety and Sustainability**

- Regulatory reform and rising standards increase demand for specialist capacity, assurance activity and training; there is a risk that compliance activity displaces wider improvement work without sufficient resourcing.
- Poor housing conditions in parts of the private rented sector remain a risk, requiring sustained enforcement and partnership working; limited capacity can affect response times and proactive interventions.
- Capacity within private sector housing enforcement has been identified as a pressure area. Work is underway to strengthen this through workforce development and targeted resourcing to support a more proactive approach.
- Delivery of energy efficiency and retrofit improvements is constrained by funding availability, supply chain capacity and the complexity of works; this affects the ability to reduce fuel poverty and meet climate-related ambitions.
- Building safety, fire safety and broader property-related risks require strong cross-service coordination; fragmentation of responsibilities can create assurance and accountability risks if not well governed.

### **Priorities for the Coming Year and Development of the New Housing Strategy**

25. The coming year represents both a pivotal final phase of delivery for the Housing Strategy 2021–2027 and a transition period towards the development of a new Housing Strategy. Activity will focus on maintaining momentum on key delivery priorities while ensuring that learning, evidence and partnership insight are embedded into the next strategic framework.
26. Proposed priorities for the year ahead are set out below and are intended to maintain momentum against the current Strategy while laying the foundations for the next Housing Strategy.
  - Maintain a strong focus on meeting future growth needs by expanding and de-risking the affordable housing pipeline, including continued enabling work on stalled sites, alignment with regeneration and the emerging Local Plan, and development of the Housing Revenue Account (HRA) new build delivery programme.

- Strengthen homelessness prevention and reduce reliance on temporary accommodation through continued service transformation, earlier intervention, improved move-on pathways, and targeted partnership action (including work with the private rented sector and supported housing providers).
  - Improve housing options, opportunity and choice by widening access routes across tenures, strengthening specialist and supported housing pathways for residents with additional needs, and sustaining targeted market engagement to secure suitable accommodation.
  - Embed neighbourhood-based approaches by sustaining meaningful resident engagement and co-production, strengthening place-based partnerships, and improving access to advice and support—particularly for seldom-heard communities.
  - Maintain strong assurance on housing quality, safety and sustainability, including delivery of regulatory requirements and proactive compliance programmes, continued progress on stock condition and energy efficiency, and targeted action to tackle poor conditions and hazards in the private rented sector.
27. Alongside these delivery priorities, work will continue to strengthen the evidence base and stakeholder engagement needed to develop the new Housing Strategy. This will include capturing learning from delivery performance, refreshing needs evidence, and ensuring that cross-cutting themes such as affordability, accessibility, health and climate resilience are embedded. As the new Strategy emerges, the commitment to supporting growth is expected to remain a key priority; the Council will therefore continue to act as an enabler, partner and facilitator, as well as a direct deliverer of new affordable homes.
28. The new Housing Strategy will be developed using the established approach adopted for other corporate strategies: an initial scoping and evidence phase (including refreshed housing needs evidence and a review of delivery learning), followed by an evidence-based Issues and Options stage. The Issues and Options stage will form the basis for structured discussion and input with residents, Members, partners and stakeholders, ahead of the development of a consultation draft which will be subject to public consultation.
29. Work will be closely aligned with the emerging Local Plan, ensuring that the Strategy both informs and is informed by the Plan's housing requirement, spatial strategy and site pipeline, and that there is clear alignment on key issues such as affordable housing policy, tenure mix, specialist and supported housing needs, infrastructure planning and viability. Governance will build on existing arrangements, with Member oversight through the Housing Strategy Steering Group and reporting to Overview and Scrutiny and Cabinet at key milestones. Detailed timescales for each stage are not yet confirmed while resource challenges are addressed; however, the intention remains to complete the new Housing Strategy in spring 2027.

### **Summary of Financial Implications**

30. Delivery of the Housing Strategy is supported through a combination of existing revenue and capital budgets and external grant funding. Activity is managed within

approved financial frameworks and subject to ongoing monitoring through established budget governance processes.

31. Delivery remains dependent in part on external grant funding for key services. Changes in national allocations or programme conditions present a risk to delivery and financial planning.
31. The Council continues to maximise opportunities to secure external funding and investment to support housing delivery and homelessness prevention. Financial pressures associated with temporary accommodation, regulatory compliance and market conditions are actively managed and will inform future strategic planning.
32. No additional direct financial implications arise from noting this update or endorsing the proposed approach to developing the new Housing Strategy.

