

Notice of Overview and Scrutiny Board



Date: Tuesday, 15 July 2025 at 6.00 pm

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

Membership:

Chairman:

Vice Chairman:

Cllr S Aitkenhead

Cllr P Broadhead
Cllr J Beesley
Cllr L Dedman
Cllr M Dower

Cllr C Goodall
Cllr S Mackrow
Cllr L Northover
Cllr Dr F Rice

Cllr K Salmon
Cllr T Trent
Cllr O Walters
Cllr C Weight

All Members of the Overview and Scrutiny Board are summoned to attend this meeting to consider the items of business set out on the agenda below.

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

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=5957>

If you would like any further information on the items to be considered at the meeting please contact: Claire Johnston 01202 123663 or email democratic.services@bcpcouncil.gov.uk

Press enquiries should be directed to the Press Office: Tel: 01202 454668 or email press.office@bcpcouncil.gov.uk

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

GRAHAM FARRANT
CHIEF EXECUTIVE

7 July 2025

**DEBATE
NOT HATE**



Available online and
on the Mod.gov app

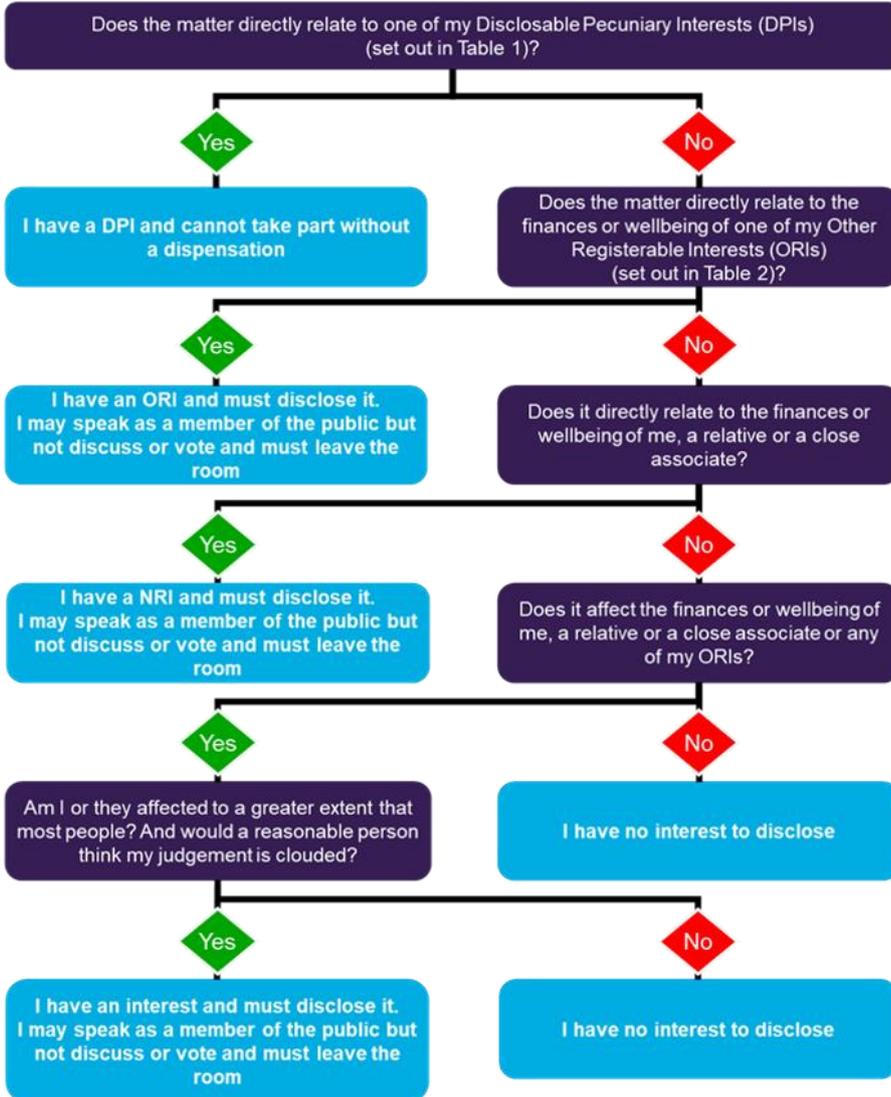


Maintaining and promoting high standards of conduct

Declaring interests at meetings

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

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



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

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

Bias Test

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

Predetermination Test

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

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

For more information or advice please contact the Monitoring Officer
(janie.berry@bcpcouncil.gov.uk)

Selflessness

Councillors should act solely in terms of the public interest

Integrity

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

Objectivity

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

Accountability

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

Openness

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

Honesty & Integrity

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

Leadership

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

AGENDA

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

1. Apologies

To receive any apologies for absence from Councillors.

2. Substitute Members

To receive information on any changes in the membership of the Committee.

Note – When a member of a Committee is unable to attend a meeting of a Committee or Sub-Committee, the relevant Political Group Leader (or their nominated representative) may, by notice to the Monitoring Officer (or their nominated representative) prior to the meeting, appoint a substitute member from within the same Political Group. The contact details on the front of this agenda should be used for notifications.

3. Declarations of Interests

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

Declarations received will be reported at the meeting.

4. Confirmation of Minutes

7 - 14

To confirm and sign as a correct record the minutes of the meeting held on 9 June 2025.

5. Work Plan

15 - 24

The Overview and Scrutiny Board is asked to consider the identify work priorities for its next meeting pending a wider review of its forward plan at a future meeting.

6. 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 midday 3 clear working days before the meeting.

The deadline for the submission of a statement is midday the working day before the meeting.

The deadline for the submission of a petition is 10 working days before the meeting.

ITEMS OF BUSINESS

7. **Enhancement to Pay and Reward Offer**

25 - 76

Since the creation of BCP Council through the local government reorganisation of the four preceding councils in April 2019 we have been negotiating with the trade unions to introduce a new Pay and Reward package which aligns pay and conditions across all colleagues. This report sets out the progress made since Cabinet last considered the results of the November trade union ballot process and outlines next steps.

8. **Scrutiny of Budget reports to Cabinet**

To consider the following budget items prior to Cabinet:

a) **Financial Outturn 2024/25**

77 - 146

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 2024/25.

The financial revenue outturn is a £1.2m surplus, an improvement on the reported quarter three balanced position, with this delivered in a challenging budget environment.

In February 2024 Council set a balanced budget and medium-term financial plan over the 4-year period to 31 March 2028 based on conventional local government financial management process. This addressed the inherited £30m structural deficit from using reserves rather than savings to balance the 2023/24 budget.

The non-deliverability of previous year savings was addressed, particularly those expected from the transformation investment. New fully itemised savings of £38m were programmed for 2024/25 with 86% being achieved through service transformation, third party spend reduction, staff savings and raising additional income. Mitigations have been found in other areas to reduce the impact of those unable to be delivered.

The budget recognised the ongoing cost-of-living and service demand pressures that face all local authorities and this required council tax to be increased by the maximum amount permitted by government of 4.99%, with the same increase assumed for future years.

A revised approach was taken to the annual repayment of debt with voluntary contributions made above the statutory minimum to reduce the burden for future years.

b) **Medium Term Financial Plan (MTFP) Update**

147 - 170

This report:

- Aims to ensure the council presents a legally balanced 2026/27 budget.
- Presents an update on the 11 June 2025 Spending Review.
- Provides details of two consultation documents issued on 20 June

2025 namely the Local Government Fair Funding Review and Modernising and Improving the administration of council tax.

- Presents an update on the MTFP position of the council.

Acknowledges the action of the Leader of the Council and Director of Finance in writing to Government to seek assurance around the council's ability to continue to cashflow the significant and growing Dedicated Schools Grants deficit within the statutory framework.

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

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
OVERVIEW AND SCRUTINY BOARD

Minutes of the Meeting held on 09 June 2025 at 6.00 pm

Present:-

Cllr K Salmon – Chairman

Cllr S Aitkenhead – Vice-Chairman

Present: Cllr P Broadhead, Cllr J Beesley, Cllr M Dower, Cllr C Goodall,
Cllr S Mackrow, Cllr L Northover, Cllr T Trent, Cllr O Walters and
Cllr C Weight

Also in attendance: Cllr D d'Orton-Gibson, Cllr M Earl, Cllr R Herrett, Cllr M Howell and
Cllr J Martin

15. Apologies

There were no apologies received for this meeting.

16. Substitute Members

There were no substitute members on this occasion

17. Declarations of Interests

There were no declarations of interest made on this occasion.

Cllr S Aitkenhead advised for the purpose of transparency in relation to
agenda item

18. Confirmation of Minutes

The minutes of the meeting held on 12 May were confirmed as a correct
record.

19. Action Sheet

The Chair provided a detailed update on the progress of outstanding
actions:

- **Item 103A:** Following consultation with the previous Chair, it was agreed that the matter had been resolved and could be removed from the action sheet.
- **Item 106 – Carter's Quay Development:** The Board had previously recommended that the Audit and Governance Committee initiate an investigation into the Carter's Quay development. The Chair confirmed that the Committee had now formally requested the investigation, with a verbal update expected at their July meeting and a full report anticipated in August. Item to remain on until outcome known.

- **Items 115 & 116 – Cabinet Recommendations:** These were recommendations made by the Board that were not accepted by Cabinet. The items have remained on the action sheet pending the development of a new recommendation tracker. Democratic Services confirmed that the tracker will provide a more structured and transparent way to monitor the status of recommendations, including whether they were accepted, partially accepted, or rejected. The Board agreed to retain these items on the action sheet until the tracker is operational.
- **Blue Badge Issue:** There was some ambiguity regarding who was responsible for raising the issue with the Local Government Association (LGA). It was clarified that the portfolio holder had engaged with the LGA as part of a broader evidence-gathering initiative. The outcome of this was awaited.
- **Arts and Culture Recommendation:** The Board is awaiting a formal response from Cabinet. The Chair noted that this is expected shortly and the item will remain on the action sheet until a response is received.

20. Work Plan

The Chair 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. The work plan was introduced earlier in the meeting to allow for more focused discussion.

Scrutiny Request

The Board considered a proposal for a new scrutiny topic focused on operational efficiency within the Council. The proposal was structured around three key themes:

- Member-Officer Relationships, emphasising early member engagement.
- Accountability and Record-Keeping – in particular the absence of formal minutes from meetings between senior officers and Members,
- Respect for Local Geography and recognising the distinct identities of Bournemouth, Christchurch, and Poole.

The Board discussed the proposal at length. Key points raised included broad support for the proposal and recognition that the upcoming appointment of a new Chief Executive presented an opportunity to reset expectations and improve internal culture. It was suggested that the proposal should be split into two distinct areas for scrutiny: Member-Officer relationships and localised service delivery.

RESOLVED that:

1. **The item be added to the work plan.**
2. **A scoping exercise be undertaken to define key lines of inquiry.**

3. **Interested Members would collaborate outside of the formal meeting to develop the scope.**
4. **A potential working group be added to the work plan and established once resources allow.**

Work Plan Updates

- Budget Outturn Report - To be added to the July meeting agenda as a pre-Cabinet scrutiny item.
- Pay and Reward Report - The Board agreed that this should be considered and that due to the timing of the report's availability, the July meeting be rescheduled from 7 July to 15 July to allow for scrutiny.
- Working Group Findings – This item may be deferred to the August meeting, depending on agenda capacity.
- Parking Enforcement - Work is ongoing to scope this item and would be agreed.
- Performance and CRM System - It was proposed that these existing work plan items be addressed through Member briefing sessions.
- Business Improvement Districts (BIDs): It was suggested that rather than forming a working group, the Board receive a report on BID performance and engagement. It was proposed that this be an annual item scheduled in the lead up to budget setting
- Complaints Process: This issue, previously agreed by the Board, will be followed up by Cllr S Aikenhead. Information was being gathered and may bring forward a key line of inquiry in due course.

RESOLVED that the work plan be updated as outlined above.

21. Public Issues

There were no public issues on this occasion.

22. Bournemouth Air Festival

The Portfolio Holder for Destination, Leisure and Commercial Operations presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book. The Board was advised that the report provides an update on the feasibility of providing an agreement with a potential operator for 2026 onwards in relation to the Bournemouth Air Festival along with an update on the position of potential for sponsorship for 2026 onwards.

Following the work undertaken and discussions that have taken place, it was recommended to cease any further work on delivery of an Air Festival whilst recognising the process in place for new events to come forward in the future. It was noted that since the publication of the report the potential. In discussion of this item a number of issues were raised and responded to including:

- Economic Impact - Members debated the value of the Air Festival to the local economy, including the impact this had on the tourism

sector and the potential loss that this would lead to if the Air festival did not continue. The cost impact upon the Council was also considered given the Council's current financial situation

- Costing Methodology - There was disagreement over whether staff recharges should be considered in analysing the net cost of the event. The Portfolio Holder maintained that they should, while others argued this overstated the true cost and would not be included when considering other issues as these staff would still be employed regardless of the event.
- Martyn's Law - Officers explained that forthcoming legislation would introduce stricter security requirements at public events and significantly increase the cost and complexity of hosting large events. This had been factored into the options and recommendation.
- Alternative Event Models - Suggestions were made for lower-cost or scaled-down versions of the event, such as standalone Red Arrows displays/fly-pasts or community-led initiatives with reduced infrastructure requirements. The Board was advised that should a realistic proposal be put forward these could still be considered but at the moment there was nothing on the table
- Private Sector Involvement - Members questioned why local businesses and BIDs had not stepped forward to fund or manage the event, given the benefits they receive. As was mentioned previously it was a significant cost to host the event, and the BIDs and local businesses were already dealing with pressures in the current financial climate.
- Council Priorities and Resource Allocation - The debate highlighted differing views on the Council's role in supporting tourism and events, with some Members arguing that the Air Festival should remain a core priority, while others emphasised the need to focus on statutory services. Whilst it was clear that the air show brought money into the local area it was noted that there was significant budget pressures and this had not been accounted for within the Council's MTFP.

RESOLVED that the Overview and Scrutiny Board agree with the recommendation to Cabinet to agree to Option 4, which acknowledges the ongoing process for new events to come forward and stops any further work on an Air Festival for 2026 onwards.

Voting: 9 in favour; 2 against

Cllrs J Beesley and P Broadhead asked for their votes against the proposal to be recorded.

Cllr P Broadhead left the meeting following this item.

23. Bournemouth Development Company - Winter Gardens project

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 'C' to

these Minutes in the Minute Book. The Board was advised that Bournemouth Development Company (BDC) was a joint venture between Muse and BCP Council, established to unlock housing supply and attract private sector investment into the conurbation. It was explained that regeneration of Bournemouth Town Centre was a key priority to revitalise the retail and housing offer for residents and reimagine underutilised sites. The Winter Gardens site has been identified, for many years, as a priority regeneration project to deliver corporate strategic objectives, This report seeks approval for the new BDC Partnership Business Plan which is required to set out the agreed priorities and confirm how sites will be taken forward through the Bournemouth Development Company. This will confirm the extension to the Site Option Execution Date for Winter Gardens to September 2028, which was approved in principle by Cabinet in March, subject to the production of a new Partnership Business Plan. The paper sets out the next steps for the Winter Gardens project to deliver circa 500 homes through the redevelopment of the existing surface car park and acquired land. In the discussion of this item a number of issues were raised including:

- Financial Risk and Implications – It was clarified that no immediate financial outlay would be required from the Council as a result of the proposed extension. However, it was acknowledged that if the revised scheme were not to proceed, historical costs incurred by the BDC could become crystallised as liabilities, thereby reducing the Council’s share of any future profits from the partnership. The importance of monitoring this risk was emphasised.
- Governance and Oversight of BDC – Concerns were raised by Members regarding the level of transparency and Member engagement in the governance of BDC. It was noted that the BDC operates as a long-standing joint venture between the Council and Muse Developments, with oversight provided through a formal board structure. The need for improved Member understanding of the partnership’s operations and decision-making processes was highlighted.
- Strategic Importance of the Winter Gardens Site – The site was described as a key opportunity for housing-led regeneration in Bournemouth town centre. It was stated that the revised development approach would prioritise the delivery of affordable and accessible housing. The removal of a previously proposed public car park from the scheme was said to have improved the financial viability of the project.
- Homes England Funding – It was confirmed that discussions with Homes England were ongoing, and that a new funding programme was expected to be announced in the near future. The timing of the revised SDP was said to be aligned with this opportunity, with the aim of securing external funding to support the delivery of the scheme.
- Call for a Broader Regeneration Vision – Several Members, including ward councillors, expressed the view that a more comprehensive regeneration strategy for Bournemouth town centre should be developed. It was suggested that this vision should extend beyond

individual development sites and include a cohesive plan for economic, cultural, and community revitalisation.

- Member Education and Engagement – It was proposed that a dedicated Member briefing session be arranged to improve understanding of regeneration processes and the role of BDC. This was seen as a means of enhancing Member engagement and ensuring informed scrutiny of future proposals.

During the item both BCP Council members on the BDC Board addressed the Committee and provided information on the operation of the BDC and with regards to the specific Winter Gardens development. Issues were raised concerning member involvement accountability and transparency of the Governance Structure.

RESOLVED that:

- 1. The Overview and Scrutiny Board supported the following recommendations to Cabinet:**
 - (a) Cabinet approves the BDC Partnership Business Plan for 2025 – 2030.**
 - (b) Cabinet confirms the extension of the Site Option Execution Date to September 2028, allowing Muse as the Private Sector Partner in the BDC to fund the first stage of work on the new Winter Gardens scheme, resulting in a new Site Development Plan.**
 - (c) Cabinet approves proceeding on the understanding that public parking will not be included in a new scheme design.**
- 2. The Overview and Scrutiny Board would welcome the development of the Town Centre Vision for Bournemouth and requested to scrutinise the regeneration visions for the 3 Towns in the BCP Area as these are redeveloped.**
- 3. The Overview and Scrutiny Board requested that a briefing session on the BDC and regeneration be added to the Board’s Work Plan**

Voting: Unanimous

The meeting adjourned from 8:35pm and resumed at 8:40pm

Cllr J Beesley and Cllr L Northover left the meeting following this item.

24. Leisure Services Presentation and Discussion

The Portfolio Holder for Destination, Leisure and Commercial Operations introduced the item, a copy of the presentation had been circulated to each Member and a copy of which appears as Appendix ‘C’ to these minutes in the Minute Book. The presentation, delivered by Dan Stone, Leisure Development & Partnership Manager, provided a comprehensive overview of leisure services across BCP. It detailed the operational models, usage

statistics, and capital investments for a wide range of facilities, including leisure centres, golf courses, tennis courts, and recreational venues. BCP Leisure operated several centres in-house, such as Ashdown, Poole Dolphin, Rossmore, Two Riversmeet, and Kings Park, with data presented on fitness and swim memberships, annual footfall, and investments. BH Live Active managed Littledown, Pelhams, and Stokewood under a 10-year external contract, with Littledown alone attracting over 1.5 million visitors annually. Other facilities, including The Junction and The Club at Meyrick Park, were managed under long-term external contracts. The presentation also covered golf courses, with Queens Park managed in-house and others like Solent Meads and Iford under external contracts. Tennis facilities were a mix of in-house and externally managed sites, with Branksome Park and Poole Park showing significant usage. Additionally, there were 48 other recreational facilities, including bowls clubs, watersports centres, and community clubs. Finally, the BIC and Pavilion venues, managed externally, hosted hundreds of events annually, drawing large audiences and contributing significantly to the region's cultural and economic activity. In the discussion of this item a number of issues were raised including:

- Underutilised Tennis Sites – Members were informed that interest was regularly expressed in underused tennis and sports sites. However, it was emphasised that any proposals for use must be subject to procurement rules and legal frameworks.
- Harmonisation – A question was raised regarding whether a unified management model was being considered for all leisure centres. It was clarified that while harmonisation was a long-term aspiration, the diversity of existing contracts means that only certain facilities would be in scope for such a review. An options appraisal was expected to be brought back to the Board in due course. It was noted that market research was carried out for the existing tiered pricing scheme before it was introduced for BCP Leisure
- Operator Stability and Risk – The Portfolio Holder referenced recent examples of leisure operators collapsing in other parts of the country, resulting in sudden closures. It was noted that the presence of three stable and responsible operators in the BCP area, BH Live, YMCA, and the Council's in-house team, was considered a strength and an asset to the community. It was noted that there were a number of facilities with external contracts due for renewal.
- Collaboration with Schools – A suggestion was made to better use underutilised sports facilities in schools. It was noted that many schools had facilities which were not currently available for community use. Officers expressed interest in exploring this further, particularly in light of school funding pressures and the potential for mutually beneficial arrangements.
- Community Events and Engagement – A proposal was raised to consider reviving community-wide events such as a "Festival of Sport," providing access to free or low-cost activities. Officers indicated that such an initiative would require coordination with the Council's events team and would be dependent on funding availability but agreed to explore the idea further.

- Access to Leisure - Support was expressed for reinstating an "Access to Leisure" scheme, particularly to support residents on low incomes and those with disabilities. It was noted that a similar scheme had previously existed in Poole but had been discontinued.
- Facility Maintenance – Concerns were raised regarding the long-term maintenance of sports pitches, particularly where community clubs had contributed financially over time. For example, the Hockey Pitch at Ashdown, where the surface was nearing the end of its life. Officers confirmed that a review of outdoor facilities was underway to consider commercial viability and community needs.

RESOLVED that the Overview and Scrutiny Board recommended that Cabinet be urged to put in place an "Access to Leisure" scheme across the whole BCP area as soon as possible, recognising that people in Poole have lost this facility and with particular emphasis on ensuring accessibility for people with disabilities.

Agreed Nem. Con.

The meeting ended at 9.20 pm

CHAIRMAN

BCP Council Overview and Scrutiny Board – Work Plan. Updated 16.06.2025

Guidance notes:

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

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
Meeting Date: 15 July 2025				
1.	Budget Outturn Report To consider the budget outturn report for the 2024/25 financial year	Pre-Decision Scrutiny of a Cabinet Report	PH - Finance	Item identified from Budget timeframe
2.	Pay and Reward The O&S Board has previously considered several reports concerning Pay and Reward and has requested that should further Cabinet decisions be required on this issue that it be brought back to the Board.	Pre-decision Scrutiny/ Cabinet report	PH – Leader of the Council Director of People and Culture	This is included in the work plan in anticipation of this being brought back to Cabinet for future decision.
Meeting Date: 26 August 2025				
1.	BCP Commercial Operations Item requested to provide an overview of the operating practices for the Commercial Operations service, including its contracts and partnerships.	Committee Report	PH - Destination, Leisure and Commercial Operations Director Commercial Operations	Item added to the Work Plan – 24 February 2025-date moved from 12 May 2025

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
2.	<p>Investment and Development Directorate - Regeneration Programme</p> <p>This report provides a bi-annual update on the progress of the Council's regeneration programme.</p>	Pre-Decision Scrutiny of a Cabinet Report	PH - Leader of the Council Director Investment and Development	Tracking Cabinet report – moved from July meeting to September Cabinet
3.	<p>BCP Libraries Strategy</p> <p>To consider a Cabinet report which presents the key elements of the new draft Library Strategy ahead of a second stage consultation process.</p>	Pre-Decision Scrutiny of a Cabinet Report	PH – PH - Customer Communication and Culture Director of Customer and Property	Item identified from Cabinet FP
NEW Meeting Date: 30 September 2025				
1.	<p>Community Governance Review Final Recommendations –</p> <p>To consider the recommendations from the Community Governance Review Working Group following the conclusion of the public consultation</p>	Pre-Decision Scrutiny of a Cabinet Report	PH - Leader of the Council Monitoring Officer	<u>New item added to work plan 24 February 2025</u>
2.	<p>NEW Carters Quay</p> <p>To scrutinise the Cabinet report which provides an update to Councillors on the current situation.</p>	Pre-Decision Scrutiny of a Cabinet Report	PH – Housing and Regulatory Services	<u>Item added to the Cabinet FP - June 2025 and suggested for inclusion at this O&S Board meeting</u>

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
3.	NEW - Medium Term Financial Plan (MTFP) Update Report To consider the updated MTFP including progress towards delivering a balanced 2026/27 budget.	<i>Pre-Decision Scrutiny of a Cabinet Report</i>	PH – Finance	Item identified from Budget timeframe
Meeting Date: 20 October 2025				
1.	Parking Enforcement Around School For the O&S Board to consider how illegal parking can be addressed around schools. To potentially include input from schools and parking enforcement team.	Enquiry session Scrutiny Rapporteur - Cllr A Chapmanlaw	PH – Destination, Leisure and Commercial Operations PH – Childre, Young People, Education and Skills	Initial enquiries will be made through a scrutiny rapporteur to lead to an enquiry session with different parties.
Meeting Date: 17 November 2025				
	Items to be scheduled for this meeting			
Meeting Date: 8 December 2025				
1.	Crime and Disorder Scrutiny of Community Safety Partnership The Overview and Scrutiny Board is the statutory body for crime and disorder scrutiny and will consider the annual report of the community safety partnership.	Annual Report	PH – Housing and Regulatory Director of Housing and Communities	

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
Items for scrutiny (Meeting dates and/or methods to be determined)				
	Accounting for Social Value in decision making	Committee Report	TBC	Item requires further scoping - KLOE document
	Working more collectively across BCP geographical areas / Locality Governance – This item is interdependent with the progressing Community Governance Review and will be revisited once this is completed.	TBC	TBC	This requires further scoping – KLOE document
	Culture of the Council To consider a number of different elements regarding the culture of the Council including member/officer relations, accountability and record keeping and recognition of different geographic localities.	TBC	TBC	Scrutiny Request received and agreed by the Board - June 2025
	Performance of the Council Data, and performance of directorates and staff	Briefing Session	TBC	Briefing session suggested for this issue June 2025.
	Customer Relationship Management To consider the implementation process for the new CRM system and the impact that it has had and any issues for improvement	Briefing Session	PH – PH - Customer Communication and Culture Director of Customer and Property	Requested and agreed at the Board meeting in January 2025 – Briefing suggested June 2025

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
	Business Improvement Districts To consider issues raised by the business improvement districts operating within BCP.	Report/presentation to the O&S Board (TBC)		This was requested June 2025 as there was an existing item for issues arising from the preceding briefing from the BIDs which hadn't been progressed
	Pay and Reward The O&S Board has previously considered several reports concerning Pay and Reward and has requested that should further Cabinet decisions be required on this issue that it be brought back to the Board.	Pre-decision Scrutiny/ Cabinet report	PH – Leader of the Council Director of People and Culture	Report expected at that July Cabinet meeting (TBC)
Working Groups and items addressed through alternative scrutiny methods				
	Public Consultations Framework Development – This group has completed its work into the consultation framework and will report its findings back to the Board inline with the timetabling of the draft framework.	Working Group	Director of Marketing, Communications and Policy PH – Customer, Communications and Culture	The Board established this working group at its meeting on 18 November The findings from the working group are due to be reported with the draft consultation framework..
	Member involvement in the Complaints Process To investigate how this links with members ward work in specific issues.	Scrutiny Rapporteur – Cllr S Aitkenhead	PH - Customer, Communications and Culture	

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
	Briefing Sessions			
	Dates for O&S Board Briefing Sessions for 2025/26:		Potential Topics for Briefing Sessions	
	<ul style="list-style-type: none"> Monday 8 September Monday 24 November Monday 9 March 		<ul style="list-style-type: none"> Customer Relationship Management Regeneration and BDC Performance of the Council 	

OVERVIEW AND SCRUTINY BOARD



Report subject	Work Plan
Meeting date	15 July 2025
Status	Public Report
Executive summary	The Overview and Scrutiny (O&S) Board is asked to consider and identify work priorities for publication in a Work Plan.
Recommendations	It is RECOMMENDED that: the Overview and Scrutiny Committee review, update and confirm the Work Plan.
Reason for recommendations	The Council's Constitution requires all Overview and Scrutiny Committees to set out proposed work in a Work Plan which will be published with each agenda.
Portfolio Holder(s):	N/A – Overview and Scrutiny is a non-executive function
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Lindsay Marshall, Overview and Scrutiny Specialist
Wards	Council-wide
Classification	For Decision

Work Plan updates

1. This report provides the latest version of the Committee's Work Plan at Appendix A and guidance on how to populate and review the Work Plan in line with the Council's Constitution. For the purposes of this report, all references to Overview and Scrutiny Committees shall also apply to the Overview and Scrutiny Board unless otherwise stated.
2. Items added to the Work Plan since the last publication are highlighted as **'NEW'**. Councillors are asked to consider and confirm the latest Work Plan.
3. The most recent [Cabinet Forward Plan](#) can be viewed on the council's website. This link is included in each O&S Work Plan report for councillors to view and refer to when considering whether any items of pre-decision scrutiny will join the O&S Committee Work Plan.
4. **Local Plan** - The Local Plan is covered by both the Regeneration and Infrastructure, and Planning topics and in accordance with 13.1 of the Overview and Scrutiny

Procedure Rules on Joint Committees the Monitoring Officer has determined that the Overview and Scrutiny Board should be the lead body for matters arising connected the developing Local Plan. In part this is to ensure agility in being able to respond to arising issues, due to the schedule of O&S Board meetings being in line with Cabinet meetings. Chairs of other Overview and Scrutiny bodies will be invited to relevant meetings when this is considered.

Resources to support O&S Work

5. The Constitution requires that O&S committees take account of the resources available to support proposals for O&S work. Advice on maximising the resource available to O&S Committees is set out in the O&S Work Planning Guidance document referenced below.

Work programming guidance and tools

6. The [Overview and Scrutiny Committees Terms of Reference](#) document provides detail on the principles of scrutiny at BCP Council, the membership, functions and remit of each O&S committee and the variety of working methods available.
7. [The O&S Work Planning Guidance](#) document provides detail on all aspects of work planning including how to determine requests for scrutiny in line with the Council's constitution.
8. The [O&S Framework for scrutiny topic selection](#) was drawn up by O&S councillors in conjunction with the Centre for Governance and Scrutiny. The framework provides detail on the criteria for proactive, reactive and pre-decision scrutiny topics, and guidance on how these can be selected to contribute to value-added scrutiny outcomes.
9. The '[Request for consideration of an issue by Overview and Scrutiny](#)' form is an example form to be used by councillors and residents when making a new suggestion for a scrutiny topic. Word copies of the form are available from Democratic Services upon request by using the contact details on this agenda.

Options Appraisal

10. The O&S Committee is asked to review, update and confirm its Work Plan, taking account of the supporting documents provided and including the determination of any new requests for scrutiny. This will ensure member ownership of the Work Plan and that reports can be prepared in a timely way.
11. If updates to the Work Plan are not confirmed there may be an impact on timeliness of reports and other scrutiny activity.

Summary of financial implications

12. There are no financial implications arising from this report.

Summary of legal implications

13. There are no legal implications arising from this report. The Council's Constitution requires that all O&S bodies set out proposed work in a Work Plan which will be published with each agenda. The recommendation proposed in this report will fulfil this requirement.

Summary of human resources implications

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

Summary of sustainability impact

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

Summary of public health implications

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

Summary of equality implications

17. There are no equality implications arising from this report. Any councillor and any member of the public may make suggestions for overview and scrutiny work. Further detail on this process is included within O&S Procedure Rules at Part 4 of the Council's Constitution.

Summary of risk assessment

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

Background papers

- [Overview and Scrutiny Committees Terms of Reference](#)
- [O&S Work Planning Guidance document](#)
- [O&S Framework for scrutiny topic selection](#)
- ['Request for consideration of an issue by Overview and Scrutiny'](#)

Further detail on these background papers is contained within the body of this report.

Appendices

Appendix A - Current O&S Work Plan

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CABINET



Report subject	Enhancement to Pay and Reward Offer
Meeting date	16 July 2025
Status	Public Report
Executive summary	<p>Since the creation of BCP Council through the local government reorganisation of the four preceding councils in April 2019 we have been negotiating with the trade unions to introduce a new Pay and Reward package which aligns pay and conditions across all colleagues.</p> <p>This report sets out the progress made since Cabinet last considered the results of the November trade union ballot process and outlines next steps.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet recommends that Council:</p> <ul style="list-style-type: none"> a) agree the additional costs associated with enhancing the proposed Pay and Reward offer b) agree the additional savings proposals outlined in Appendix 1 to ensure the cost implications of the proposal remain consistent with the February 2025 endorsed Medium Term Financial Plan. c) agrees the details of the enhanced offer shown in Appendix 4 and 5 that will form the basis of the signed collective agreement with our recognised trade unions. d) approves the recommended implementation date of 1 December 2025 (in accordance with the timeline set out in appendix 7)

Reason for recommendations	<p>BCP Council has sought to reach a collective agreement with its recognised trade unions since February 2023.</p> <p>In November 2024 Cabinet agreed to the commencement of collective consultation under s188 of the Trade Union and Labour Relations (Consolidation) Act 1992 ('TULRCA'), which is a statutory obligation where an employer is proposing to dismiss 20 or more employees. This process did not commence as further exploratory options have been undertaken to try and seek ways that agreement can be reached.</p> <p>An enhanced offer has been proposed, and the trade unions have put this offer to their members which has now been accepted following ballots of both unions. Both unions have agreed to proceed to a collective agreement. This enhanced offer has an additional financial cost to the Council that must be approved before the next steps can be undertaken.</p>
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Portfolio Holder(s):	Councillor Jeff Hanna, Portfolio Holder for Transformation and Resources
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Sarah Deane, Director of People and Culture
Wards	Council-wide
Classification	Recommendation

1. Background

1. We have been working towards a new Pay and Reward offer, restructuring our basic pay and reward arrangements since the four preceding councils went through local government reorganisation to form BCP Council in 2019. There are currently four sets of terms and conditions and four different sets of job evaluation and job descriptions, with three different pay grade ranges for each service (in addition to any other terms and

conditions inherited through previous TUPE processes in preceding councils or those colleagues TUPE transferred in since its formation). This provides a hugely complex background of pay and reward conditions, which results in significant tension within the council as colleagues will be receiving different rewards for doing the same job.

2. The new Pay and Reward offer will introduce a single pay structure and consistent conditions to address any inconsistencies and inequalities in pay across the organisation from the merger of the four preceding councils, ensuring that colleagues are fairly and equally compensated for their work. Colleagues doing the same level of work will receive equal pay and terms and conditions will be consistent across all services.
3. A new job evaluation method 'Hay' will be introduced replacing the current Greater London Provincial Council (GLPC) scheme, which all four preceding councils used. Alongside this, BCP Council will offer a new set of Terms and Conditions and an enhanced benefits package with the intention of enabling BCP Council to be an employer of choice.
4. When BCP Council was established over six years ago, a commitment was made to put in place a new pay structure that is fair and transparent for everyone who works for our organisation.
5. Since this programme of work commenced, our guiding principles have been to:
 - simplify and consolidate our pay structure in a way that is fair and equitable to all colleagues,
 - have a pay structure which is competitive in the market and sustainable within the limits of the Council's budget
 - position BCP Council as an employer of choice, enhancing our attractiveness to prospective employees
 - help the Council develop new ways of working to support the needs of our residents.
6. Other authorities (such as Deby City Council, Birmingham City Council, Leicester City Council and Coventry City Council) that have attempted changes on a lesser scale have not been able to reach agreement and have subsequently resorted to a process of dismissal and re-engagement. The implementation of these new arrangements in BCP Council will therefore mark a significant and unprecedented achievement and final milestone in the

formation of BCP Council since local government reorganisation in 2019. The arrangements will enable us to:

- a) Significantly reduce the risk of potential costly equal pay claims that in other councils have led to severe financial issues and significant cuts to services
 - b) Mitigate the risk of industrial action that in other councils have created extensive disruption across communities
 - c) Achieve equity and fairness in pay and terms and conditions for all colleagues
 - d) Remove differences in pay for colleagues in the same or similar role
 - e) Introduce a total reward offer that makes us competitive in the market including new set of benefits – enhancing our attractiveness to prospective employees and enabling us to recruit to some of our hard to fill roles, thereby reducing our ongoing reliance on agency workers and recruitment and retention payments
 - f) Provide greater stability and structure for services around our non-standard working arrangements (e.g. bank holiday and night-time working)
 - g) Remove the ongoing uncertainty that our colleagues have faced to allow us to rebuild colleague morale and employee engagement levels
7. To emphasise, this package will go a long way to protecting the Council from costly equal pay claims that could arise if aligned pay arrangements are not put in place. This is the Council's biggest challenge as there are still colleagues being paid several different rates and receiving different benefits for doing the same job and that can no longer be acceptable. Whilst there is some defence against equal pay claims resulting from TUPE, the case for this has weakened by the length of time that has elapsed since LGR, when TUPE was first applied.

Process

8. A prolonged collective bargaining process with the recognised trade unions, GMB and UNISON has taken place since local government reorganisation. This has resulted in 4 rounds of trade union ballots being undertaken; 3 with UNISON, all of which returned a vote to accept the offer and 4 with GMB, 3 of which rejected the previous offers, but has now resulted in a final vote to accept the offer.

9. In November 2024 Cabinet agreed to the commencement of collective consultation under s188 of the Trade Union and Labour Relations (Consolidation) Act 1992 ('TULRCA'), which is a statutory obligation where an employer is proposing to dismiss 20 or more employees. As the main focus of effort has been to extensively and comprehensively explore ways to reach agreement, this process did not commence.
10. As part of the ongoing process of collective bargaining, both unions have provided feedback on the reasons their members had provided for rejecting the vote and we have listened carefully to this feedback in considering next steps.
11. In January and February 2025, the Chief Executive, Chief Operations Officer and Director of People and Culture in conjunction with the Pay and Reward Team, visited numerous sites and met with groups of staff to hear directly about the concerns arising.
12. Following the collation of this feedback, further options and models have been considered to ascertain what any future enhancements to the proposal could look like and how much further investment would be needed. Paragraph 28 and Appendix 2 provides further information about the recommended option that was taken forward to ballot in June and has now been accepted by both trade unions.
13. An enhanced offer was tentatively discussed with the trade unions with the purpose of seeking a shared view that:
 - it would be well received by their members
 - the offer was enhanced to address the valid concerns being raised
 - this is the best option that could be offered under a negotiated deal
 - it had the potential to be accepted in a further ballot.
14. The ongoing collective bargaining process was helpfully supported by ACAS through their collective conciliation service and a decision reached by all parties to present the offer to colleagues with both GMB and UNISON undertaking a final ballot on the enhanced provisions. The basis of the enhanced offer is set out at Appendix 3.
15. In May 2025, further workplace visits took place to talk to colleagues about the proposed offer and the changes made. It was made clear to colleagues that the offer would be made subject to a vote to accept the offer at ballot but that it was also subject to the approval of the additional costs by Council.
16. Colleagues were advised that if the offer were to be rejected again, it would be unlikely that councillors would approve the additional investment required and that the offer would therefore be unlikely to proceed as now proposed.

17. In June 2025 all colleagues were reissued with an updated illustration of the pay impact to them regarding this enhanced offer.
18. GMB and UNISON balloted their members between 10 and 27 June 2025 with the outcome as follows:

Union	Accept	Reject	Turnout
UNISON	83%	17%	64%
GMB	77%	23%	61%

19. We are delighted to finally have achieved a positive vote from both trade unions to accept the offer and both unions have confirmed they are in agreement to proceed to sign a collective agreement. If the additional investment is approved by Council, a recommended implementation date of 1 December 2025 is proposed. This timeframe would allow sufficient time to undertake the necessary activities required (see appendix 7) ahead of the implementation date including the payroll system changes requirements (the building of a new pay structure and allowances and changes to F&O leave and time off provisions) which is happening alongside the implementation of a new Payroll system. All changes to pay, terms and conditions and colleague benefits would come into effect for all colleagues on that date with a process of appeals running into 2026. Any alternative dates will significantly impact the introduction of our new Payroll solution and would therefore likely mean an extended delay to implementing Pay and Reward.
20. The 2025/2026 annual pay award will apply to all colleagues who currently would be in receipt of the national pay award (backdated to 1 April 2025 once it has been nationally agreed, which in recent years has been around November). The Payroll team will also be managing the backpay of this process in conjunction with new system implementation and Pay and Reward implementation (therefore purposely avoiding December 2025 should the pay award not be agreed until then).

21. Options for implementation

- a. Council can **accept the recommendations** made in this report and realise the benefits outlined in paragraph 6.
- b. **Do nothing.**

Under this option BCP would not implement Pay and Reward and it would live with the consequences of this.

This option carries significant risk of industrial action because, despite communications on offers, no employees will receive an increase in terms.

It also carries a significant risk of equal pay claims on an ongoing basis. Employees will continue to be paid at grades that do not necessarily reflect properly the value of the work that they do and there will be ongoing pay differentials arising from the various grading structures currently operated by BCP. These are a combination of the grading structures of the legacy authorities and the pay structure that BCP implemented for new employees. Their continued use has the effect of creating pay disparities for employees who perform the same, or equally graded, roles.

Whilst TUPE provides some defence against equal pay claims caused by local government reorganisation, it is difficult to maintain that defence for an extended period, which now amounts to over six years

c. Do not agree the additional investment and force through the changes of an earlier offer using dismissal and re-engagement

This would pursue a more affordable yet still equitable pay and grading system but would give rise to a number of risks.