### **Summary of Legal Implications**

33. The Housing Strategy operates within the context of statutory housing duties and relevant legislative and regulatory frameworks. Delivery activity is aligned with the Council's legal responsibilities, including those relating to homelessness, housing standards and equality legislation.
34. Emerging legislative reform and regulatory change continue to be monitored to ensure compliance and inform future policy development. There are no additional legal implications arising directly from this report.

### **Summary of Public Health Implications**

35. Housing is a key determinant of health and wellbeing. Delivery of the Housing Strategy contributes positively to public health outcomes through improved housing quality, stability, safety and access to appropriate accommodation.
36. Close working with public health colleagues supports a preventative approach, particularly in relation to homelessness, poor housing conditions and vulnerable groups. The ongoing focus on safe and sustainable homes aligns with wider wellbeing objectives.

### **Summary of Equality Implications**

37. An Equality Impact Assessment has informed and continues to inform delivery of the Housing Strategy, including a formal midway review completed in 2024. This ensures that activity supports fair access to housing and services for all residents, with particular consideration given to households with protected characteristics and those facing multiple disadvantages.
38. Equality implications are monitored through an ongoing action plan and individual service level assessments, and no adverse equality impacts have been identified through the delivery of the Strategy to date. Equality implications will continue to be monitored through delivery activity and inform the development of the new Housing Strategy, ensuring compliance with the Public Sector Equality Duty throughout.

## Summary of Risk Assessment

39. Key strategic risks associated with housing supply, homelessness pressures, funding uncertainty and regulatory change are identified and actively managed through the Strategy's governance arrangements.
40. Risks are kept under regular review through delivery groups and the Steering Group, with mitigation actions agreed where required. This approach enables the Council to respond to emerging issues while maintaining delivery focus.

## Background papers

- BCP Council Housing Strategy [Housing strategy | BCP](#)
- Housing Strategy Mid Point Review [Housing Strategy Review Cabinet Report.pdf](#)