Employment Rights Bill 2024

The first arises from the implications of the Employment Rights Bill 2024, which if implemented as proposed will make the practice of dismissal and re-engagement automatically unfair. Therefore if, following a full consultation process, an employee should refuse to accept the new terms proposed by BCP and be dismissed, they would be able to claim that they have been dismissed unfairly. The characterisation of a “*dismissal and re-engagement*” dismissal as “*automatically unfair*” means that if an employment tribunal should find that this was the reason for the dismissal, there would be no basis on which BCP could claim that it acted reasonably.

A further concern arises from, in most cases of automatically unfair dismissal, there being no requirement for the employee to have any qualifying period of employment. Furthermore, an additional provision in the Employment Rights Bill 2024 removes the requirement for there being any qualifying service for a claim of unfair dismissal.

The scale of the risk is therefore that every employee who is dismissed will have the right to bring an unfair dismissal claim. It is possible that employees should decide, in the face of not having a job, to continue working after being dismissed. However, in such cases employment law principles still allow them to bring claims for unfair dismissal and unlawful deduction from wages.

On the face of it these provisions present BCP with a significant problem in seeking to introduce new terms and conditions of employment, although an exception will be made if BCP is able to show evidence of financial difficulties and demonstrate that the need to make the change in contractual terms could not reasonably be avoided.

It is not yet clear how restrictively employment tribunals might interpret these provisions. Whilst the Government's intention is to treat dismissal and re-engagement as acceptable only "where there is genuinely no alternative", it also maintains that employers will still be able to restructure where needed to remain viable and preserve their workforce.

At present there is no reason to believe that the proposals will be watered down. We have no clear timescale for the implementation of the legislation, but at present it seems unlikely that it will be implemented before 2026.

Industrial action

Seeking to implement new terms in the absence of a collective agreement will bring with it the risk of industrial action, particularly given that union members have voted to accept the enhanced offer and are hopeful of a collective agreement now being reached on those terms. It is evident from the experience of other local authorities that unions are taking action on such matters and there is no particular reason to believe that BCP's recognised unions would take a different stance.

Summary of corporate financial implications

22. The table below illustrates the corporate impact on the General Fund Medium Term Financial Plan (MTFP) of the additional costs that this enhanced offer would now entail. It sets out the position on both an absolute and incremental basis. The annual cost is approximately £6m per annum however this falls to £4.5m per annum on the basis that the salaries of those due to be reduced at the end of the pay protection period are reduced and the saving realised corporately.

Figure 1: Corporate Financial Implications of enhanced Pay and Reward Offer

Absolute Amounts - The actual amounts required in each financial year at a corporate level				
Potential Offer Model V2a - April refresh with proposed pay award 3.2% - Revised hours				
	2025/26	2026/27	2027/28	2028/29
	£000s	£000s	£000s	£000s
Ongoing - Pay & Grading Project Costs - 1 December 2025 implementation 18 months protection				
Increases net of pay protection	1,630	4,889	4,139	3,989
PSIA Release	(100)	(300)	(300)	(300)
Terms and Condition Changes	254	763	763	763
Settlement for 37 hour week - 12 months	74	221	0	0
Additional National Insurance costs	37	112	93	93
Pay & Grading - Sub Total Scheme Costs: Ongoing	1,895	5,685	4,695	4,545
One-Off - Pay & Grading Project Costs				
Implementation Team Costs	711	371	0	0
Pay & Grading - Sub Total Scheme Costs: One-Off	711	371	0	0
Pay & Grading - Total Scheme Costs:	2,606	6,056	4,695	4,545
Less amounts already set aside or assumed in Medium Term Financial Plan (MTFP)				
Ongoing Costs included in February 2025 approved MTFP	(430)	(3,464)	(2,793)	(2,793)
One-off Implementation Team Costs (funded from one-off business rates resources = £2.197m)	(2,176)	(21)	0	0
Pay and Reward Reserve One-off Costs (funded reserve created from 24/25 budgeted amount = £1.060m)	0	(1,060)	0	0
Implementation Cost Reserve (set aside from 2024/25 resources to fund implementation costs)	0	(49)	0	0
Total Amount already included in the Medium Term Financial Plan	(2,606)	(4,594)	(2,793)	(2,793)
Absolute - Total Amounts now required	0	1,462	1,902	1,752
MTFP - Incremental Version - Adjustment now required	0	1,462	440	(150)

23. Following the 2025/26 Budget and Medium-Term Financial Plan signed off in February 2025 Council approved a £2.793m (1.5%) increase in the permanent pay bill of the authority. This was the annual ongoing cost after the period of pay protection

24. The proposals included in this report will increase the overall impact of pay and reward on the permanent pay bill of the authority to £4.545m (2.44% increase on the pay base) which is a further increase of £1.752m as shown in the table above.

25. It is important to re-emphasise some of the risks highlighted in the previous Pay and Reward reports

- a) The above table does not include additional exposure by the authority to annual incremental drift. This is on the basis that the councils financial planning assumptions have consistently required services to manage this cost within their base budget allocation and will continue to do so. However, it should be highlighted that this cost is estimated to have increased significantly due to the additional head room in this enhanced offer. For 1 April 2026, this cost is estimated to now amount to circa £4.0m for 2026/27 which will be over and above the amount shown in Figure 1 and can be compared to an annual cost of around £1.5m under the current arrangements. This cost will be subject to issues including turnover and performance. There will then be further similar exposure in future years which this enhanced offer has increased due to the additional headroom on grades. Potential sources of mitigation include national insurance savings delivered from new benefits such as the salary sacrifice additional pension fund voluntary contributions and other salary sacrifice schemes and reduced costs from any current market supplements not required or required to a lower level. Mitigation linked to turnover will though be eroded as some of the lowest spinal column points in grades are removed over a period of time.
- b) Cabinet should note that the figures in the table are estimates, calculated from the individual appointments and salaries of colleagues as they are known as of 21 April 2025. The costs are subject to individual career development, resignation, promotions, and appointments, which change daily across the Council.
- c) The calculations are based on filled paid permanent posts. As the Councils F&O data is not yet mature enough to provide exact certainty on specific data requirements, no provision is allowed for the impact on vacant posts, casual employees, apprentices, agency staff or any future re-mapping outcomes.
- d) It is too early in the process to be able to confirm how much of the additional £4.545m will be allocated to each service. This is because the councils normal funding principles mean that General Fund corporate resources would not be provided to cover staff costs funded by.
 - Housing Revenue Account
 - Fees and charges (non-government set)
 - Third party contributions
 - Full cost recovery
 - Capital

- Government and other grants
- Standard 5% vacancy factor

26. Services partly funded by the above mechanisms will only receive the corporate resources required to reflect the proportion of their service funded directly from a source other than those above. It should be reemphasised that no resources are being set aside to cover any vacant and casual posts. It should also be emphasised that the increases in base salary costs including the additional incremental drift and changes to terms and conditions will challenge the viability of numerous services including those that are full cost recovery and those covered by fees and charges where the fee is based on the level acceptable to the market. It will also reduce the amount of grant funding available for non-salary cost expenditure.

27. As a reminder Cabinet has previously requested the Director of Finance reviews the allocation to each service area of the resources being set aside corporately.

Funding implications

28. To avoid this increase impacting on the corporate Medium-Term Financial Plan (MTFP) position of the authority, as endorsed by Council at its meeting on the 11 February 2025 Council, it is proposed to fund the additional annual ongoing £1.752m by way of the new savings proposals as detailed in Appendix 1.

Options considered for enhancing the offer

29. Appendix 2 shows the multiple options considered when seeking to enhance the offer that had previously been rejected at ballot and the rationale for discounting a number of those. Option 6 of Appendix 2 is the one taken forward to the recent June ballot and accepted by both unions. Further details on the content of the enhanced offer is shown at Appendix 3.

30. Full details of the Pay and Reward offer are shown in Appendix 4 (Pay and Grading) and Appendix 5 (Terms and Conditions and colleague benefits)

Summary of legal implications

31. A summary of the legal implications are set out in Appendix 6 (exempt).

Summary of human resources implications

32. The process of reaching implementation for pay and reward has had a significant impact on our workforce. Much work is needed to raise levels of engagement and support colleagues through the transition period. It is

acknowledged that the situation remains a sensitive and worrying time for some of our colleagues and support and clarity will be provided to those who need it.

Summary of sustainability impact

33. This section is not applicable to this report

Summary of public health implications

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

Summary of equality implications

35. A full EIA has been completed.

Background papers

<https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=5902&Ve r=4>

Cabinet 10 December 2024: Pay and Reward Update

<https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=5906&Ve r=4>

Council 11 February 2025: Budget 2025/25 and Medium-Term Financial Plan

<https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=284&MId=6294&Ve r=4>

Appendices

Appendix 1 – Savings proposals to fund additional costs associated with enhanced offer

Appendix 2 - Alternative pay options considered

Appendix 3 – Details of the enhanced offer

Appendix 4 – Pay and Grading booklet

Appendix 5 – New terms and conditions and colleague benefits

Appendix 6 – Summary of legal implications (exempt)

Appendix 7 – Pay & Reward implementation timeline

Savings and Efficiencies in support of the additional corporate cost of Pay and Reward

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total £000s	
ASCSa	Adult Social Care	Fees and Charges	Rebase Budget - Additional income - Contributions from Health	(450)			(450)	
		Saving Total - Adult Social Care Directorate			(450)	0	0	(450)
H&Csa	Housing & Communities	Service Efficiency	Rebase Budget- Emergency accommodation placements (B&B) following increased prevention activity and increased provision of temporary accommodation	(250)			(250)	
H&Csb	Housing & Communities	Service Efficiency	Efficiencies following investment in electricity infrastructure Yarrow Close.	(85)			(85)	
		Saving Total - Operations - Housing & Communities			(335)	0	0	(335)
			Wellbeing Savings Total	(785)	0	0	(785)	
CSa	Children's Svs	Service Efficiency	Travel costs decrease for parents and carers 45p to 9p.	(10)			(10)	
CSb	Children's Svs	Service Efficiency	Benefit claims for UASC LTR	(43)			(43)	
CSc	Children's Svs	Service Efficiency	Rationalisation/ vacancies posts (not included in NSDM)	(40)			(40)	
CSd	Children's Svs	Service Efficiency	Reduced budget against posts Education	(20)			(20)	
		Saving Total - Children's Service Directorate			(113)	0	0	(113)
		Saving Total - CHILDREN'S DIRECTORATE			(113)	0	0	(113)
COa	Commercial Ops	Service Efficiency	Rebalance of heritage and culture teams to support efficiencies across operational areas	(50)			(50)	
		Saving Total - Operations - Commercial Operations			(50)	0	0	(50)
		Saving Total - OPERATION			(50)	0	0	(50)
		Operations Savings Total			(50)	0	0	(50)
CEa	Chief Executive	Service Efficiency	Reduction in Senior Leadership costs (Corporate/Service Directors) - turnover based		(300)		(300)	
		Saving Total - Executive Office			0	(300)	0	(300)
Pca	People & Culture	Service Efficiency	Uplift in staff parking charges	(29)			(29)	
		Saving Total - People and Culture			(29)	0	0	(29)
FSa	Finance	Service Efficiency	Increase levels of insurance self-funding. Vehicles and Unoccupied Properties	(200)			(200)	
FSb	Finance	Service Efficiency	Archiving of the Fusion finance system	(85)			(85)	
FSc	Finance	Service Efficiency	Efficiencies in corporate contracts. Stationery	(50)			(50)	
		Saving Total - Finance			(335)	0	0	(335)
IT&Psa	IT and Programmes	Service Efficiency	Efficiencies in corporate contracts. Telephones, Mobiles, Printing and Photocopying	(140)			(140)	
		Saving Total - IT and Programmes			(140)	0	0	(140)
			Resources Savings Total	(504)	(300)	0	(804)	
		Overall Total - Service Based Savings and Efficiencies			(1,452)	(300)	0	(1,752)

APPENDIX 1

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Appendix 2 - Options considered

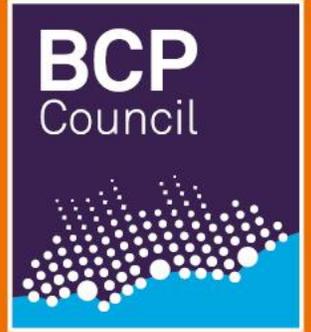
No.	Option description	Approx cost (additional to that in the MTFP)	Notes
1	Increments added to all pay bands up to band 11	£766k plus additional £300k for other enhancements to the offer	Not considered to go far enough to seek votes to accept the offer
2	All pay bands lifted by 1 or 2 increments up to pay band 11	£2.418m plus additional £300k for other enhancements to the offer	Not considered to go far enough to seek votes to accept the offer
3	Increments added to all pay bands up to band 11 plus Head of Service bands consolidated	£256k plus additional £300k for other enhancements to the offer	Not considered to go far enough to seek votes to accept the offer Creates potential for further detriment at HOS level
4	All pay bands lifted by 1 or 2 increments up to pay band 11 plus Head of Service bands consolidated	£1.824m plus additional £300k for other enhancements to the offer	Not considered to go far enough to seek votes to accept the offer Creates potential for further detriment at HOS level
5	Indefinite protection for band 5 and below	£225k plus additional £300k for other enhancements to the offer	Too much risk associated with this option
6	1, 2 or 3 Increments added to all pay bands up to band 10 to create headroom and some pay bands lifted at the bottom	£1.452m plus additional £300k for other enhancements to the offer	Recommended option

Appendix 2 – Impact of Options considered

Option	Increase		No Change		Increase & No Change		Decrease	
	No	%	No	%	No	%	No	%
1	1835	38%	2520	52%	4355	90%	504	10%
2	2226	46%	2132	44%	4358	90%	501	10%
3	1835	38%	2520	52%	4355	90%	504	10%
4	2344	48%	2014	42%	4358	90%	501	10%
6	1972	40%	2519	52%	4491	92%	394	8%



Pay and Reward



41

New colleague offer

May 2025

These proposals are subject to Council approval

Enhancements to proposed offer



42
Improvements to bands 1–10

Pay bands



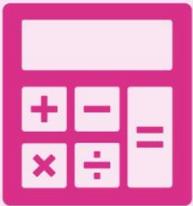
18 months for implementation*

Pay protection



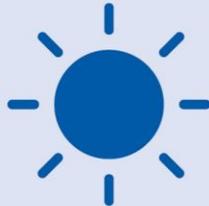
Increased to time and a half

Call out



Salary supplements included in allowances

Allowances multiplier



Increased to double time plus day off in lieu

Bank holidays



Increased with the 2 previous years pay award

Standby

Clarification on non-standard working arrangements will be given, e.g. night work, bank holiday working.

Maximum standard working week of 37 hours

* Does not apply to casual workers or PSIAs

New offer: wider pay bands (1-10)

Hourly rate	SCP	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Band 10	
£24.75	38										£2,036	£47,754
£24.22	37										↑	£46,731
£23.70	36											£45,718
£23.18	35											£45,718
£22.65	34									£3,200	£44,711	£44,711
£22.14	33									↑	£43,693	£43,693
£21.52	32										£42,708	£42,708
£20.98	31										£41,511	£41,511
£20.48	30										£40,476	£40,476
£20.02	29										£39,513	£39,513
£19.67	28										£38,626	£38,626
£19.20	27								£903	£37,938	£37,938	£37,938
£18.73	26									£37,035	£37,035	£37,035
£18.26	25										£36,124	£36,124
£17.79	24										£2,581	£35,235
£17.30	23										↑	£34,314
£16.93	22											£34,314
£16.65	21											£33,366
£16.37	20											£33,366
£16.10	19											£32,654
£15.84	18											£32,654
£15.58	17											£32,654
£15.33	16											£1,556
£15.08	15											↑
£14.84	14											£32,115
£14.60	13											£31,586
£14.36	12											£31,586
£14.14	11											£31,067
£13.91	10											£31,067
£13.69	9											£31,067
£13.47	8											£1,466
£13.26	7											↑
£13.05	6											£30,559
£12.85	5											£30,559
£12.60	RLW											£30,559
												£30,559
												£30,060
												£30,060
												£29,572
												£29,572
												£29,093
												£29,093
												£29,093
												£28,624
												£28,624
												£28,624
												£28,624
												£1,355
												↑
												£27,711
												£27,711
												£27,711
												£27,269
												£27,269
												£27,269
												£860
												↑
												£26,835
												£26,835
												£26,835
												£26,409
												£26,409
												£26,409
												£909
												↑
												£25,584
												£25,584
												£25,584
												£874
												↑
												£25,183
												£24,790
												£24,790
												£24,309
												£24,309

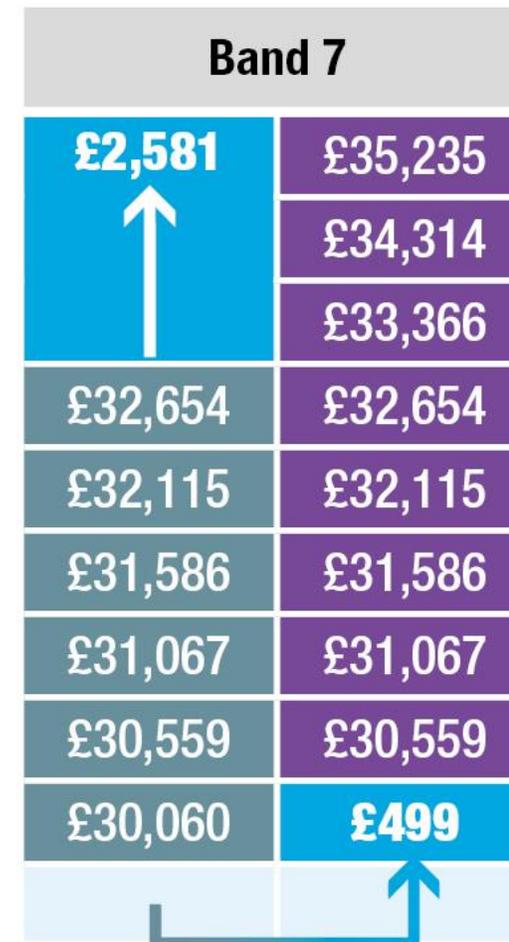
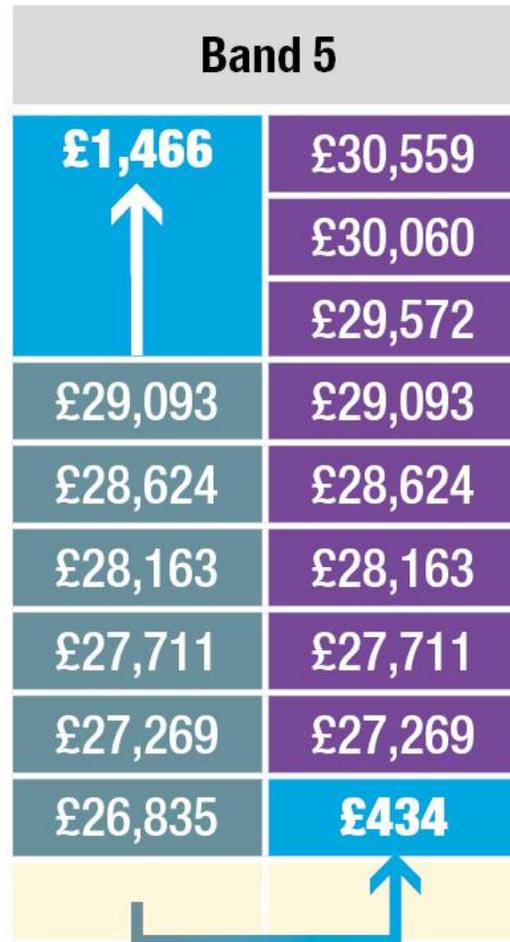
Previous offer
 New offer
 The amount the band has increased by

43

Band 5/6/7

will have **3 additional increments** added to the top of the band

- Previous offer
- New offer
- The amount the band has increased by



Example

First increment rise will be only 4 months after implementation in April 2026

Bottom pay point on most pay bands will be deleted each year until April 2029 when no overlaps exist

2025/2026 national pay award is not included in these figures

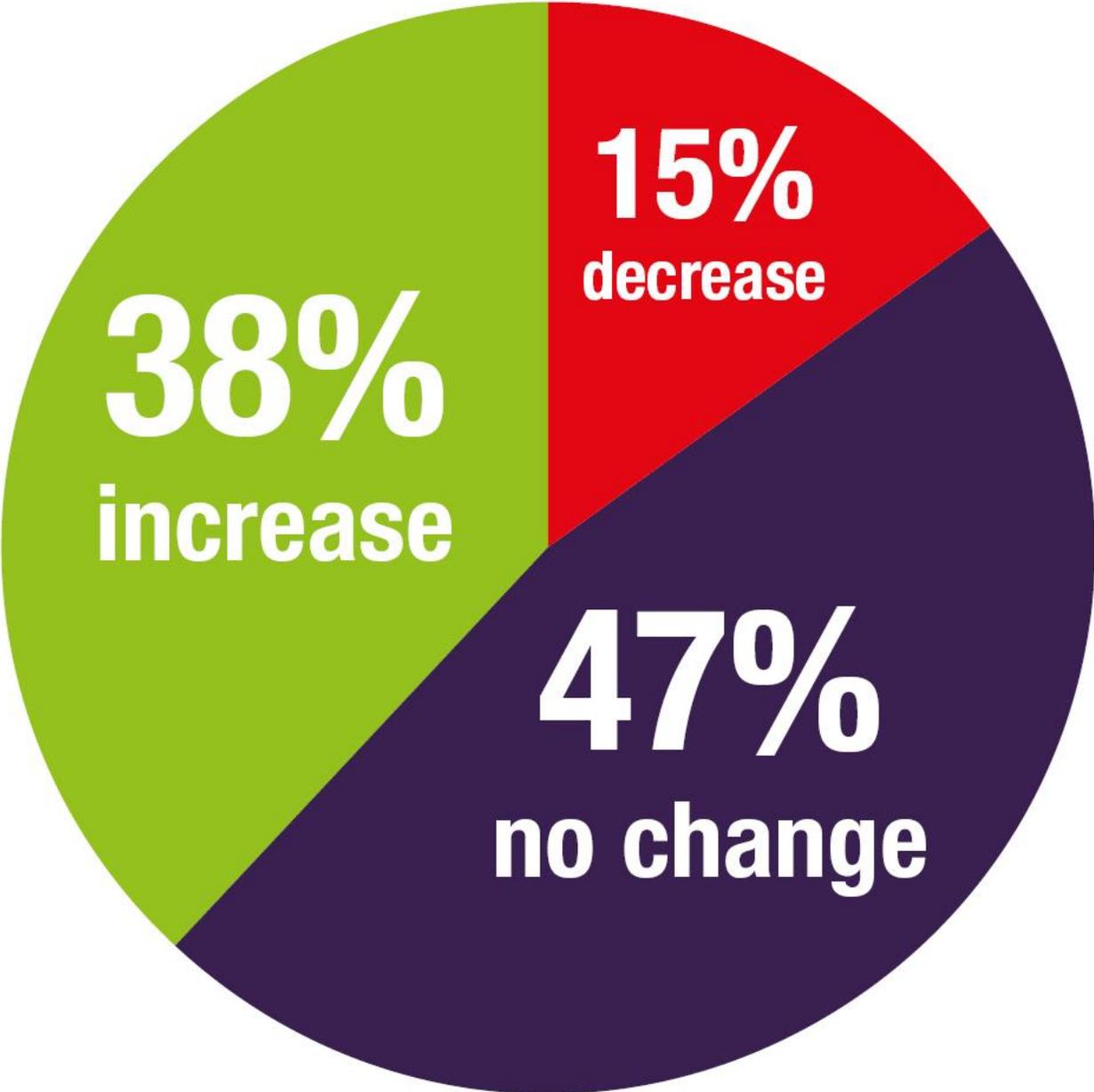
New offer

Impact on pay
and progression

Impact of proposal on base pay

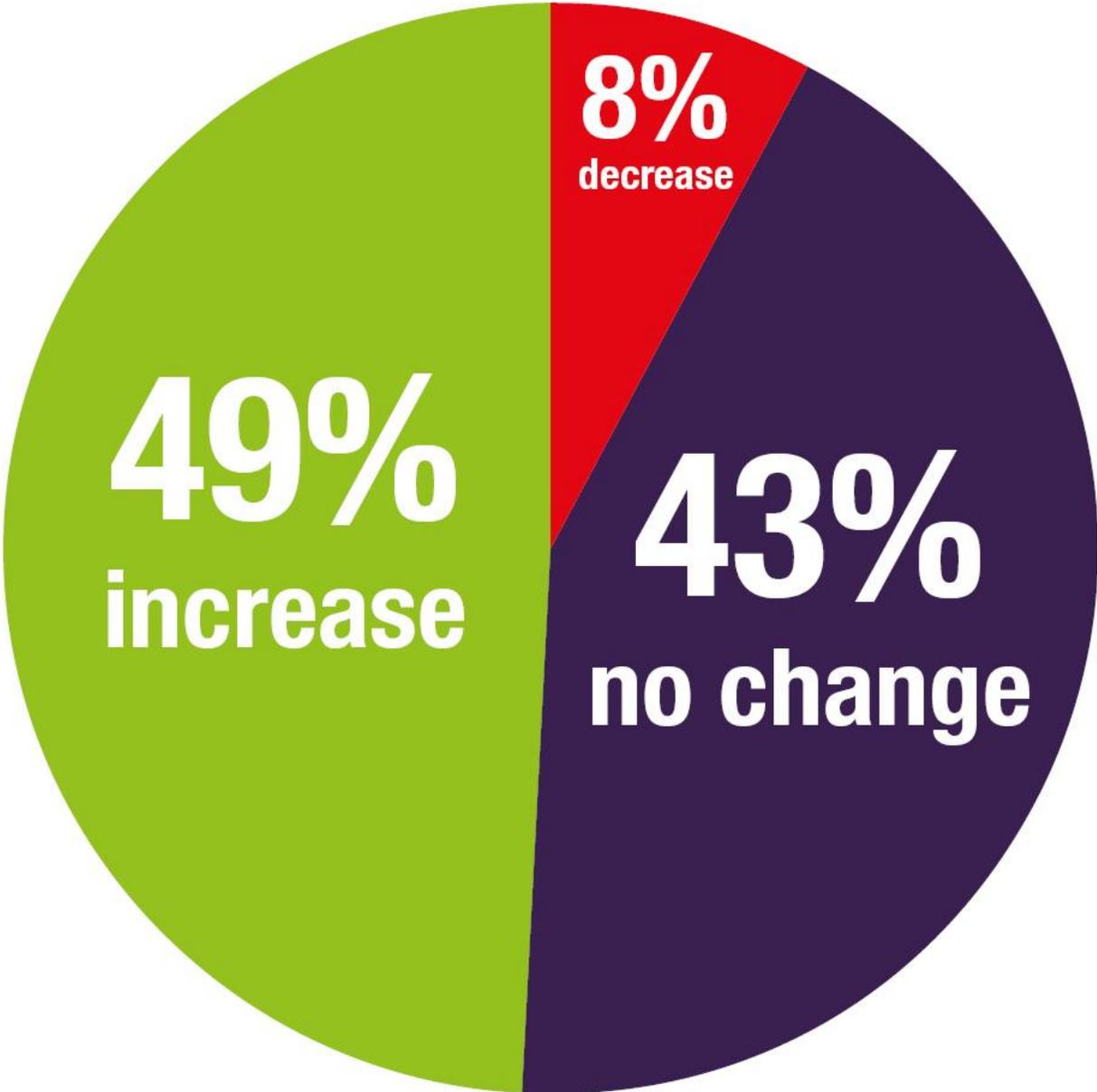
Previous offer

46



Impact of proposal on base pay

New offer
47

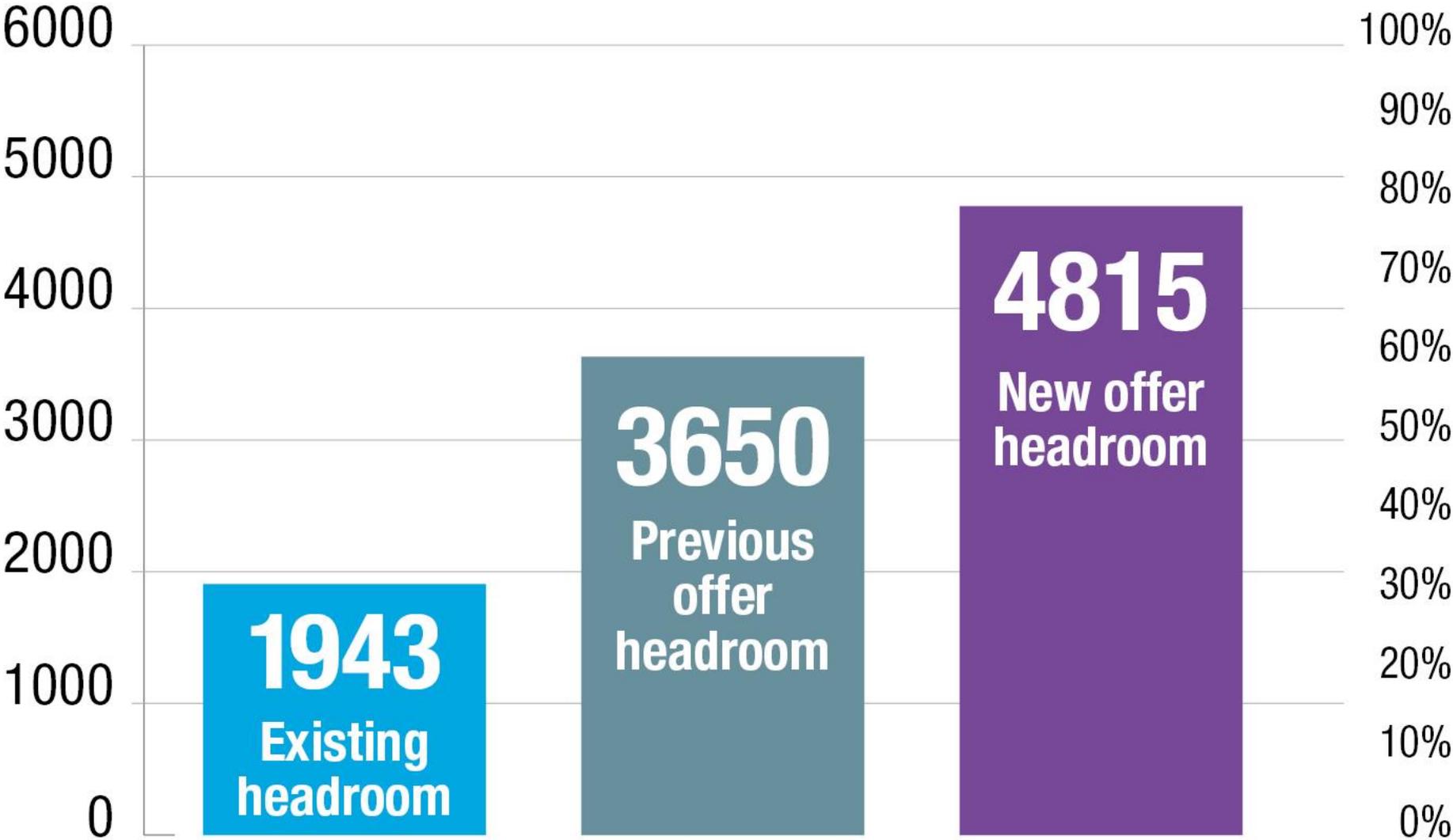


More scope for pay progression

Headroom within pay bands – all colleagues

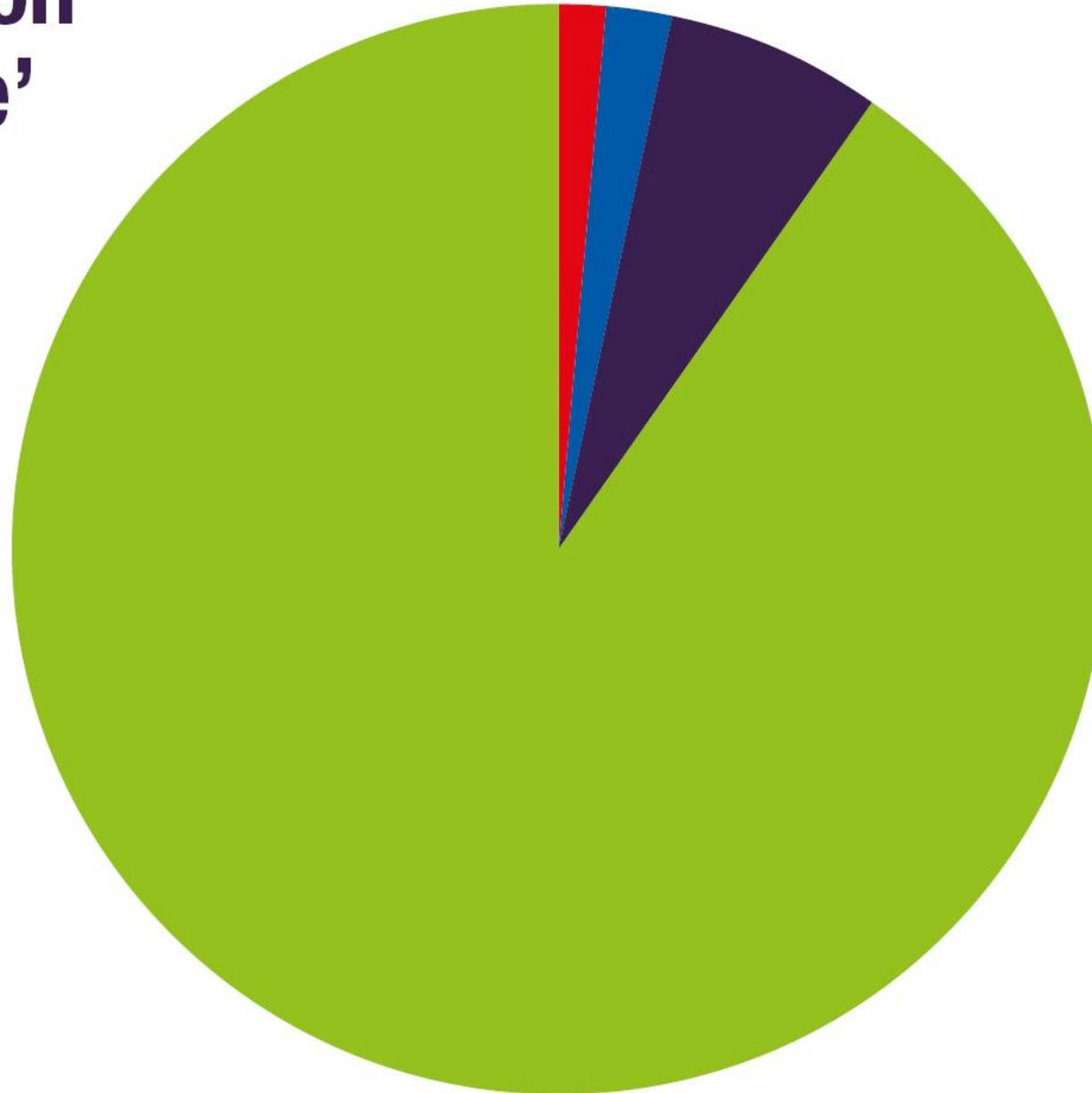
(Data refers to individual grades and does not take account of colleagues on linked career grades)

- Previous offer
- New offer
- The amount the band has increased by



Pay progression for 'no change' colleagues

Headroom impact of new offer –
by number of 'no change' colleagues



2948
will gain
headroom

214
no headroom
impact

66
will have less
headroom

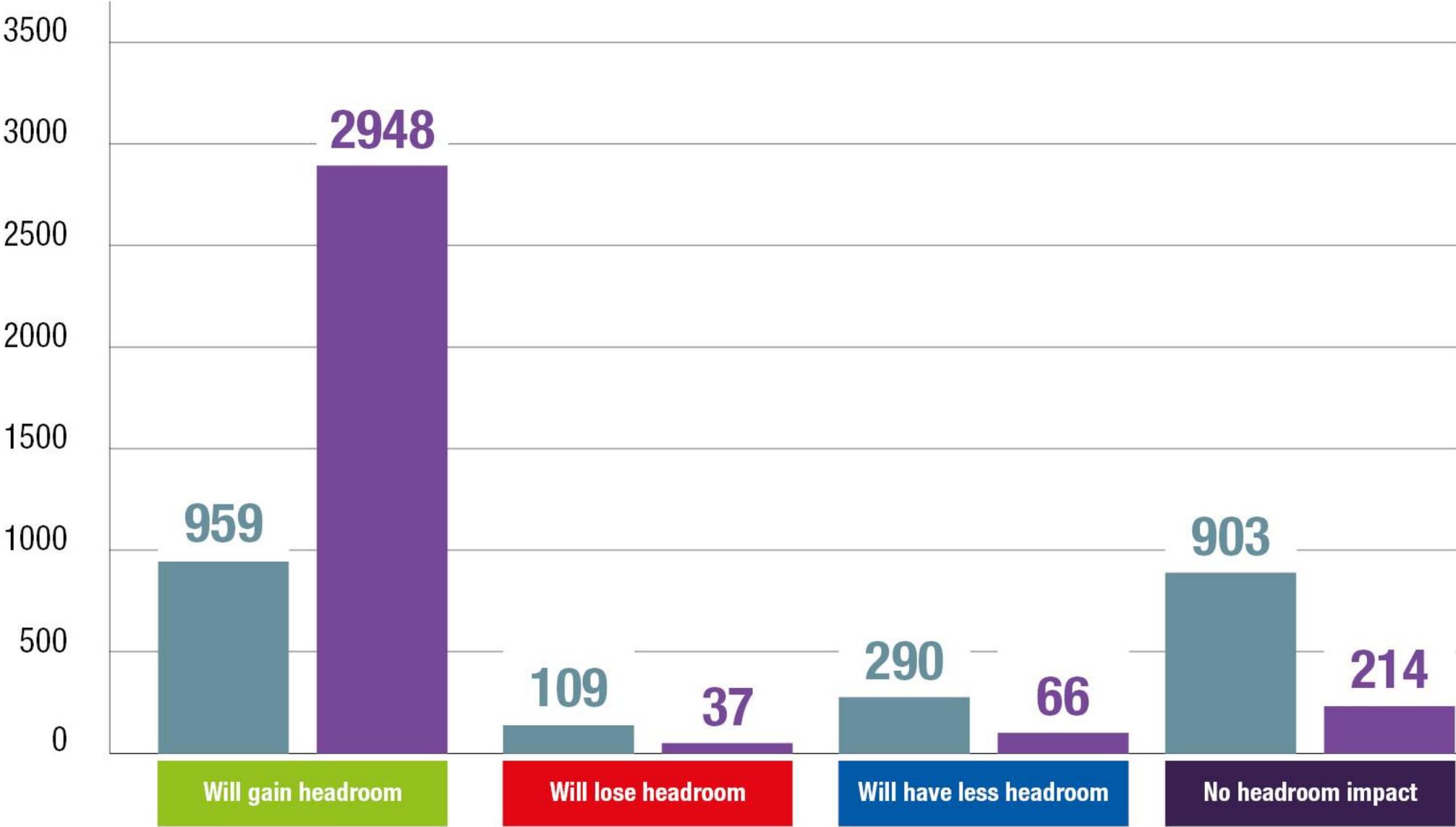
37
will lose all
headroom

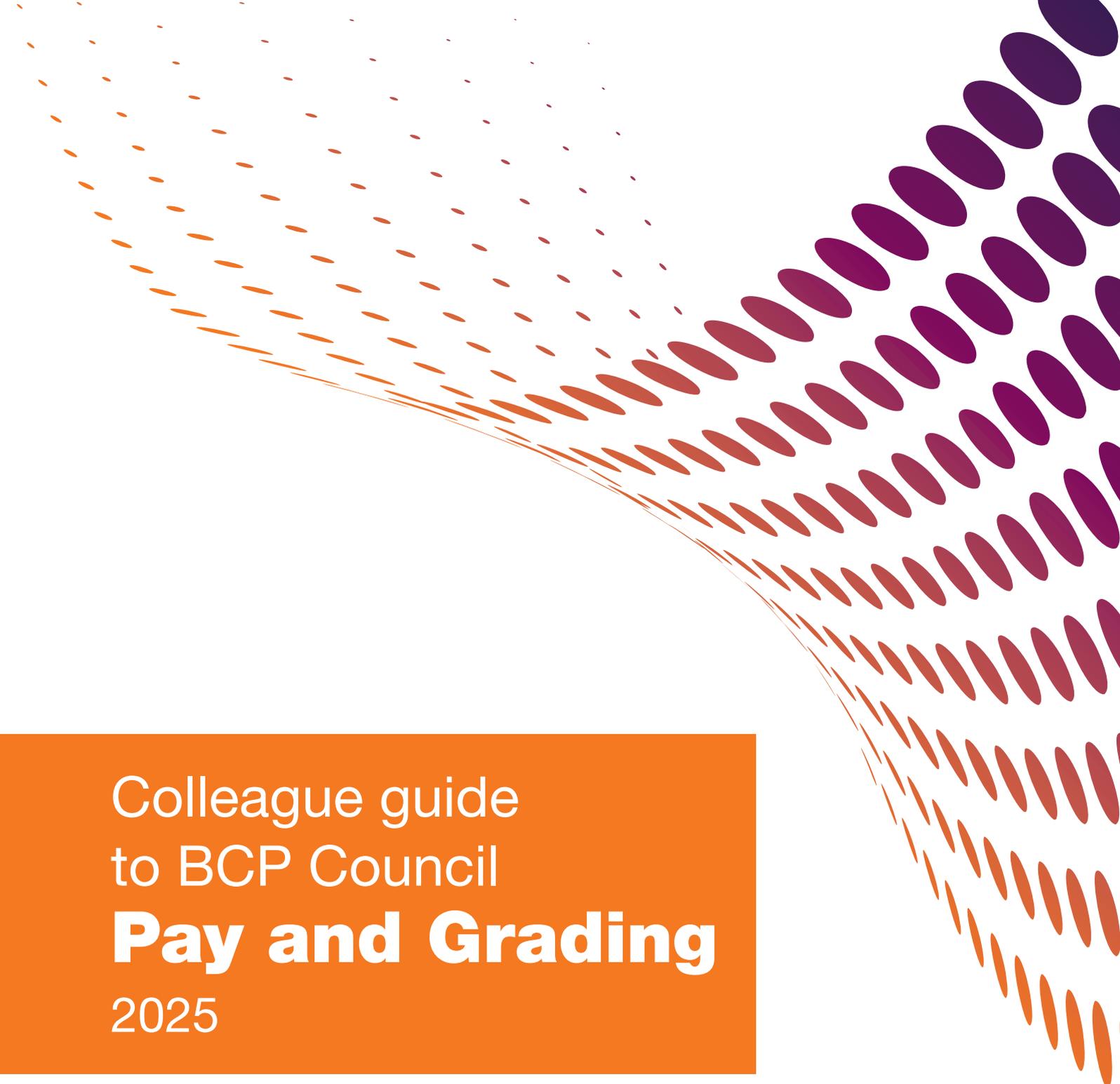
Impact on pay progression

Headroom comparison

Previous offer versus new offer – by number of 'no change' colleagues

Previous offer
New offer





Colleague guide
to BCP Council
Pay and Grading
2025

Published May 2025
(subject to collective agreement)



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Statement on new pay and conditions proposal

from Chief Executive of BCP Council, Graham Farrant

“As an employer we are committed to providing equal pay and a new pay and grading structure that is fair, and transparent, for all of our colleagues across the council.