## Appendices

Appendix A - Housing Strategy Delivery Plan 2025 - 2027

This page is intentionally left blank

Empowering and Co-Creating Neighbourhoods Improving Safety and Sustainability across BCPs housing							
Action	Deliverables for 2025-2027	Target date	Lead Officers	RAG	Commentary	Mitigation	
4.1	Provide an enforcement service which targets rogue landlords and related anti-social behaviour (ASB)	Private Sector Housing Stock Condition Survey completed	Nov-25	Head of Public Protection	Complete - final review for accuracy. Next steps under consideration.		
		Deliver the BCP ASB Homes Improvement Plan	Apr-26		Phase 1 compliance complete, Phase 2 audit and resourcing due post regulatory inspection. Internal case reviews and audits to commence Autumn 25	Inspection complete. Case review audits and compliance now BAU. 26 roadshows and tenant engagement plan underway	
		Set up an ASB working group with multi sector landlords to share best practice, training and guidance on tackling ASB	Mar-25		ASB partner forum w/c 13 October, full conference inc RSL 12 November	Ongoing engagement with stakeholders and RSLs, forum now set up	
		Delivery of a multi-agency ASB strategy by March 26	Jun-26		ASB forum in place, data currently being assessed, draft strategic priorities agreed by group. Public consultation being launched post pre election period.		
4.2	Improve links to health and social care	Review Opportunities for greater integration of Housing to Social Care and Health Transformation	Mar-26	Head of Strategic Housing and Partnerships, Director of Housing and Public Protection	Supporting Health & Wellbeing Board with initial mapping exercise of Housing programmes and activities that align with HWB priorities. Exploring options to launch homeless health needs assessment.	Funding identified to support homeless health needs assessment and discussions have taken place at the Homelessness Delivery Partnership.	
		Exploration of co-funded roles to extend multi-disciplinary working.	Mar-26		New roles being tested in Hospital (social worker), MASH (Housing officer), Early Help (support workers) and Probation (Housing & Support officer roles). Launch of Making Every Adult Matter MEAM approach to further embed co-working across housing, health & social care systems. Evaluation reporting to be developed by new MEAM coordinator role		
		Establishing shared workforce development opportunities	ongoing		Homelessness Community of Practice actively developing opportunities of shared learning / training. Workforce development audit in Strategic Housing team will identify system workforce development opportunities by January 2026.		
		Develop improved data sharing and analysis	Mar-26		Project scope agreed to test system data sharing across health, social care and housing for young families experiencing homeless. Prototype to be considered across wider cohorts dependant upon learning. Project launched Autumn 2025, partners secured Bloomberg & University of Auckland.		
4.3	Deliver an excellent service to our 10,000 council tenants ensuring our service is compliant with Social Housing Regulatory standards	BCP Homes Improvement Plan in place	Jul-25	Head of BCP Homes, Head of Assurance and Asset Management, Director of Housing and Public Protection	Delivery Plan approved at Cabinet 16.7.25 and programme governance in place. Moving in to BAU following inspection. Significant work completed within this plan and positive inspection outcome. Will be reported to Cabinet in March.		
		Resident Engagement Strategy in place	Sep-25		Development of new strategy reaching conclusion - will be presented to Cabinet 29 October 2025.		
		Develop a five-year strategic plan for BCP Homes	Apr-26		Delayed due to inspection and capacity challenges resulting from the implementation of the new housing management system. Will be an item for 27/28.		
		Asset Management Strategy in place	5/4/2026-Mar-2026		Complete and approved by Cabinet.		
		HRA 30 Year Business Plan in place	Oct-25		HRA Business Plan approved at Cabinet November 2025. The outcome for the development programme is a target of 980 new homes over a 10 year period, including the current pipeline of 257. Next step is to identify sites for delivery and extension of the current approved programme of sites.		
		Support the delivery of a Private Sector Landlords Conference	Feb-25		Head of Strategic Housing and Partnerships, Head of Public Protection Head BCP Homes	Completed - next face to face conference November 2025	
4.4	Increase engagement with local landlords	Continue to engage and network with landlords to consider the opportunities and the risks relating to the Renters Rights Bill, ensuring a Communications Strategy is in place upon Royal Assent in	ongoing		Renters Rights implementation plan underway.	Lobbying government for new burdens funding through Op Jigsaw. MPs lobbied by portfolio holder for clarity and guidance.	
		Further promote the Councils improved relational best practice support offer to Landlords.	ongoing		Interim Renters Rights Lead appointed. Project plan in place to ensure effective implementation. 130 landlords engaged at Nov 25 forum. Ongoing engagement with landlords throughout Renters Rights Act implementation supported by Comms Plan and resource.		
		Develop a Registered Provider Neighbourhood Management Forum	Sep-25		Delayed due to inspection however discussions with SNG and Abri have been positive in terms of approach. Proposed new date of June 26.		
5.1	Ensure fire safety requirements are met across all tenures	Ensure that all actions from the High-Rise Resident Engagement Strategy have been implemented and that residents are provided with relevant information about fire safety	Jul-25	Head of BCP Homes, Head of Assurance and Asset Management, Head of Public Protection	Resident consultation has been completed. Approved by Cabinet on 29 October 2025. Actions set out within the BCP Homes Improvement Plan.		
		Remediate remaining 13 high rise private buildings with fire risks through engagement and enforcement of landlords and property owners	2029 deadline			Lead officer now in place to progress the work- 1 remediation order in progress for hearing feb 25, 1 notice served by BSR, 1 multi-agency approach being undertaken for a number of properties both 18m and 11m . Remediation order hearing due April. 3 year plan being created for remaining HRRB premises	
5.2	Ensure that private sector housing is maintained and managed to a high standard (including licensing of HMO's)	Continue to engage with landlords to understand pressures on the sector	ongoing	Head of Public Protection, Director of Housing and Communities	Ongoing engagement between service and landlords through landlord forum and joint working through BAU		
		Private Sector Housing Stock Condition Survey	May-25			Complete	