The project team have worked hard to get this crucial piece of work right, so that we have parity across our pay, alongside a new and exciting set of terms and conditions and excellent benefits to offer our colleagues. The project has had the full involvement of the recognised trade unions GMB and UNISON, to make it an open and transparent process.

I want to thank everyone involved for their patience, professionalism and diligence. It has been a massive and complex exercise, but it is a necessary one.

Please make sure you go to the Pay and Reward website where you will find more information about the proposed pay structure, our terms and conditions and benefits package.”

Why we need a new pay and grading structure

Our workforce is currently made up of colleagues from preceding councils, or new starters employed since 1 April 2019. This means that there may be colleagues paid different salaries for doing the same or similar jobs, and the council held multiple job descriptions for similar roles. As part of Pay and Reward, we have reviewed these and consolidated them into a more concise number of role profiles.

When colleagues transferred from preceding councils into BCP Council, previous salaries and terms and conditions were protected under TUPE regulations which protect your rights as an employee when you transfer to a new employer (TUPE stands for Transfer of Undertakings (Protection of Employment)). Equal pay legislation means we must ensure equal pay for equal work, and whilst TUPE may be a temporary justification for different pay rates it cannot continue indefinitely.

As a new organisation we wanted to take the opportunity to establish a pay structure that is fair and competitive in the marketplace. By doing so, we can attract and retain the skills and talent we need to continue delivering the best possible services to our customers.

While salary tends to be a primary focus, we know that many colleagues choose to work here because of the favourable terms and conditions. Therefore, it is essential we develop a progressive, attractive and affordable single set of terms and conditions for the future.

Who is included in the changes

All BCP Council employees (permanent, fixed term, variable and casual hours) including the Chief Executive, Joint National Council Chief Officers, youth workers, craftworkers, and colleagues in support roles within LEA maintained schools where BCP Council is the employer.

Soulbury officers will remain on their current pay and nationally agreed Soulbury pay structure. However, these colleagues will be subject to our new terms and conditions.

Teaching colleagues on teacher's terms and conditions, will remain on their current pay and terms and conditions.

When the new pay structure will be introduced

Pay arrangements will be implemented on day one, with new starters from that day contracted onto the new BCP Council terms and conditions.

Colleagues whose base salary is decreasing will receive pay protection for 18 months from implementation.

Those colleagues in pay protection will receive the 2025/26 nationally agreed pay award at the same time as the whole workforce, but will not receive any subsequent annual pay award(s) or progress through increments within a pay band during the period of pay protection. After the period of pay protection, these colleagues will be moved to the top spinal column point of their new pay band.

During the period of pay protection, the overall pay structure will be uplifted by the 2026/27 and 2027/28 nationally agreed pay awards and it could mean that by the time pay protection has ended, the top spinal column point for your band will have increased sufficiently to prevent your actual take home pay from reducing. We anticipate that this will be the case for a number of those colleagues in pay protection.

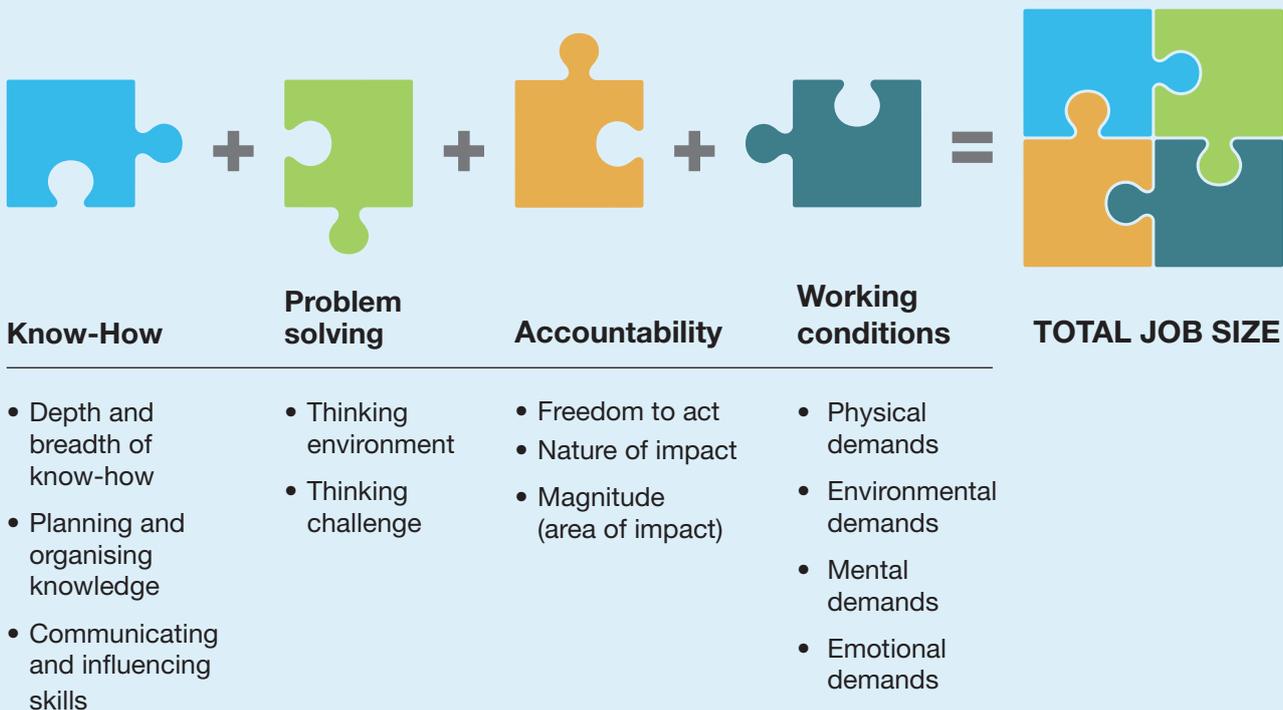
Colleagues whose pay is increasing will receive their new salary from implementation date and will move to the lowest spinal column point within their new pay band.

Colleagues whose pay is staying the same or moving up to the nearest salary point in the band will see little or no change from implementation date.

How the roles have been evaluated

Role profiles have been created and evaluated by Korn Ferry using the Hay job evaluation methodology shown below. This places a greater emphasis on describing accountabilities, know-how and problem-solving, rather than listing tasks and activities as normally seen in job descriptions.

Three factors – eight dimensions (plus working conditions)



The evaluation consists of an assessment of the role profile content.

Points are awarded for:

- **know-how** (depth and breadth of technical know-how required for the role)
- **problem solving** (amount and nature of thinking required for the role)
- **accountability** (the extent to which a role is answerable for actions and their consequences) and where relevant
- **working conditions** (for physical, environmental, mental and emotional demands).

Working together with each service area's management teams, Korn Ferry have ensured that role profiles accurately reflect the competencies required for each of the council's roles.

How the roles have been mapped

The new role profiles were shared with the leadership teams in each directorate to ensure that jobs were evaluated fairly, and that there is equity across the organisation for jobs of the same size. Once this process was carried out, Heads of Service and Service Managers met with Korn Ferry to map colleagues' positions to one of the role profiles.

Subsequent checks with managers were carried out to ensure role profile mappings were correct and accurately reflect the responsibilities of each position. This means that at least 70% of described accountabilities within the role profile will match the work that colleagues do.

Where there is a unique position within the council a role profile has been created specifically for this position.

Where there are similar roles carried out within different services across the organisation, these will be mapped to the same role profile, for example Business Support Officer roles.

Pay and grading

The work on role profiles has formed the basis of pay and grading decisions and the new grading structure has been negotiated along with new terms and conditions, in a collective bargaining process with our trade union colleagues.

The council's proposed grading structure is set out in Appendix 1 at the end of this document. Colleagues will be provided a letter with the information about their role profile and the proposed salary and pay band.

The proposed pay structure will be introduced at the point of Pay and Reward's implementation, over a four-year phased period. To move to a pay structure that does not allow for overlap in bands, each year (from April 2026 to April 2029) the bottom Spinal Column Point (SCP) of some pay bands will be deleted.

In **April 2026**, all bands except 1, 14 and Directors, will see the bottom SCP deleted.

In **April 2027** the bottom SCP of bands 2 to 12 will be deleted.

In **April 2028** the bottom SCP of bands 2,4,5,6,7,8, 10, 11 will be deleted.

This means that by April 2029 there will be no overlap of pay bands. This will become the permanent pay structure.

The salaries for SCPs 4 to 43 are nationally negotiated in accordance with the National Joint Council (NJC) Green Book conditions of service and are subject to an annually negotiated and agreed national pay award. This will be applied automatically to all colleagues, except for colleagues on Soulbury terms and conditions.

The BCP Council pay structure ranges from pay band 1 to pay band 20. This leads onto a pay structure for colleagues in Director roles which will be paid at spot rates and not in pay band ranges. The levels range from Director Level 1 to Director Level 7.

The lowest pay band in the proposed pay structure is paid in line with the Real Living Wage and will be subject to annual review.

New colleagues joining BCP Council should be appointed at the lowest SCP of the pay band unless there are exceptional circumstances which should be discussed with the People and Culture team.

Career graded roles have been mapped to successive levels of role profiles. Further development of career grades and pathways will be incorporated within the People and Culture Strategy objectives.

Your salary and moving to the new pay structure

All colleagues will get the results of the pay and grading review prior to ballot in June 2025.

You will receive information including the following:

- the role profile mapped to your post
- the salary pay band for the role profile
- the minimum and maximum salary for your pay band
- the actual pay at the date of implementation
- pay protection information (if applicable)
- any pay supplement in addition to your base pay (due beyond December 2025)
- sources of support available for you (eg Trade Unions, Employee Assistance Programme, Citizen's Advice Bureau)

Appeals process

We have taken great care to ensure that job evaluation has been fair, transparent, and consistent. However, we understand the importance of having an appeal process and this forms part of the Collective Agreement between BCP Council and our recognised trade unions.

Colleagues will be able to appeal their role profile mapping on the grounds that their job does not match the agreed role profile, because the responsibilities are significantly different. 'Significantly' here means a difference of more than 30%.

Appeals will not be accepted on the grounds that:

- the job has altered. This is not a matter for appeal but for re-evaluation based on updated job information.
- your pay has been affected. Appeals can only be about job content, not pay.
- the role profile to which you have been mapped should have been evaluated differently. Job evaluation judgements can only be made by panels consisting of trained council officers and union representatives.

The appeal process should be discussed with your manager in the first instance. Details explaining how to appeal will be available in due course.

Further advice and support

We hope this booklet will guide you through the job evaluation, pay structure, implementation and assimilation on to the new pay structure.

If you would like to discuss any part of this booklet or changes to your pay, please discuss with your manager in the first instance.

For information regarding the proposed changes to the Terms and Conditions and for information regarding the enhanced benefits, please review the More than just a job brochure. Further information can be found at: www.bcpcpayandreward.co.uk

Log in: PayandReward2024 **Password:** PayandReward2024

Please be aware the following support services that are also available:

- **Employee Assistance Programme (EAP) – Health Assured** 0800 028 0199
- **Citizens Advice** 0808 278 7939
- **GMB** email andy.geeves@bcpcouncil.gov.uk 01202 123212
- **UNISON** email unison@bcpcouncil.gov.uk



Appendix 1 – proposed pay structure

(Salaries on SCP 4-43 based on 2024-25 NJC SCP rates).

2024/25 Salary	SCP	Proposed Pay Structure		
24,309	RLW	BCP Band 1	Delete April 2026	
24,790	5		Delete April 2027	
25,183	6		Delete April 2028	
25,584	7	Delete April 2026	BCP Band 2	
25,992	8	Delete April 2027		
26,409	9			
26,835	10	BCP Band 3	Delete April 2026	
27,269	11		Delete April 2027	
27,711	12		Delete April 2028	Delete April 2026
28,163	13		BCP Band 4	Delete April 2027
28,624	14			Delete April 2028
29,093	15	Delete April 2026		Delete April 2029
29,572	16	Delete April 2027		BCP Band 5
30,060	17	Delete April 2028		
30,559	18	Delete April 2029	Delete April 2026	
31,067	19		Delete April 2027	
31,586	20	BCP Band 6	Delete April 2028	
32,115	21		Delete April 2029	
32,654	22		Delete April 2026	
33,366	23	Delete April 2027	BCP Band 7	
34,314	24	Delete April 2028		
35,235	25	Delete April 2029		
36,124	26			
37,035	27	BCP Band 8	Delete April 2026	
37,938	28		Delete April 2027	
38,626	29			
39,513	30		BCP Band 9	
40,476	31			
41,511	32			Delete April 2026
42,708	33			Delete April 2027
43,693	34			Delete April 2028
44,711	35			Delete April 2029
45,718	36	Delete April 2026		BCP Band 10
46,731	37	Delete April 2027		
47,754	38	Delete April 2028		
48,710	39			
49,764	40	BCP Band 11		
50,788	41			Delete April 2026
51,802	42			Delete April 2027
52,805	43		BCP Band 12	
54,696	44			
56,659	45			
58,485	46	Delete April 2026		
60,186	47	BCP Band 13		
61,888	48			
63,590	49			
65,292	50			

Proposed pay structure (continued)

2024/25 Salary	SCP	Proposed Pay Structure		
66,677	51			
67,624	52		BCP Band 14	
68,569	53	Delete April 2026		
69,395	54	BCP Band 15		
70,221	55		Delete April 2026	
71,479	56		BCP Band 16	
72,738	57	Delete April 2026		
74,249	58	BCP Band 17		
75,758	59		Delete April 2026	
77,488	60		BCP Band 18	
79,217	61			
80,946	62	Delete April 2026		
81,639	63	BCP Band 19		
82,331	64		Delete April 2026	
84,027	65		BCP Band 20	
85,723	66			

Directors pay structure from implementation

Directors salaries are paid at spot points and the issue of overlap therefore does not apply and will remain consistent from the point of implementation.

2024/25 Salary	SCP	Proposed Pay Structure		
100,120	67	Director level 1		
112,300	68	Director level 2		
119,280	69	Director level 3		
123,388	70	Director level 4		
142,027	71	Director level 5		
165,685	72	Director level 6		
205,000	73	Director level 7		

More than just a job

Our benefits and terms and conditions



Published May 2025



Index – links to pages

The information in this document should be read in conjunction with your contract of employment, the standard statement of appointment conditions, and the relevant HR policies which can be found on the BCP Council intranet. Rates provided are correct at point of print.

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- [Bank \(public\) holidays](#)
- [Buying of annual leave](#)
- [Selling of annual leave](#)
- [Annual leave year](#)
- [Annual leave carry forward](#)
- [Study leave](#)
- [Compassionate leave / bereavement](#)
- [Time off for public duties and volunteering](#)
- [Time off for reservists training](#)
- [Time off for medical appointments](#)
- [Time off for election duties](#)
- [Career break / sabbatical](#)
- [Maternity leave](#)
- [Maternity / adoption support leave](#)
- [Paternity leave](#)
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- [Phased return to work following long term absence](#)
- [Unpaid leave scheme](#)
- [Time off for dependants](#)
- [Parental leave](#)
- [Carers leave](#)
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- [Accrued working hours](#)
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- [Notice requirements \(colleague\)](#)
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- [Teachers Pension Scheme \(Youth Workers\) inc Employer Contribution](#)
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- [Overtime / additional hours](#)
- [Bank holiday working](#)
- [Call out](#)
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→ **Discounts on council services / facilities** page **12**



Annual leave entitlement

The annual leave entitlement is 28 days, this rises to 31 days after two years continuous service. Pro-rata for part time colleagues.

Bank (public) holidays

In addition to annual leave entitlement, there are eight statutory bank holidays. Pro-rata for part time colleagues.

Buying of annual leave

Colleagues are able to buy up to 10 days additional annual leave within a specific window. Not applicable for colleagues on term-time contracts in schools.

Selling of annual leave

Colleagues are able to sell up to five days annual leave within a specific window. Not applicable for colleagues on term-time contracts in schools.

Annual leave year

The annual leave year runs between 1 April and 31 March.

Annual leave carry forward

Colleagues are able to carry forward up to five days annual leave, but it must be used within the following annual leave year.

Study leave

Reasonable time may be given at the manager's discretion for study or exams that are relevant to the role.

Compassionate leave / bereavement

Up to five days paid leave per occurrence for either bereavement or compassionate purposes will be given at the manager's discretion. No restrictions on relationships.

Time off for public duties and volunteering

One paid day, with up to two further paid days may be used to undertake a public duty or volunteering within the BCP community providing the service can still meet its demands.

Time off for reservists training

Five days paid leave and five further unpaid days (if required) will be given for reservists training.

Time off for medical appointments

Annual leave or accrued hours should be used to facilitate routine medical or dental appointments. Non-routine hospital appointments will be paid.

Time off for election duties

One day's paid leave for colleagues working as Presiding Officers and Poll Clerks at a BCP Council polling station on election day. (Excludes election duties worked for other councils – annual leave or accrued hours to be used).

Career break / sabbatical

Applications for career breaks / sabbaticals are permitted for colleagues with more than two years service with BCP Council. The length of the break can be between six and 24 months.

Maternity leave

18 weeks occupational maternity pay is available for colleagues with at least one year's continuous local government service at the 11th week before the expected week of childbirth. 90% of contractual weekly earnings will be paid for the first 6 weeks and 50% of contractual weekly earnings for the next 12 weeks, provided the colleague returns to work for at least three months following maternity leave. Statutory paid entitlement to antenatal appointments.



Maternity / adoption support leave

(to support a parent at the time of birth / adoption)

Up to 10 days paid leave can be used for either maternity or adoption support. This can also be used in conjunction with additional two weeks paternity leave paid at Statutory Paternity Pay (SPP) rate if applicable / required.

Paternity leave

Paternity leave is up to two weeks and paid at Statutory Paternity Pay (SPP) rate.

Shared parental leave

Colleagues are entitled to up to 50 week's shared parental leave. In addition, colleagues with at least one year's continuous local government service at the 11th week before the expected week of childbirth, could share the mother's / primary adopter's entitlement to any remaining occupational pay.

Eligible colleagues may be able to receive up to 16 weeks of Occupational Shared Parental Leave Pay, provided the colleague returns to work for at least three months following final Shared Parental Leave period. An additional 21 weeks of Statutory Shared Parental Leave Pay may be available.

Phased return to work following long term absence

Up to four weeks at full pay can be used to facilitate a phased return to work, to support colleagues in returning to work after an extended period of absence related to ill health.

Unpaid leave scheme

Unpaid leave will be granted in exceptional circumstances, but annual leave or accrued hours should be used first where possible.

Time off for dependants

The statutory entitlement of reasonable unpaid time off to deal with emergencies involving a dependant will be given where applicable.

Parental leave

Statutory entitlement will be given for parental leave of up to four unpaid weeks per child, per year.

Carers leave

Up to three days paid leave per year, with a further two days unpaid leave for carers providing unpaid support for a family member, partner or friend who needs help due to illness, frailty, disability, mental health problem or addiction and who cannot cope without that support. Leave may be taken in hours or full days.

Neonatal care leave

(for babies born on or after 6 April 2025)

Colleagues can take one week's neonatal care leave for every uninterrupted week their baby receives neonatal care, taken in week-long increments. The minimum period is one week whilst the maximum is 12 weeks.

Colleagues with 26 weeks continuous service at the time of the birth/placement will be eligible for occupational neonatal leave pay – 90% of the contractual weekly earnings for the first 6 weeks, and 50% of contractual weekly earnings for the remaining 6 weeks.

Full details care be found in the Neonatal leave policy.

Disability leave

Reasonable paid time off will be allowed as a reasonable adjustment, for things typically like treatment, rehabilitation or assessment related to the disability.

Adverse weather conditions

In adverse weather conditions, if colleagues are not able to attend work and sites are open, time off is treated as annual leave, accrued hours or unpaid leave. Where possible colleagues can work remotely.

Christmas closure

Leave or accrued hours should be taken over the Christmas period.



Standard working week

The standard working week is 37 hours Monday to Friday equivalent to 7.4 hours per day exclusive of meal breaks between the hours of 8am and 6pm.

Disclaimer of any non-standard hours of working to be specified within the contract.

Accrued working hours

Hours and location of work can be flexible and include home working providing it meets the needs of the service. Recording of hours is optional, but excessive build up of hours should be avoided and colleagues are expected to notify their manager where this has occurred in order to identify a suitable outcome.

Probation

A six month probationary period with reviews at one, three and five months applies to all new colleagues to BCP Council.

Notice requirements (colleague)

Band 1-7: 1 month

Band 8 and 9: 2 months

Band 10 and above: 3 months

Redundancy multiplier

There are no statutory age bandings for redundancy calculation. A 1.5 multiplier applies for all colleagues. A statutory cap applies where the cost of pension release for those over age 55 exceeds £8,000.

20 year service cap will also apply.

Changes to your normal place of work

The following mobility clause will apply to all colleagues:

Your normal place of work is as specified in your contract of employment, but you may be required to work at any other place within the BCP area which the council may reasonably require for the proper performance and exercise of your duties.

Your normal place of work may be changed on reasonable notice (minimum four weeks) to any place within the BCP area for business needs or due to the discontinuance of use by the council of that location for your work.

Subject to the suitability of your work and the agreement from your line manager, on any day when you are not required to attend your normal place of work or any other specific place to perform your duties, you are permitted to work from any of the BCP Council offices or from your home provided that these are equipped with all necessary IT, communications and other facilities as the council may reasonably deem to be necessary or desirable for the performance of your duties.

Flexible retirement

Applications for flexible retirement are considered for colleagues over age 55 with reduced actuary benefit.



LGPS Pension Scheme inc Employer Contribution

Below shows our colleague contribution rates (based on 2024/25 national pay award):

Up to £17,800	5.5%
£17,801 to £28,000	5.8%
£28,001 to £45,600	6.5%
£45,601 to £57,700	6.8%
£57,701 to £81,000	8.5%
£81,001 to £114,800	9.9%
£114,801 to £135,300	10.5%
£135,301 to £203,000	11.4%
£203,001 or more	12.5%

BCP Council as the employer contributes to the Local Government Pension Scheme

To view current rates, visit:
[dorsetpensionfund.org](https://www.dorsetpensionfund.org)

Teachers Pension Scheme (Youth Workers) inc Employer Contribution

Below shows our colleague contribution rates (based on 2024/25 national pay award):

Up to £34,872.99	7.4%
£34,873 to £46,943.99	8.6%
£46,944 to £55,660.99	9.9%
£55,661 to £73,768.99	10.5%
£73,769 to £100,590.99	11.6%
£100,591 and above	12%

BCP Council as the employer contributes to the Teachers Pension Scheme

Death in Service Scheme

(for colleagues who are members of the LGPS pension scheme)

If a colleague dies in service as a member of the LGPS the following benefits are payable:

- a lump sum death grant of three times your assumed pensionable pay
- pensions for eligible children
- a spouses, civil partners or, subject to certain qualifying conditions, an eligible cohabitating partners pension



Death in Service Scheme

(for colleagues who are members of the Teachers pension scheme)

If a colleague dies in service as a member of the Teachers Pensions the following benefits are payable:

- if in the career average scheme, a death grant of three times the final full-time equivalent salary (at date of death) will be paid
- if in the final salary scheme, the death grant would be three times the final average salary
- any surviving spouse or civil partner will automatically receive the death grant unless an alternative death grant nomination has been made.

Access to additional pay allowances

Band 11 and below will be entitled to claim additional pay enhancements where appropriate and qualifying criteria is met – see our Pay and Allowances Policy.

Overtime / additional hours

Working overtime over 37 hours will be paid at time and a half.

Colleagues working overtime on a bank holiday can claim plain time on top of their usual pay (total of double time) for hours worked, as well as taking time off equivalent to the hours worked at a later date.

Night work (between the hours of 8pm and 6am) – time and a third for hours up to 37 or accrued hours equivalent to number of hours worked. Time and a half for hours in excess of 37 or accrued hours equivalent to number of hours worked.

Bank holiday working

Colleagues working on a bank holiday can claim plain time on top of their usual pay (total double time) for hours worked, plus a day off in lieu.

Call out

If called out of your normal contractual hours, you will be paid at time and a half.

However, if you are called out during a bank holiday, you will be paid double time, plus a day off in lieu as described under bank holiday.

Standby

Standby type 1 (on call and required to leave home to provide an essential service if called) paid at £148.27 p/week.

Standby type 2 (on call and able to coordinate response from home if called) paid at £79.86 p/week.

Night work

Where part of the working week, night work is paid at time and a third.

Where not part of the working week, night work is paid at time and a half for hours in excess of 37.

Sleep in

National minimum wage is paid for sleep in.

Salary supplements

(previously known as honoriums and labour market supplements).

Allowances will be temporary, time bound and paid only in specific circumstances, e.g. acting up / additional responsibilities or where there is a recruitment or retention issue.

Tool allowance

A maximum of £31.26 per month is available to purchase tools, as determined by role.

Relocation allowance

Professionals planning to move to the area have the opportunity to apply for up to £8000 relocation costs for eligible jobs.



Travel for business use

Colleagues are not expected to travel for meetings where it is possible to attend via MS Teams (or a suitable alternative) instead. Should attendance in person be considered absolutely necessary any travel costs should be authorised in advance by an approving manager. Colleagues are expected to identify most cost effective means of travel and travel by public transport where time and distance permits. All journeys over 120 miles round trip must be undertaken in a hire car.

Mileage rates

HMRC rates apply for all business mileage and business cycle related travel.

Subsistence rates

When working over 30 miles away from your contractual base location, subsistence rates will be paid in the following circumstances:

- day one – £20 if not home before 8pm
- day two onwards – £30 per day for meals if not home before 8pm
- or if home before 8pm – £20

Overnight accommodation must be booked at the most cost effective price. No more to be claimed than:

- overnight outside of London – £100
- overnight inside London – £150

Salary sacrifice – car leasing scheme

Colleagues can order a new car with an all-inclusive package, which comes straight from their gross salary, saving on Tax and National Insurance contributions.

Electric cars are available.

Salary sacrifice – Cycle to work scheme

Cycle to work scheme is a colleague benefit where you can get a brand new bike by paying through your gross salary, saving on Tax and National Insurance contributions. Conditions apply.

Sustainable travel

BCP Council is committed to developing sustainable transport options for colleagues, which include:

- secure cycle parking, lockers and shower facilities at the main sites
- Staff Active Travel Group
- Co-Wheels car club – use of cars for business travel (available at own expense for commute or personal use)
- discounted local bus services
- bike events and Bike Doctor sessions.



Occupational Sick Pay Scheme

The following allowances are available for occupational sick pay:

- during first year of service
one month of full pay and (after completing four months service)
two months of half pay
- during second year of service
two months full pay, two months half pay
- during third year of service
four months full pay, four months half pay
- during fourth and fifth years of service
five months full pay, five months half pay
- after five years of service
six months full pay, six months half pay.

Free eye test for all colleagues

Up to £25 towards eye tests at Specsavers, plus £50 voucher towards standard single vision glasses (for VDU use only).

2 for 1 offer available when purchasing a qualifying frame.

One claim every two years.

Employee Assistance Programme

Colleagues* can access up to six free sessions with a counsellor. Our provider offers cover for colleagues and their immediate family members, 24 hours a day, seven days a week, 365 days a year. When calling the employee assistance line, a qualified counsellor will always answer the phone. If they are able to provide immediate support, they will. Otherwise, they will listen and assess needs and may refer colleagues to any of the following support services. (* EAP service is not available to schools' colleagues)

Legal information – for any issues that cause anxiety or distress including debt management, accountancy, lawsuits, consumer disputes, property or neighbour legalities (colleagues only).

Bereavement support – qualified and experienced counsellors who can help with grief and related stress plus a team of legal advisors to help with legal issues.

Medical information – qualified nurses on hand to offer advice on a range of medical or health related issues. They can't diagnose but can offer a sympathetic ear and practical information and advice.

CBT online – a range of Cognitive Behaviour Therapy self-help modules, informative factsheets and invaluable advice videos from leading qualified counsellors.

Flu vaccines

All eligible colleagues are able to claim a free flu vaccine once a year via the new flu vaccine voucher scheme.

GP service

Colleagues and members of their household can access a fully qualified GP 24/7, 365 days a year to obtain professional medical advice, reassurance and diagnosis on a range of medical matters.

Private prescriptions and delivery options available at a cost.



Discounts on leisure facilities

BCP Leisure: £26.50 per month at Two Riversmeet Leisure Complex, Kings Park Leisure and Learning Centre, Rossmore Leisure Centre, Poole Dolphin Leisure Centre and Ashdown Leisure Centre. Colleagues can access up to 3 discounted memberships.

PAYG memberships offering 20% discount to colleagues and immediate household, including gym, swim, classes, holiday club and court and pitch hire (where offered at facility).

BH Live: £33 per month for single memberships at Corfe Mullen, Littledown, Queens Park, Pelhams, Sir David English and Stokewood.

YMCA Leisure Centres:

The Junction Leisure Centre, Poole: £18.50 per month and Bayside Fitness Club: £32 per month, no joining fee, six weeks cancellation notice.

Health care cash plans – salary deductions

Colleagues are able to access health care cash plans via salary deductions.

For the first 13 weeks from launch the scheme will give colleagues temporary immediate benefit whereby they can claim for some health care costs straight away. Some pre-existing conditions are covered on the cash plan for such things as Physiotherapy, Osteopathic treatment and Chiropractic treatments.

Colleagues can claim the costs back on a range of everyday healthcare costs, including: dental care, optical and hearing care, therapies / physio, osteopathy, chiropractic, acupuncture, chiropody, homeopathy, reflexology, hospital in-patient and day-case surgery.

Personal insurance – salary deductions

Colleagues can access low cost insurance plans via salary deductions including: personal accident cover, life insurance and cancer cover.

Staff Network Groups

Colleagues have access to a range of Staff Network Groups which provide a social and empowering safe space for colleagues, and a collective voice to help raise awareness of issues within the wider organisation.

Groups currently include: Race and Cultural Diversity, LGBTQ+, Disabled Staff, Young People's Group and a Women's Group.

Trade Unions

Colleagues are able to join one of our recognised trade unions.



Leisure and retail discounts

Discounts on eateries, retailers, travel, events, attractions and more are available through the Our Benefits site and the Savings app.

Salary advance

Colleagues can access an advance of up to 50% of the salary accrued in the current month's pay period.

Workplace nursery – salary sacrifice

Subject to availability, colleagues can access our workplace nursery.

This means your child's nursery fees are deducted straight from your salary before tax and National Insurance, therefore saving you money on your full childcare bill.

Childcare vouchers

Existing scheme members can access childcare vouchers to help save on tax and National Insurance.

No new members accepted, however, tax free child care is now available via the government scheme.

Learning and development

Colleagues can access a range of support, learning and personal development opportunities through a variety of sources including face to face training, virtual training, e-learning via SkillGate, mentoring, coaching, video and discussion groups to accompany an initial programme of on-the-job training in their chosen role.

Refer a friend scheme

Refer a friend to join BCP Council in a position which is hard to recruit to and receive £1000 (pro rata for part time colleagues) as a thank you.

Our Stars

A recognition platform for the nomination of colleagues demonstrating BCP Council's values. Escalation of nominations can lead to Shining Stars and Super Stars being invited to Senior Leadership Network for a presentation. Super Stars will receive an additional days annual leave for that year.

Additional Voluntary Contributions

In addition to your LGPS pension, you can make additional voluntary contributions through salary sacrifice, saving money on tax and National Insurance

Discounts on council services / facilities

Service	Offer
Adult Skills and Learning	15% discount
Bournemouth Tourist Information Shop	10% discount
BCP Council Seafront catering – kiosks, cafes and restaurants (not in conjunction with other offers)	10% discount (council owned and managed only)
Beach huts	Discounts when available will be advertised on Our Benefits page
Beach lodges	Colleague discounts available on bookings 10% between stays April and September, and 20% on stays between October and March
Park, Leisure and Seafront catering	10% discount (council owned and managed only sites), including Woodpecker Cafe at Queens Park Golf Club, Hedgehog Kiosk in the lower gardens, BCP Leisure at Rossmore Leisure Centre
Highcliffe Castle	40% off admission. 10% off shop
Kings Park Action Zone soft play	20% discount
Mini golf at Poole Park and Bournemouth Lower Gardens	10% discount
Pier View room hire	10% discount
Poole Museum	10% discount on shop, cafe, membership, room hire
Poole Museum shop and café (exclude tickets for external attractions)	10% discount
Queens Park Golf Course	Play a round of golf for £21 visit Queen Park Golf Club Offer is valid Monday – Friday and prices are subject to change each April
Registration Services	10% discount on hire charge for selected civic rooms and attendance of Registrar at external venues
Russell-Cotes Art Gallery and Museum	£18 for annual membership
Smugglers Cove	10% discount between 1 March – 1 November 20% discount between 2 November – 28 February
Upton Country Park catering – tea rooms and kiosks (not in conjunction with other offers)	10% discount

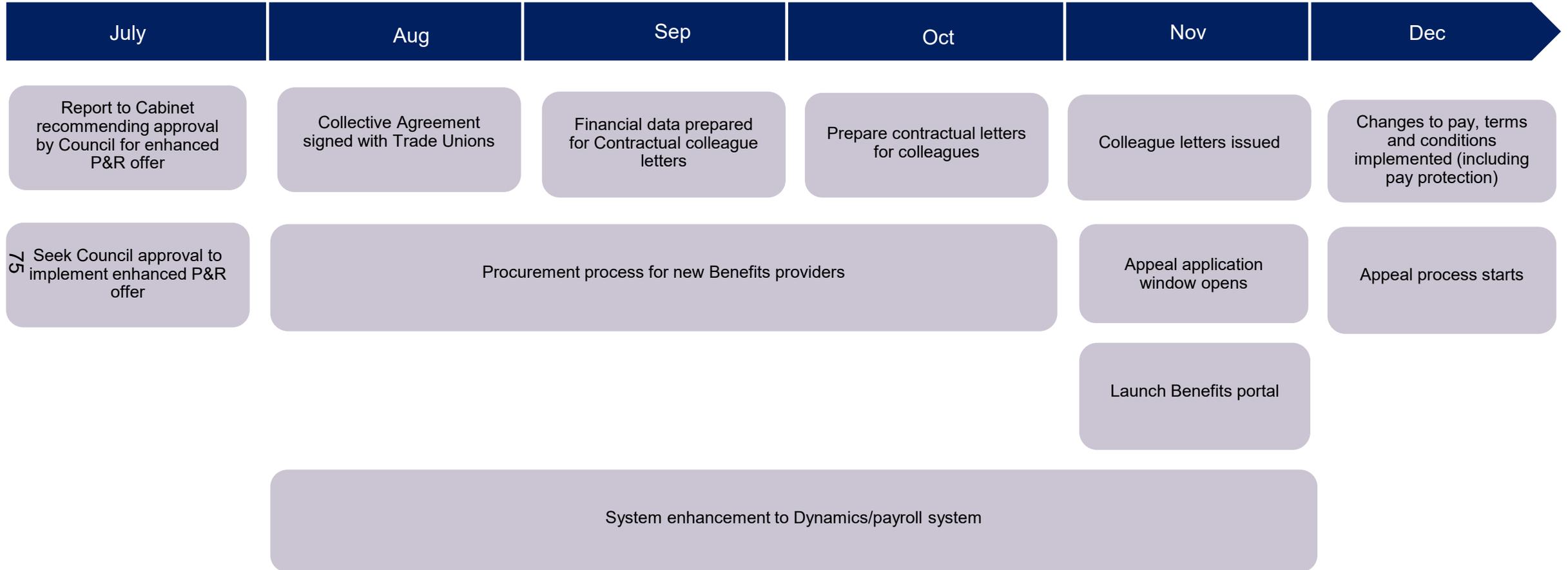
Colleague benefits are non-contractual, discretionary benefits that can be varied, withdrawn or supplier changed at any time.

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

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Implementation timeline – December 2025



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CABINET



Report subject	Financial Outturn 2024/25
Meeting date	16 July 2025
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 2024/25.</p> <p>The financial revenue outturn is a £1.2m surplus, an improvement on the reported quarter three balanced position, with this delivered in a challenging budget environment.</p> <p>In February 2024 Council set a balanced budget and medium-term financial plan over the 4-year period to 31 March 2028 based on conventional local government financial management process. This addressed the inherited £30m structural deficit from using reserves rather than savings to balance the 2023/24 budget.</p> <p>The non-deliverability of previous year savings was addressed, particularly those expected from the transformation investment. New fully itemised savings of £38m were programmed for 2024/25 with 86% being achieved through service transformation, third party spend reduction, staff savings and raising additional income. Mitigations have been found in other areas to reduce the impact of those unable to be delivered.</p> <p>The budget recognised the ongoing cost-of-living and service demand pressures that face all local authorities and this required council tax to be increased by the maximum amount permitted by government of 4.99%, with the same increase assumed for future years.</p> <p>A revised approach was taken to the annual repayment of debt with voluntary contributions made above the statutory minimum to reduce the burden for future years.</p>

<p>Recommendations</p>	<p>It is RECOMMENDED that Cabinet:</p> <ol style="list-style-type: none"> 1. Note the final outturn position for 2024/25. 2. Agree to set aside £0.5m in an earmarked reserve to manage the potential risk associated with future income streams from the introduction of the resident card pilot scheme in 2025/26. 3. Agree the residual surplus of £0.7m is transferred to unearmarked reserves. 4. Agree the capital virements between schemes funded by the bus services improvement plan as set out in appendix C1. 5. Note that the museums capital scheme is forecast to exceed the approved resources by £0.55m, alongside a £0.8m shortfall in third party contributions as set out in appendix C3. 6. Recommend that Audit and Governance Committee recommend to Council to approve the revised funding strategy for the Poole museums capital schemes which will mean an increase in the approved prudential borrowing of £1.3m as set out in appendix C3. <p>It is RECOMMENDED that Council:</p> <ol style="list-style-type: none"> 1. Approves the revised funding strategy for the Poole museums capital schemes which subject to Audit and Governance Committee approval will mean an increase in the approved prudential borrowing of £1.3m.
<p>Reason for recommendations</p>	<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, acceptance of grants and new borrowing.</p>
<p>Portfolio Holder(s):</p>	<p>Cllr Mike Cox, Finance</p>
<p>Corporate Director</p>	<p>Graham Farrant, Chief Executive</p>
<p>Report Authors</p>	<p>Adam Richens, Director of Finance and Chief Finance Officer adam.richens@bcpcouncil.gov.uk Nicola Webb, Assistant Chief Finance Officer nicola.webb@bcpcouncil.gov.uk Matthew Filmer, Assistant Chief Finance officer matthew.filmer@bcpcouncil.gov.uk</p>
<p>Wards</p>	<p>Council-wide</p>

Classification	For Decision
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Background

1. In February 2024 Council agreed the 2024/25 annual general fund net revenue budget of £359m, and a capital programme of £148m. The revenue budget included delivery of £38m of itemised service and transformation savings. Budgets were also agreed for the ring-fenced housing revenue account (HRA) and Dedicated School Grant (DSG) 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 throughout the year.
3. At quarter three, the forecast revenue outturn was a balance budget position overall, with a small contingency remaining in central budgets for unexpected movements over the final quarter.