		Evidence base and options appraisal considering Discretionary Licensing subject to resources	Mar-26		Initial discussion on stock condition survey findings has taken place. Capacity challenges have delayed progress. Decision required on level of priority/need for a separate strategy etc.	
5.3	Lead by example on provision of energy efficient and sustainable homes	5 Year Strategic plan, Asset Management Strategy and HRA 30 year Business Plan			status already captured in Priority 4	
		Survey of all properties below an Energy Performance Certificate (EPC) rating of C	2028	Head of Assurance and Asset Management, Director of Housing and Public Protection	As part of the Governments kickstart a decade of social housing released on the 2nd July, a new EPC grading system is out for consultation currently. We are currently digesting the impact of this. Analysis of our current EPC data is underway to enable a strategy to be designed to ensure that the old and new formats are met. We undertake a new EPC's for all change of tenancy (voids) and when we undertake a stock condition survey. Our analysis will be completed in July	
		Report non-decent homes to BCP Advisory board quarterly	ongoing		Reporting in place. Current level of non decency 0.1%	
5.4	Work with registered providers to ensure maintenance and management continues to meet required standards	Work with registered providers to ensure maintenance and management continues to meet required standards	Jul-25	Enabling Manager	Seeking information from key landlords regarding performance to build oversight and view of compliance across social housing in BCP. This will link to the neighbourhood management RP forum. Delayed due to inspection.	Planning to pick up through networking group.
5.5	Continue to support delivery on free energy advice and grant support for BCP residents	Damp and Mould Improvement Programme in place	Sep-25	Head of Assurance and Asset Management, Community Initiatives Manager	The original Project came to conclusion in June 25. The project was based on information available using the governments consultation document as our baseline. Strong performance against Awaabs Law requirements, now tracked as BAU through performance monitoring.	
		Programme for the Household Support Fund and UK Shared Prosperity Fund will be developed and agreed with the Cabinet Member and Lead Member for Cost of Living once the funding and guidance is confirmed ready for implementation in the 2025/6 financial year.	Apr-25		Funding approved, PDRs issued for implementation and project currently underway and being promoted through the comms team	
5.6	Implement minimum energy performance certificate requirements of Minimum Energy Efficiency Standard (MEES)	MEES will continue to be considered at each inspection in response to complaints.	ongoing	Head of Public Protection	All housing standards complaints checked for epc. Joint plan between TS/technical delivery and PSH to proactively target MEES in 26/27 developed. 375 checks since 1/4/25. 170 in Q3 which corresponds with increase of cases in winter	

Meeting Future Growth Needs						
Action	Deliverables for 2025-2027	Target date	Lead Officers	RAG	Commentary	
1.1	Increase Housing supply through Council Newbuild Housing and Acquisition Strategy (CNHAS) Programme	Deliver 100 new homes through CNHAS programme		Head of Housing Delivery, Director of Investment and Development, Head of Strategic Housing, Director of Housing and Public Protection	Green	36 New homes completed in 2025/26 (across 4 schemes at Templeman House, Grants Close, High Street and Craigmoor Avenue). 2026/27 Delivery forecast as 118 new homes (110 at Hillbourne and 8 homes at Surrey Road). 68 new homes to start at Hawkwood Road in September 2026.
		Development of a long-term investment strategy for CNHAS as part of the Housing Revenue Account (HRA) 30 Year Business Plan	Mar-26			
		Reset the CNHAS Programme following capacity check within the 30-year HRA business plan	Sep 26/April 27			
1.2	Scaling up delivery of new private rented homes	Review the PRS delivery programme and consider new delivery as part of Seascope Group new Delivery Plan for the next 5 years	Mar-26		Black	PRS removed from CNHAS following political requirements to focus on affordable homes delivery
1.3	Regeneration of Key Sites in Bournemouth, Christchurch and Poole	New Partnership Business Plan for Bournemouth Development Company	Jun-25	Director of Investment and Development	Blue	Business Plan approved and work underway to bring forward site for redevelopment. Winter Gardens feasibility has potential for c500 homes.
		Winter Gardens c500 New Site Development Plan	Sep-26			
		Planning consent for new Winter Gardens Scheme	Dec-26			
		Holes Bay Road Project - delivery strategy	2025/2026			
1.4	Partner Registered Providers to increase supply of affordable housing	309 homes delivered by Registered Providers	Mar-26	Housing Enabling Manager Director of Housing and Public Protection	Blue	389 new homes delivered by registered providers partners through a mix of s106 planning gain and proactive market led opportunities being completed, bringing forward 80 delivered homes from 26/27 in to 25/26.
		194 homes planned to be delivered by Registered Providers	Mar-27			
		Reset of CNHAS Programme to include exploring a range of delivery models and investors including direct delivery and partnerships by JV or with Registered Provider site disposals.	Sep 26/April 27			
		Develop proposals to package up sites for disposal through a framework or similar mechanism, to allow sites to be advertised to market primarily for provision of affordable housing by a RP, by 2026	Sep 26/April 27			
1.5	Attract Inward Investment	Options appraisal within the reset CNHAS programme will set active investment in affordable housing delivery as a key aim.	Jun-25	Head of Housing Delivery Director of Investment and Development	Yellow	Town Centre and place visions being developed to promote inward investment opportunities. Website set up for inward investment opportunities. Noting the investment is not housing specific - and is about commercial and business activity. Grant is via Affordable Housing programmes yet to be confirmed. Disposals may generate additional investment.
		Reprofiling of the CNHAS programme over the 2025-2028 MTFP, increasing borrowing but not overall investment level.	Jun-25			
1.6	Develop new Local Plan including new affordable housing policy	Enablement of the I&D Directorate to deliver the priorities set out in the emerging Local Plan and renewed emphasis of the new Government to increase housing.		Enabling Manager, Director of Planning and Transport	Black	Inspectors advised that submission BCP Local Plan should be withdrawn and this was agreed at Council on 3 June. A timetable for a new Local Plan was agreed by Cabinet on 13 May with submission of the new Local Plan in early 2028 and adoption in Autumn 2028. The timetable means the Local Plan won't be in place for this action plan period.
		Review the Local Plan in response to the findings of the examiners. New target dates for adoption of a new Local Plan TBC.				
1.7	Action removed - Pursue Modern Methods of Construction (MMC)					