Revenue Outturn 2024/25

4. The final revenue outturn for 2024/25 is a £1.2m surplus after allowing for additional provisions and reserves in central budgets to reflect an updated assessment of expected commitments. A summary of the outturn is below in Table 1:

Table 1: Summary General Fund Outturn 2024/25

Quarter 3		Outturn Budget Position					
Total Variances £000's	Budget Area	Gross Budget £000's	Net Budget £000's	Outturn £000's	Total Variance £000's	Savings undelivered £000's	Other Variances £000's
423	Wellbeing	304,013	125,143	124,237	(906)	2,680	(3,586)
3,398	Children	122,095	92,285	95,204	2,919	2,233	686
158	Operations	173,968	61,115	60,221	(894)	225	(1,119)
548	Resources	30,223	42,811	43,806	995	326	669
(4,485)	Central	52,284	37,439	37,095	(344)	(5,463)	5,119
(41)	Funding	0	(358,795)	(361,811)	(3,016)	0	(3,016)
0	Total	682,583	0	(1,247)	(1,247)	0	(1,247)

5. Wellbeing directorate's £0.9m net surplus is largely due to employee savings with additional service demand and related costs covered by NHS contributions and other grants.
6. Children's service overspent largely due to undelivered savings as mobilisation of the transformation programme and staff restructure were delayed. The focus in the year has been to move the performance of the social care services to a good Ofsted rating and to improve the timeliness of the SEND service, both of which were achieved.
7. Operations services achieved a small net surplus. Commercial operations delivered a broadly balanced position with reduced expenditure particularly within seafront services, mitigating the £2m overspend in parking services, the latter largely due to the expenditure on card payments and parking app usage

exceeding budget. Other overspent budgets are within customer, arts, and property (mainly engineering and facilities management), and income was below budget in the planning service. These variances were offset by savings across environment services in areas such as bereavement, transport, and waste.

8. Resources overspent largely due to additional provisions made at the yearend following a review of uncertainties including insurance risks across the council.
9. Central budgets are showing a small net surplus. This budget area includes the contingency to offset undelivered savings and once this has been accounted for there is a variance of £5.1m on the remaining budgets. This is from movements to earmarked reserves £3.2m plus additional spend on interest payments, housing benefits and investment properties with some covered by the release of the remaining contingency and surplus budget in other areas.
10. The funding variance of £3m reflects additional section 31 grants for business rates. These had previously been expected to be offset by additional business rates levy payments to government, but a reassessment of the appeals provision has removed this cost.
11. Appendix A1 provides the detail and reasons for projected budget variances in each service area.
12. Appendix A2 provides a summary revenue outturn statement.

Savings Monitoring 2024/25

13. Savings delivered at outturn are 86% of the budgeted savings (88% was reported at quarter three). 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 2024/25

2024/25 Savings by Directorate	Council Approved Savings £000s	Outturn £000s	Outturn Shortfall £000's
Wellbeing Directorate	(10,330)	(9,777)	554
Children's Services Directorate	(2,953)	(2,453)	500
Operations Directorate	(10,060)	(9,835)	225
Resources Directorate	(1,085)	(895)	190
Total general service-based savings	(24,428)	(22,960)	1,468
Wellbeing Directorate	(3,777)	(1,651)	2,126
Children's Services Directorate	(4,162)	(2,429)	1,733
Operations Directorate	(3,829)	(3,829)	0
Resources Directorate	(1,262)	(1,126)	136
Across services	(503)	(503)	0
Total transformation / efficiency savings	(13,533)	(9,538)	3,995
Total savings	(37,961)	(32,498)	5,463

14. Wellbeing savings delivered are significant at £11.4m but only 81% of those budgeted. Demographic growth and a delayed care home closure reduced

savings in adult social care and commissioning. Transformation savings undelivered are from the delay in reconfiguring the block beds contracts to better reflect the needs of service users with this programme progressing in 2025/26. Investment in new technology was delayed until quarter three with full year savings expected in the new year. Undelivered savings within housing and community reflect that the notice periods from the redundancy programme continued into 2024/25 but future full year savings have been secured.

15. Children's savings of £4.9m are 69% of the budgeted savings. As with adult social care, demographic growth has reduced the potential to realise savings in care costs and a planned saving in legal costs is not deliverable due to being unsighted on late charges until the end of the year. Mobilisation of the transformation programme and staff restructure was delayed due to preparation for Ofsted and the final inspection in quarter three. Undelivered savings were identified early in the year and the 2025/26 budget and future years in the MTFP adjusted accordingly.
16. Operations savings of £13.7m are delivered at 98% of the budgeted saving. The £0.2m shortfall is due to anticipated increased demand for an improved planning service and expanded telecare service not being realised. These issues will need to be managed in 2025/26.
17. Resources savings of £2m are 86% of budgeted saving. The shortfall is partly due to an over ambitious income target for marketing and within people and culture it was not possible to convert many posts to apprenticeships. Both issues have been reflected in the 2025/26 budget. There is also a delayed saving from redundancies in finance services due to staff notice periods, but the full future year saving has been delivered.
18. Appendix A3 provides a schedule of final savings delivery for 2024/25 for each service area with explanations for non-delivery and future expectations.

Transformation

19. The total one-off costs associated with the corporate transformation investment programme in 2024/25 was £3.8m of revenue and £0.4m of capital.
20. Revenue expenditure includes the strategic investment partner (SIP) costs of £0.6m to continue work to bring services on to the Microsoft Dynamics Customer Resource Management system. This new system continues to improve customer interaction with the council as well as drive out savings and efficiencies. Other expenditure includes for internal and agency staff to create additional capacity for implementation.
21. The revenue costs also include £1.4m for redundancies to permanently reduce the staff base of the council.
22. The revenue costs of the transformation programme are funded by capital receipts using the government's permitted flexible use of capital receipts (FUCR) policy. This includes for the separate transformation programmes for adult social care and children's services which incurred costs of £1.3 in 2024/25.
23. Capital expenditure for the transformation programme is funded by prudential borrowing.
24. Additional annual on-going transformation savings of £9.23m were delivered in the 2024/25 financial year from the main programme. The on-going annual total

for savings since the programme began is £23.9m with the cumulative total for all years since the programme began in 2021/22 being £49.6m for cumulative spend of £39.4m.

25. A further £0.3m in annual (and cumulative) savings was delivered from the specific programme for adults and children's services in 2024/25, making the total of £9.5m for transformation savings in appendix A3.
26. Appendix A4 provides details of the corporate transformation programme and funding through the FUCR.

Reserves Monitoring for 31 March 2025

27. Earmarked reserves are those set aside for specific purposes, and these were reconsidered in quarter one to release funding to support the children's services business case to improve the service.
28. Table 3 below summarises the movement in reserves during the current financial year.

Table 3: Summary of movements in reserves

	Balance 1 April 2024	Balance 31 March 2025	Movement
	£m	£m	£m
Un-earmarked reserves	26.1	27.3	1.2
Earmarked reserves	39.0	55.7	16.7
Total reserves	65.1	83.0	17.9

These reserves do not include revenue reserves earmarked for capital, school balances or the negative DSG reserve. The reserves for March 2025 include the proposed Cabinet recommendations included in this report.

29. The main movements included within the £16.7m for earmarked reserves include:
 - a. £7.1m net increase in resources set aside for corporate priorities including additions at the year end for the estimated cost of the cliff stability investigation of £1.5m plus dilapidation costs for leased carparks and properties shortly due to be returned £1.7m. Included in the budget from the start of the year the collection fund business rates reserve of £8.5m was set up for drawn down from 2025/26. The balance of the movement is from net draw down of reserves for their intended purpose mainly in waste management and for the revenues and benefits new system implementation which went live November 2024.
 - b. £2.8m increase in government grants carried forward (at quarter three expected instead to draw down £9.5m).
 - c. £2.8m set up in the budget 2024/25 from one off resources, to support the financial stability of the MTFP from 2025/26.
30. Appendix B provides a summary of the actual earmarked reserves position as of 31 March 2025.

Dedicated Schools Grant (DSG)

31. The DSG in 2024/25 totals £363m and is provided to fund early years providers, schools, a small range of central services and provision for pupils with high needs. High needs funding within this total is £61m.
32. Consistent with many councils nationally, the growing demand and rising placement costs continues to outstrip funding growth for pupils with high needs. The high needs funding gap for 2024/25 was budgeted at £28m. This is net of a funding transfer of £1.3m from schools as agreed by the Department for Education in late February 2024.
33. The accumulated deficit reflecting the 2024/25 funding shortfall was budgeted to increase from £63.5m on 1 April 2024 to £91.5m by March 2025.
34. The historic trajectory of expenditure growth was budgeted to be curtailed for 2024/25. This was based on the slowdown in demand being experienced over autumn 2023 and the initiatives being planned through the development of the 15-year deficit recovery plan. In the event, the slowdown in demand was short lived, and the development of the inclusion fund and wider children's services improvements took longer than expected with no financial benefit in the year.
35. A greater proportion than previously of the new demand was accommodated in mainstream provision with payments to mainstream schools ahead of budget. However, the surge in demand also meant greater use of independent schools, alternative provision, and bespoke therapies due to capacity constraints in the state sector. This undermined the key assumptions in the budget. There was some offset from low spend charged to the inclusion fund (invest-to-save) budget due to the delayed timescale of implementation.
36. At quarter three the anticipated overspend was £16.5m, giving a total high needs funding gap of £44.6m, with a projected accumulated deficit for March 2025 at £108m as reported to Cabinet in February. The number of education, health, and care plans (EHCPs) and permanent exclusions, and the average placement costs continued to rise beyond expectations over the final quarter.
37. The year end position is in table 4 below:

Table 4: Summary position for dedicated school's grant

Dedicated Schools Grant	£m
Accumulated deficit 1 April 2024	63.5
Budgeted high needs funding shortfall 2024/25	28.1
High needs overspend 2024/25	21.8
Underspend across other areas	(0.1)
Accumulated deficit 31 March 2025	113.3

38. Actions included in the deficit management plan to change the trajectory of the deficit are still in the initial stages of implementation, but these should start to impact in 2025/26.

39. The Department for Education June 2025 Spending Review settlement confirmed funding for reform of the current Special Education Needs and Disabilities (SEND) system, details of which will be set out in a White Paper in the autumn.
40. Government recognise that local authorities will need support during the transition to a reformed SEND system. There is to be a phased process which will include the government working with local authorities to manage their SEND system, including deficits, alongside an extension to the Dedicated Schools Grant Statutory Override, which is currently due to end in March 2026, until March 2028.
41. The government intend to provide more detail by the end of the year including a plan for supporting local authorities with both historic and accruing deficits. More details will be set out at the provisional Local Government Finance Settlement in the autumn.

Capital Investment Programme (CIP)

42. The original £148 million capital budget has been updated to £124.8m at the end of the year to take account of adding expenditure slippage from 2023/24 of £62m, and a net reduction from reprofiling some expenditure into 2025/26, adding new schemes, and removing schemes no longer viable or being reconsidered (£85.8m). Most schemes in the current programme are within the Operations directorate, accounting for £110m (86%) of the programme.
43. At the end of 2024/25, the council carried forward £21.7m of grants from prior years not yet allocated to specific schemes. Of this, £11.7m is for children services with a report to Cabinet in March 2025 considering the future children's services capital programme. A further £10m has been carried forward for the operations directorate, with £3.9m related to the tail end of the transforming cities fund and £5.8m for waste infrastructure.
44. Appendix C1 provides a monitoring report for the capital programme at the end of the year. This shows 82% of the current year programme has been delivered. The detail of each project is shown in Appendix C2.
45. Appendix C1 includes the detail in paragraph 2 of the recommendation for Cabinet to increase the budget for the bus priority project of Bournemouth station to town centre with funding provided by budget released from other bus service improvement schemes.
46. Appendix C3 provides a report from the Director of Customer, Arts and Property as the current senior responsible officer for the museum capital projects. The report provides an overview of the financial position for the projects which are nearing completion and provides recommendations for Cabinet and Council. There is a forecast overspend of £0.55m due to cost increases and income shortfalls of £0.8m, of which £0.6m has been underwritten by prudential borrowing. The recommendations are to revise the funding strategy to increase prudential borrowing by £1.35m, the combined budget shortfall from costs overruns and unachieved third-party contributions.

Housing Revenue Account (HRA)

47. 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.

48. The 2024/25 HRA budget was approved by Council in February 2024. It budgeted for total income of £55.6m for the year and a net surplus of £5.9m.
49. The main income variances are favourable, from rents (£1.6m) due to ongoing lower levels of rental voids and right-to-buy sales than expected and from higher utility recharges (£0.8m).
50. Favourable expenditure variances include from supervision and management largely due to lower utility costs, staff vacancies and reassessment of provisions (£1.8m). Net interest costs are also favourable (£1.2m) with rate movements ahead of budget with borrowing costs fixed and lower spending due to reprofiling of the capital programme.
51. There are higher repairs and maintenance costs from the remedial work identified and with a focus on damp and mould. This offset the previously identified saving from the lower number of void properties needing work to be undertaken prior to re-letting.
52. The forecast depreciation charge of £15.1m is £2.7m adverse to budget, a slight increase from the previous quarter. It follows the harmonisation of approaches between the two neighbourhoods implemented at the end of last year. As a non-cash charge, it has no overall impact on the financial position of the HRA.
53. The favourable forecast variances for both income and operating expenditure result in a forecast net operating surplus of £28m that is £3.9m favourable to budget. The impact of the higher depreciation charge and lower net interest payable results in a final net surplus of £8.1m that is £2.2m favourable to budget.
54. The HRA February 2024 budget paper set out a capital programme of £44.7m for 2024/25. This includes £25.2m investment in new-build projects delivered as part of the council newbuild housing & acquisitions strategy (CNHAS) and £16.2m in planned maintenance. Expenditure for the year at £29.1m is 65% of budget with slippage across all areas of the programme.
55. Appendix D provides a summary of HRA budget monitoring for both the revenue and capital account at outturn.

Companies and partner organisations

56. 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.
57. 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

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

Summary of financial implications

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

Summary of legal implications

60. 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

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

Summary of sustainability impact

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

Summary of public health implications

63. 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

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

Summary of risk assessment

65. The outturn is prepared based on the best estimates available to close the financial statements. Any variations to these will impact in the 2025/26 financial year.

Background papers

66. The link to the 2024/25 quarter three budget monitoring report is below:

[Welcome to BCP Council | BCP](#) item 112

Appendices

- Appendix A Revenue Outturn 2024/25
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 2025
- Appendix C Capital Programme Outturn 2024/25
C1 Summary Capital Programme Outturn and Narrative
C2 Capital Programme Project Detail
C3 Report from the Director of Customer, Arts and Property on the updated financial position for the museum projects.
- Appendix D HRA Outturn 2024/25
- Appendix E Company Outturns 2024/25

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

- The outturn for each directorate is shown in the tables and narrative below. The projected annual variances reported at quarter three have been included for comparison.

Wellbeing – underspend £0.9m (0.7%)

- The Wellbeing directorate includes adult social care and commissioning, public health, housing and community services with the projected outturn a £1.3m improvement compared with quarter three.

Q3 Variance £000's	Service	Working budget £000's	Outturn £000's	Outturn Variance £000's
	Adult Social Care Services			
4,187	Care packages – all ages and needs	175,862	180,301	4,439
(136)	Employees	26,005	25,502	(503)
(474)	Client Contributions	(31,672)	(31,624)	48
(1,974)	Health Funding: CHC/JF/Sec117/BCF	(25,406)	(28,651)	(3,245)
(330)	Income from NHS (Section 256)	(2,000)	(2,422)	(422)
(90)	Other Funding: grants, other authorities, Health.	(18,006)	(18,354)	(348)
(16)	Other services: training, running costs, etc.	429	442	13
1,167	Total Adult Social Care Services	125,212	125,193	(19)
	Commissioning			
(213)	Care and contracts (including Tricuro)	29,902	29,572	(330)
(13)	Employees	2,751	2,605	(146)
(107)	Client contributions	(1,717)	(1,812)	(95)
78	Health Funding: CHC/JF/Sec117/BCF	(9,123)	(9,059)	64
(337)	Income from NHS (Section 256)	(20)	(773)	(753)
(100)	Grants and other income	(32,095)	(32,303)	(208)
353	Other services/voluntary sector/ projects	478	1,240	762
(339)	Total Commissioning	(9,824)	(10,531)	(707)
	Strategic Housing & Partnerships			
0	Housing Options	6,524	7,546	1,022
0	Homelessness Strategy	318	(329)	(647)
0	Housing Portfolio	188	(141)	(329)
0	Housing Total	7,030	7,076	46
	Communities			
0	Community Engagement & Partnerships	931	647	(284)
0	Strategic Community Safety	476	760	284
(150)	Public Protection: Regulatory Services	2,433	2,387	(46)
0	Public Protection: Safer Communities	864	892	28
0	Public Protection: Service Management	271	313	42
(150)	Communities Total	4,975	4,998	24
	Asset Investment			
(255)	Asset Investment	(2,250)	(2,499)	(249)
(255)	Asset Investment Total	(2,250)	(2,499)	(249)
(405)	Housing & Communities Total	9,755	9,575	(180)
0	Public Health (fully funded by government grant)	0	0	0
423	Wellbeing Total	125,143	124,237	(906)

Adult Social Care

3. The Adult Social Care (ASC) Service Unit ended 2024/25 financial year with a broadly balanced position.
4. Care cost pressures, emerging from the demand for council funded care as well as market price fluctuations were the key component impacting adult social care costs. Learning disability and specialism areas of spend were controlled at the end of financial year. The demand for adults aged 65+ population for care home beds was on average 3% higher than planned, whilst these care home beds proved to be 5.5% more expensive than budgeted. Domiciliary care demand, fees payable to home care agencies and direct payment spend were controlled, easing the pressure emerging from the residential care home budget.
5. Complexity of care provided to service users discharged from hospitals had additional impact on the cost of services by £0.42m, with costs recovered under Section 256 from the NHS.
6. Employee savings of £0.5m were due to ongoing vacancies emerging from expenditure control measures. A frugal approach was taken with reduced short term agency worker engagement in the last quarter, where this was possible without incurring to risks within services.
7. Service user contributions for social care incurred a minor deficit in the year, however the change from the December position is due to the increase in provision for doubtful debts as delays in raising invoices has led to longer collection periods.
8. Additional income from Health of £3.25m relates to funding recovered upon positive continuing health care (CHC) eligibility outcomes and favourable joint funding under various arrangements – from Section 117 Mental Health Act to Section 22 Care Act. Part of this variance is directly linked to the increase in cost of care packages, as the NHS has contractual obligation to contribute appropriate share of the cost. NHS Dorset Integrated Care Board (ICB) has set out planned changes to processes and procedures around CHC joint funding arrangements, to which both BCP and Dorset Council will respond as these changes bring increased financial risk and will likely manifest in reduced income.
9. Other funding available has increased since December by over £0.25m and favourable ordinary residence judgement with retrospective income attached was the largest contributor to this reporting line. This is achieved through the diligence of adult social care actively progressing cases.
10. Other services minor variances include the favourable impact from reviewing long standing funding arrangements with other authorities.

Commissioning

11. The commissioning service unit finished 2024/25 with an underspend of £0.7m.
12. The use of external grants has been maximised to cover expenditure along with the extension to the Fairways lease which is the key element of the £0.3m surplus within care contracts.
13. Voluntary sector investment noted an overspend of £0.8m. This was totally mitigated by Section 256 funding available from NHS Dorset shown in the separate line. When this funding source ends additional budget will be required in the future.
14. Service user contributions recorded from block commissioned arrangements with Tricuro and Figbury Lodge showed positive variance by nearly £0.1m with service users moved when Fairways closed to contracted block beds in other care homes.

15. Receipt of international recruitment grant, positive resolution of funded nursing care income related to Avon View, and care home rental fees increase – all contributed to a positive variance of £0.2m within grants and other income.
16. Better controls over the pay bill, efficient use of existing workforce in teams where vacancies existed and improved demand for agency contractors secured a £0.1m surplus for employee cost in commissioning.

Public Health

17. BCP Council public health services and those run by the Public Health Dorset Partnership are funded exclusively via the public health grant which was fully allocated. During the year a balanced position was achieved despite the dissolution of the partnership. From 2025/26 the council will be solely responsible for the administration of the public health funding for contracted services.