1.8	Increase choice of housing in town centres	Sites to be considered within reset CNHAS programme		Director of Investment and Development		National policy (NPPF) recognises that residential development often plays an important role in ensuring the vitality of centres and encourages residential development on appropriate sites in town centres
Actions 9, 10 & 11 moved to Priorities 2&3						
New 1	Review long vacant or stalled sites across BCP that could be used for affordable housing	Audit all long vacant or stalled sites across BCP, assessing potential to deliver affordable housing and producing and options appraisal for these		Director of Investment and Development		As per the motion discussed in Strategy Group (examples of Sydenhams timber/Old James Brothers scrapyard/ former Power Station)

Preventing Homelessness & Rough Sleeping Improving Choice and opportunities for all						
Action		Deliverables for 2025-2027	Target date	Lead Officers	RAG	Commentary
2.1	Ensure no one sleeps rough or lives in places which are not designed as a home	Review Eradicating Rough Sleeping Plan within Homelessness Strategy	Jun-26	Head of Strategic Housing and Partnerships	Green	High level Homelessness & Rough Sleeping Strategic Review Timeline proposed in 2025, on Cabinet Forward plan for June 2026
		Review the allocation of the Rough Sleeping Prevention and Recovery Grant for 25/26	May-25			New Grant Allocation agreed - services rolled on from 2024/25. CSR to determine expected 3 year settlement
2.2	That anyone staying in emergency or temporary accommodation has a rapid rehousing plan specifying their appropriate move-on housing	New Homelessness Partnership governance structure agreed, with strategic coalition and partnership delivery board to oversee progress	Apr-25	Head of Strategic Housing and Partnerships	Blue	Homelessness Delivery Board TOR review completed. Strategic steering group chaired by PH, Independent chair in place for Delivery Board
		New Temporary Accommodation Plan to be in place	Apr-27			Stock Condition Survey initiated, Project Initiation Document and scope agreed. Workstream Activity & Resource planning identified for delivery throughout 2026
2.3	Everyone threatened with homelessness is provided with the advice, assistance and support they need to prevent their homelessness	New Quality Assessment Framework for Supported Housing	Apr-27	Head of Strategic Housing and Partnerships	Green	To commence in line with future commissioning plans for Specialist & Supported Housing. First procurement to begin in June 2026 for floating support service
		Complete an independent systems review of key housing pathways	May-26			Systems review report overview to be presented to Homelessness Delivery Board in May 2026. Learning to be adopted within new Homelessness Delivery Plan.
		Develop a specialist and supported housing strategy	Mar-26			Some minor delays to publication, Cabinet to consider March 2026
		Review the existing homelessness strategy and specifically the impact of existing prevention initiatives	Apr-26			Homelessness & Rough Sleeping Strategic Review Timeline completed in 2025, on Cabinet Forward plan for June 2026
		Embed a workforce development plan for all frontline workers	Dec-26			New postholder now in post, commenced workforce development audit to feed into plan
		Launch a co-production framework for Homelessness & Rough Sleeping services	Aug-26			Multi-agency working group in place developing a framework alongside PTC, led by Homewards
		Support the delivery of the Homewards Action Plan	ongoing			Strategic Steering Group in place, Delivery Board overseeing AP.
		3.1	Implement new Tenancy Strategy			action completed
3.2	Identify unmet specialist and/or complex housing needs and work to secure additional housing options	Delivery of a Specialist and Supported Housing Strategy Action Plan	Jan-26	Head of Strategic Housing and Partnerships	Green	To be developed following publication of Strategy, workshops in place to develop Action Plans including commissioning planning across each cohort
		Delivery of a Safe Accommodation Strategy & Commissioning Plan	May-26			Domestic Abuse Strategy, Safe Accommodation Strategy & Perpetrator Strategy on Cabinet forward plan for July 2026
		Recommissioning plan of Housing Related Support	Sep-26			Initial procurement planning for Housing Related Support floating support service to begin in June 2026
3.3	Previous action re training of staff removed as considered an operational objective and will be addressed within Priority 2 in regard to governance and workforce development					
3.4	Ensure there is an appropriate range and scale of housing options for the area's older population	Review of Extra Care Housing Strategy	Mar-26	Head of Strategic Housing and Partnerships, Director of Housing and Public Protection, Head of BCP Homes, Director of Adult Social Care, Director of Commissioning	Blue	Strategic Delivery Plan to be developed following publication of Strategy, workshops in place to develop Action Plans including commissioning planning across each cohort throughout 2026
		Older Persons Housing Strategy delivered	Mar-26			
3.5	Ensure Disabled Facilities Grant (DFG) applications are delivered in line with best practice timescales and work towards an improved service which supports prevention and improves the ability of people to live independently	Cross service review of plan to address waiting lists/times	Ongoing	Head of Strategic Housing and Partnerships, Director of Housing and Public Protection, Head of BCP Homes, Director of Adult Social Care, Director of	Yellow	Performance Reviews in place, with ongoing tracking against target monitored bi-monthly. Additional resources agreed to support reduce backlog. Performance improvements in place

		Develop relationships with registered providers to maximise allocation and management of suitable housing and gain commitment around investment	Apr-25	Commissioning		Note actions 1.4 Priority 1
3.6	Explore Key Worker requirements and opportunities	Key Worker housing needs analysis by March 2026	Mar-26	Director of Housing and Public Protection		Discussion on joint BCP Dorset Keyworker study and how this could fit within devolution work
1.9	Release under occupied homes	Tenancy Audit and Consultation of under-occupied council and RP Homes	Mar-26	Head of BCP Homes, Head of Strategic Housing and Partnerships		Tenancy audit programme has commenced for BCP Homes. Wider engagement with RP's planned to secure buy in to an overall assessment of underoccupation across BCP to inform future strategy.
		Phase 1 Under-occupation (social housing) complete	Mar-26			dependent on above
		Needs assessment of owner occupied under occupation requirements	Mar-26			Scheduled for Winter 2025
		Develop an Under-Occupation Plan	Mar-27			Plan to be developed upon completion of tenancy audit consultation
1.10	Bring more empty homes back in to use	Identify funding options to resource at least one officer post for empty homes	Apr-25	Head of BCP Homes, Head of Strategic Housing and Partnerships		Staff in post within BCP Homes to support tenants underoccupying their homes. Resource identified to support development of empty homes programme.
		Pursue allocation of resources to support consideration of acquisitions within the Housing Delivery Team	27-Apr	Enabling manager		Problematic empty premises that meet enforcement thresholds are reactively addressed by Environmental Protection. Multi-disciplinary discussions held on challenging premises between planning, EP and building control. New resource available (absorbed within existing post) which will support development of programme and options for future consideration. Programme options for work are being reviewed.
1.11	Develop a Temporary Accommodation Strategic Plan for the next 5 years	Temporary Accommodation Strategic Plan 2026-2030	Jun-26	Head of Strategic Housing and Partnerships		As per 2.2

# CABINET FORWARD PLAN – 1 JUNE 2026 TO 30 SEPTEMBER 2026

(PUBLICATION DATE – 16 June 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)?
Medium Term Financial Plan (MTFP) Update	To update Cabinet on the MTFP	No	Overview and Scrutiny Board 15 Jun 2026  Cabinet 24 Jun 2026	All Wards			Matthew Filmer	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

245

Agenda Item 12

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
Homelessness and Rough Sleeping Strategy 2026-2031	To inform on the impact of the Strategy since 2021, propose new Strategy and agree the related Delivery Plan	No	Environment and Place Overview and Scrutiny Committee 25 Feb 2026  Cabinet 24 Jun 2026	All Wards			Rachel Stewart	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)?
Housing Strategy Review	To provide an annual update about the delivery of the BCP Housing Strategy 2021-2027	No	Environment and Place Overview and Scrutiny Committee 20 May 2026  Cabinet 24 Jun 2026	All Wards			Rachel Stewart	Open
BCP Growth Plan	To decide on adopting the BCP Growth Plan 2026.	Yes	Cabinet 22 Jul 2026	All Wards	BCP Business Growth Board Businesses across BCP BCP Council Officers	Workshops and face to face discussions ongoing since July 2025	Amy Orchard, Ruth Spencer	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
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 22 Jul 2026  Council 28 Jul 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)?
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 22 Jul 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)?
Linwood School Post-16 Place Expansion	To permit an increase to the number of available post-16 places made available in Parkstone, to meet the assessed educational needs of children and young people with SEND and to reduce pressure on the High Needs Budget. The Council is the authority for approving this significant change.	No	Cabinet 22 Jul 2026	All Wards	Parents and staff of Linwood School, local headteachers, Linwood School's surrounding community.	Consultation via BCP 'Have your say' between 11 May and 15 June 2026.	Lindsay Jackson	Open
Wallisdown Hub	To gain approval to proceed to create Wallisdown Hub	No	Cabinet 22 Jul 2026	All Wards			Debbie Cliff, Alistair Hoare	Open

<b>What is the subject?</b>	<b>What is the purpose of the issue?</b>	<b>Is this a Key Decision?</b>	<b>Decision Maker and Due Date</b>	<b>Wards</b>	<b>Who are the key stakeholders to be consulted before the decision is made?</b>	<b>What is the consultation process and period</b>	<b>Officer writing the report</b>	<b>Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?</b>
Disposal of Land at Cabot Lane	Paper to discuss land disposal at Cabot Lane	No	Cabinet 22 Jul 2026  Council 28 Jul 2026	All Wards			Matthew Filmer	Open
Bournemouth Town Centre Business Improvement District (BID)	This report seeks Cabinet approval to allow the Bournemouth Town Centre BID to go to ballot for a new term.	No	Cabinet 22 Jul 2026	Bournemouth Central			Charles Fynn	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)?
Bournemouth Coastal Business Improvement District (BID)	Cabinet to agree for the Bournemouth Coastal BID to go to ballot for a new term commencing in 2027.	Yes	Cabinet 22 Jul 2026	Boscombe East & Pokesdown; Boscombe West; Bournemouth Central; East Cliff & Springbourne; East Southbourne & Tuckton; West Southbourne; Westbourne & West Cliff; Littledown & Iford			Charles Fynn	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)?
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 22 July 2026	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.	Cat McMillan	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	<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 One 26-27, presenting an update on the progress measures.</p>	No	Cabinet 2 Sep 2026	All Wards			Chris Shephard	Open
IT & programmes Infrastructure Capital Investment Plan 2026-2032	To seek approval of laptop replacement strategy and approve budget allocation.	Yes	Cabinet 2 Sep 2026  Council 13 Oct 2026	All Wards			Fiona Hughes	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 2 Sep 2026	All Wards			Kate Langdown	Open
Simpler Recycling Waste Reforms – Recycling collection improvements – Flexible plastics	To consider the statutory requirement to collect flexible plastics as part of government waste reforms.	Yes	Cabinet 2 Sep 2026	All Wards			Mary de Fonseca, David Rickards	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)?
2026/27 Council budget monitoring at quarter 1	To update cabinet on financial position at quarter 1 2026/27	No	Cabinet 1 Sep 2027  Council 12 Oct 2027	All Wards	CMB	CMB	Matthew Filmer	Open

This page is intentionally left blank