Housing & Communities

18. Strategic housing encountered in-year pressures, including the repayment of borrowing for the acquisition strategy and an increase in bad debt provisions. Emergency accommodation was particularly challenging during the winter. However, additional government grants were allocated to help manage pressures.
19. Bed & breakfast placements remain volatile, but the average numbers have significantly decreased in the last quarter of the year, aligning with our expectations. This improvement is due to the CNHAS programme and the increase in temporary accommodation properties. Additionally, an increase in income due to the number of properties becoming occupied has helped mitigate the higher cost of borrowing.
20. The in-year homelessness prevention grant (HPG) has been fully utilised, and the reserve maintained at £1.8m, which will help support the future management of the temporary accommodation portfolio.
21. Community engagement and strategic community safety are largely funded through grants, community support schemes and partnerships. Spending against these grants was committed in consultation with Cabinet and all funding was allocated and utilised within the year.
22. The ward improvement fund was available for community project bids and was well used. After the last bidding round in February 2025, there were unavoidable delays in projects commencing before the end of the financial year. A reserve of £0.1m has been created to continue the support for these projects into the next financial year. A further almost £0.1m of budget, for which no bids were received, has also been set aside in earmarked reserves for future community-related work.
23. The overall outturn for public protection services is a small deficit compared with a projected surplus at quarter three. The service achieved early delivery of savings ahead of financial year 2025/26 but unexpected legal costs have arisen from managing judicial reviews linked to policy challenges, such as public space protection orders. Although the costs were expected in 2025/26, some expenses were incurred earlier than anticipated reducing the planned underspend.
24. Asset investment includes the income and maintenance from photovoltaic (PV) panels and garages with the outturn in line with the quarter three forecast. The income is derived from earlier rates, which were higher than current levels. The PV stock requires substantial repairs, which may lead to a decrease in revenue in the coming years, which the service will need to develop a plan to manage.

Children's Services – overspend £2.9 (3%)

25. The 2024/25 projected outturn position presented in the table below shows an outturn position of £2.9m overspend an improvement of £0.5m compared with quarter three.

26. The pressures have been managed across services with mitigations and application of reserves with the improved position largely due to children's social care costs.

Q3 Variance £000's	Service	Working budget £000's	Outturn £000's	Outturn Variance £000's
(2,275)	Management & Commissioning	3,917	1,779	(2,137)
0	Grant Income	(8,506)	(8,506)	0
1,956	Safeguarding & Early Help	13,415	15,323	1,908
2,764	Corporate Parenting & Permanence	55,352	57,649	2,297
71	Quality and Governance	4,419	4,574	155
881	Education & Skills	21,527	22,215	688
0	Partnerships	2,161	2,168	8
3,398	Children's General Fund Total	92,285	95,204	2,919

27. Children's management & commissioning incorporates various budgets including that for service agency costs overall. This is held centrally as the agency use within individual service units fluctuates based on demand and vacant positions. The forecast variance offsets the staffing overspends shown in all other directorates as described below. Use of agency staff has reduced over the year and there is optimism this will continue into the new financial year.

28. The annual budget savings for the service were also set against management & commissioning. Where savings have been achieved for the year, these will be included as underspends within other services. There has been an expectation since early in the year that not all savings would be delivered in-year. This is due to their ambitious nature and the resources required to achieve in full have not been available due to the full Ofsted inspection taking priority until the final quarter. The shortfall in 2024/25 has been reflected in the budget for 2025/26 or carried forward to a future year, if ultimately expected to be delivered.

29. Safeguarding & early help financial position has seen a further slight improvement over the final quarter. Payment by results funding for successfully supporting families has been applied over the year.

30. Corporate parenting & permanence service continued to experience high agency costs within the teams for children in care with the costs of care also over budget. The final allocation for the unaccompanied asylum-seeking children (UASC) grant income for 2023/24 provided some offset as it had been under-accrued. The number of new arrivals has slowed over 2024/2025, with the Home Office grant for the first 6 months lower than for the last six months of the previous year. The council claim the grant in arrears, and the Home Office can disallow claims with a prudent estimate made for the grant covering the second half of the year. Overall, the additional UASC grant accounted for in 2024/25 provided a £0.9m contribution to offset additional care costs.

31. There has been a review of costs charged to grants over the quarter which has enabled more expenditure to be charged to grants within their grant conditions for the education & skills service. Staffing pressures continue due to delays with the implementation of the new SEND structure and the requirement to continue with agency costs for case workers and educational psychologists. School transport was broadly in line with budget.

Operations – Underspend £0.9m (1.5%)

32. The outturn position is an underspend of £0.9m. Many of the services had accurately forecast their outturn position but the main positive variances compared to quarter three are attributable to leisure, bereavement, seafront and waste services as explained in more detail in the individual service commentary below.

Q3 Variance £000's	Service	Working budget £000's	Outturn £000's	Outturn Variance £000's
	Commercial Operations			
(6)	Flood and Coastal Erosion	1,032	1,032	0
(829)	Head of Commercial Operations	262	127	(135)
0	Leisure and Events	788	440	(348)
1,736	Parking Services	(19,566)	(17,495)	2,071
(230)	Seafront	(6,313)	(7,739)	(1,426)
670	Commercial Operations Total	(23,797)	(23,635)	162
	Environment			
(4)	Service Management	685	645	(40)
(5)	Neighbourhood Services & Grounds	16,570	16,276	(294)
(323)	Passenger Transport	522	121	(401)
30	Bereavement & Coroner	530	(150)	(680)
(340)	Waste	15,854	15,322	(531)
134	Greenspace	490	428	(62)
(750)	Transport & Operating Centres	5,892	4,875	(1,016)
(1,258)	Environment Total	40,542	37,518	(3,024)
	Planning & Transport			
0	Planning Management	467	456	(11)
(114)	Planning Operations	346	817	471
(62)	Strategic Planning	814	730	(84)
(13)	Transport Policy / Sustainable Travel	11,756	11,923	167
(189)	Planning & Transport Total	13,382	13,925	543
	Investment and Development			
(192)	Housing Delivery	135	66	(69)
(171)	Regeneration Delivery	751	751	0
149	Smart Places	(63)	86	149
(214)	Investment and Development Total	822	902	80
(41)	Operations Strategy Total	1,702	1,643	(139)
	Customer & Property			
0	Business Support	7,555	7,632	77
0	Culture	1,383	1,261	(122)
(19)	Customer Services	2,815	2,848	33
(14)	Libraries	4,563	4,442	(121)
(50)	Bournemouth Library PFI contract	1,505	1,463	(43)
571	Engineering	4,666	5,308	641
380	Facilities Management	7,278	8,046	769
0	Property Maintenance	(1,356)	(1,315)	41
322	Telecare	(25)	182	208
1,189	Customer & Property Total	28,384	29,867	1,483
158	Operations Services	61,115	60,221	(894)

Commercial Operations

33. Commercial operations are almost at breakeven for the year. Despite this, parking services net overspend is £2.1m. Income generation was slightly down on forecast particularly within pay and display car parks. However, permit income offset most of this shortfall. Inherent expenditure pressures include £1.5m additional costs of collection charges and £0.1m for staff costs due to labour market supplements. The service managers have worked hard to freeze discretionary spending and hold vacancies to mitigate those unavoidable pressures. The expenditure pressures have also been reviewed and partially mitigated for 2025/26 and the shift to different channels of cost collection should see reduced costs going forward.
34. The 2024 pay award budget uplift was allocated against the head of service budget in quarter three with this redistributed in quarter four. This has reduced the surplus between the two quarters. The overall saving achieved of £0.1m within this area was due to spend freezes against project budgets to mitigate a service overspend.
35. Seafront services experienced a reduction in visitor footfall, coupled with cliff slippages which led to a drop in income and increased repairs and maintenance costs. Those pressures were mitigated by a further freeze on reactive maintenance spending and savings in casual staff associated with a drop in trading. The surplus of £1.6m is mainly due to an increase in beach hut income of £0.3m, savings in casual employee costs of £0.5m, spending freeze of repairs and maintenance £0.3m and smaller spend freeze savings across the seafront, some partly connected to a drop in trade of £0.4m.
36. Flood and coastal erosion risk management (FCERM) services reported a balanced position and partnership working with East Devon Council is anticipated to continue to progress positively.
37. Within leisure services there is an unanticipated surplus of £0.35m. This is primarily due to a review of transition costs from insourcing the leisure centres that established some could be capitalised.

Environment

38. Transport and operating centres underspent by just over £1m which was a favourable movement of £0.3m from quarter three. Diesel was under budget due to lower prices and a switch to electric vehicles. The fuel budget underspend of £0.3m has been taken towards 2025/26 budget savings. Employee costs are also under budget due to the difficulty in retaining staff, however, this was partly offset by the increased use of external providers to complete repair work. Additionally, there was a significant underspend in the budget for borrowing with costs delayed until 2025/26. This is due to planned slippage in the fleet replacement programme as efforts are made in the fleet management service to maximise the efficient lifespan of existing assets.
39. A £0.4m underspend is within passenger transport due to vacancies being held whilst a full review of adult community services takes place.
40. The bereavement service achieved an unexpected surplus outturn position of £0.6m. Cremation numbers are down on last year, but there has not been a corresponding fall in income. Much of this is attributable to increased memorial income and prudent accruals being made whilst the service caught up on invoicing, with a one-off spike in income for this year. In addition, debt collection processes have improved, enabling some release of the bad debt provision. Underspends have also been realised due to staff vacancies and lower expenditure on some supplies and services.
41. Waste disposal contract tonnages and recycling costs were lower than expected each quarter. Internalisation of the Christchurch household recycling centre and Hurn waste transfer station incurred one off revenue costs, but they were lower than forecast. Net commercial waste income exceeded budget, and this mitigated pressures within employee costs. The sale of replacement bins was also favourable against budget. This all contributed to a forecast outturn position of £0.5m surplus.

42. Greenspace achieved a positive outturn of £0.06m mainly due to the spike in contracted income from improved collection of backdated rents.

Planning and Transport

43. The planning and transport overall deficit of £0.5m is mainly attributable to an underachievement of the planning income target previously thought to have been achievable by the service at quarter three. The demand for planning has reduced and the income generation will need to be monitored carefully in 2025/26.
44. The overspend in transport of £0.2m is in large part due to two budget areas. Concessionary fares were over budget by £0.1m from increased free bus passenger journeys, particularly in the last quarter, compared with previous years. This is a statutory duty that is not within the control of the council. Second, network management, incurred higher costs for the repair and maintenance of traffic signal equipment coupled with a reduction in income from street works from a large-scale broadband provider scaling back operation.

Investment and Development

45. The overall deficit position is mainly due to a £0.15m pressure within the smart places team from the cessation of the WAN project. This was partially mitigated by recharges to capital within the housing delivery team although, this was lower than had been previously expected.

Operations Strategy

46. The surplus of £0.1m is mainly due to the part year salary saving from a retirement, with the full year budget being included in savings for next year. Higher than anticipated recharge income has also contributed to the overall surplus.

Customer, Arts, & Property

41. Poole museum is currently undergoing a major capital project due to finish and re-open in July 2025. As it has been closed for the entirety of 2024/25 this has led to savings in business rates and staff causing an overall underspend of £0.2m
42. The libraries underspend of £0.2m is primarily due to staffing savings and the private finance initiative (PFI) charge.
43. In facilities management historically, there has been a trend of exceeding the budget allocated for corporate repairs and maintenance, despite limiting expenditures to essential works necessary to keep buildings open. The corporate repairs overspend of £0.3m was also compounded by the three leisure centres which returned in-house on 1 October and the waste transfer stations. These facilities were in a poor state and there is ongoing complicated technical work required to bring them back up to standard. The cleaning contract has also resulted in a £0.4m deficit, partially due to increased fees from the contractor. Work is ongoing to rationalise the council's estate and progress needs to be made in 2025/26 to avoid a further overspend.
44. Within engineering the street lighting PFI pressure remains at just over £0.3m, due to increased electricity prices. Discussions have been held with Dorset Council, and it is expected that a 19% reduction in electricity costs for 2025/26 will be achieved due to a national reduction in charges with the budget adjusted accordingly.
45. Within building control there are historic income pressures from a reduction in demand for the discretionary services and external competition in the local market. The outturn position showed a £0.1m overspend with the £0.24m income shortfall mitigated by savings in staff and a reduction in other expenditure.
46. The overall pressure within the engineering service has been partially offset by staff vacancies within the team.
47. Property maintenance includes the construction works team (CWT) and in house team (IHT) providing repairs and maintenance to the council housing stock and corporate property portfolios. Overall, both areas combined were below the budgeted surplus

resulting in a combined outturn pressure of £0.04m. CWT had less turnover than anticipated resulting in a lower absorption of overhead costs and the IHT experienced higher material costs than forecast.

48. Telecare achieved a slightly better outturn position compared with quarter threes at £0.2m overspent, due to some staff salary savings equating to just over £0.1m. The telecare pressure stemmed mainly from unachieved savings as the higher income target proved unachievable. The agreed fee increases for 2025/26 will help narrow the income shortfall and the budget will continue to be monitored closely.

Resources – overspend £1m (2.3%)

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

Q3 Variance £000's	Service	Working budget £000's	Outturn £000's	Outturn £000's
0	Executive	895	961	66
784	Law and Governance	4,894	5,265	372
78	Marketing, Comms and Policy	2,314	2,447	133
66	People and Culture (Incl. Workforce Development)	3,956	3,780	(176)
(170)	Finance, Estates and Benefits	17,001	17,851	850
(210)	IT and Programmes	13,751	13,502	(249)
548	Executive & Resources Total	42,811	43,806	995

50. Executive ended the year with a small overspend due to recruitment costs and the shortfall in achieving the vacancy factor.
51. Law and governance were able to reduce their forecast outturn by £0.4m. Mitigation of the overspend was partly achieved though reducing by £0.2m some of the locum costs. Plans are in place to review their vacancies and locum costs going forward to identify a sustainable long term recruitment strategy.
52. Democratic Services achieved a late saving of £0.1m as members chose not to implement the pay award increase as provided for in the budget.
53. Income from land charges and registrars exceeded expectation in the last quarter of the year reducing the pressure by £0.1m. Additionally the registrar's service was able to manage some of their staff cost pressures through vacancy control.
54. Marketing, communications & policy has carried a pressure throughout the year due to credit notes issued across financial years and this has been mitigated where possible. However, in-year income has remained challenging due to an optimistic income target and the situation has deteriorated over the year as advertising has not generated the expected revenue.
55. The outturn for people and culture showed positive improvement. The service was able to use the transformation budget to offset costs and had already implemented expenditure control methods. Grants were used to release base budget and there was unexpected late income to the service.
56. Within Finance there are underspends across estates, revenues & benefits and procurement totalling £0.3m because of vacancies and ongoing recruitment challenges across the service. This is offset by increases in contributions towards insurance and bad debt provisions.
57. IT and Programming ended the year as expected, in line with the forecast. Some projects were charged to the transformation budget where allowed, and the service has been conservative in managing contracts and keeping salary costs within budget.

Corporate Budgets – surplus £3.4m

58. The surplus arises from the release of the central contingency to mitigate net pressures across all budget areas. The table below provides a summary of the variances:

Q3 Variance	Service	Working budget	Outturn	Outturn Variance
£000's		£000's	£000's	£000's
(793)	Pay related costs	793	-	(793)
(6,934)	Contingency	7,858	(8)	(7,866)
1,395	Interest Payable	5,175	6,570	1,394
805	Investment Income	(1,855)	(1,195)	660
0	Pay & grading project – move to reserves	1,060	1,060	-
0	Debt Repayment - MRP & VRP	10,188	10,188	-
835	Transformation	3,813	4,602	789
240	Housing Benefits	(1,623)	396	2,019
0	Contribution from HRA	(3,564)	(3,219)	344
367	Investment and vacant properties incl Poole Civic	(4,898)	(3,875)	1,023
0	Dividend Income	(227)	(311)	(84)
0	Levies	652	648	(4)
0	Apprentice Levy	782	804	22
0	Parishes / Town Precept / Chartered Trustee	1,384	1,384	-
0	Earmarked Reserves & One-off Business Rates	15,385	18,606	3,221
0	Pension Back funding	3,819	3,812	(7)
0	Admin Charged to Grant Income	(1,445)	(1,629)	(184)
(400)	Release of historic income suspense	-	(400)	(400)
0	One off Corporate Items	140	(338)	(478)
(4,485)	Corporate Items Total	37,439	37,093	(344)
	Funding			
0	Council Tax Income	(258,620)	(258,618)	2
0	Parishes / Town Precept / Chartered Trustee	(1,384)	(1,384)	-
0	New Homes Bonus	(55)	(55)	-
0	Revenue Support Grant	(4,198)	(4,198)	-
(459)	Business Rates (NNDR) Net Income	(38,922)	(38,323)	599
417	NNDR levy	-	-	-
0	NNDR 31 Grants	(26,562)	(30,177)	(3,615)
0	Service Grant	(383)	(383)	(0)
0	Estimated Surplus Collection Fund - NNDR	(25,671)	(25,673)	(2)
0	Estimated Surplus Collection Fund - CTAX	(3,000)	(3,000)	-
(4,526)	Corporate Total	(321,356)	(324,716)	(3,360)

Expenditure Budgets

59. Following the confirmation of the 2024/25 pay award which was subject to trade union agreement, the budget has been allocated out to services with £0.8m not needed.

60. An amount of £7.9m has been released for unused contingency, including £5.5m to cover undelivered savings across services. The budget also included a general contingency and at quarter three £0.9m had not been released into the projected outturn to cover unexpected costs in the final quarter.

61. The outturn is an investment income deficit of £0.6m and increased borrowing costs of £1.4m. This is due to lower than forecasted cash balances available for investments and

reduction in interest rates during 2024/25. Cash balances have reduced as expenditure is incurred on the council's capital programme and the impact of the increasing deficit on the dedicated school grant without any increased long-term borrowing.

62. The budget included £0.8m of staff costs in services being transferred to the transformation budget and funded by the flexible use of capital receipts. Sufficient evidence is not available to justify using all of this funding source, consistent with the approach taken in finalising the accounts last year.
63. The expected income from housing benefits has been replaced by a net cost with a £2m overspend on the budget. This is due to a complex housing benefit rules in awarding for 'exempt accommodation' cases. These cases involve landlords who meet specific criteria and provide care, support, or supervision to tenants. The council must use the 'old scheme' rules, which only allow housing benefit to be restricted if suitable, cheaper accommodation is available and it is reasonable for the tenant to move. However, due to the vulnerability and care needs of these tenants, and the high rents in the housing market, it is nearly impossible to meet these criteria. As a result, the council often has to pay the full rent minus ineligible service charges.
64. Costs of running, maintaining and securing vacant properties is forecast to cost £1m more than budget due to delayed disposals and additional costs of security, energy and some cases business rates. This overspend amount includes £0.25 unbudgeted costs incurred at Poole Civic centre.
65. The budget was set allocating £15.4m of earmarked reserves across services, including £14m from the collection fund surplus reserve established in the previous year. In addition to the planned drawdown of reserves, the central budget has set aside funding in-year for cliff stabilisation investigation activity £1.4m and £1.5m in support for urgent dilapidation works in a number of properties.
66. One off release of £0.4m from historic income suspense. This is income that has been received by the council but due to poor referencing by those making the payments amounts could not be allocated to any income codes. After 3 years the policy is to write off these balances to central income.
67. One off corporate item saving of £0.5m is net of pension costs being higher than expected by £0.2m offset by release of a provision no longer required.

Funding

68. An additional £3.6m of national non-domestic rates (NNDR) income via Section 31 grants has been received. Of this, £0.6m is from the national collection which was slightly ahead of the amount indicated by government in December 2024. The increase in grants had largely been expected to be offset by a similar increase in the council's own levy payment to government, but this did not occur due to the increased provision needed for appeals.



BCP Council - General Fund Summary 31 March 2025

Quarter 3 Forecast Variance £'000	Directorate	Working Budget £'000	Actual Outturn £'000	Outturn Variance £'000
423	Wellbeing	125,143	124,237	(906)
3,398	Children's Services	92,285	95,204	2,919
158	Operations	61,115	60,221	(894)
548	Resources & Executive	42,813	43,807	995
4,527	Total Net Cost of Service	321,356	323,468	2,113

Corporate Items

(793)	Pay related costs	793	0	(793)
(6,934)	Contingency	7,858	(8)	(7,866)
1,395	Interest Payable	5,175	6,570	1,394
805	Investment Income	(1,855)	(1,195)	660
(400)	Unallocated income from prior years	0	(400)	(400)
	Pay & grading project	1,060	1,060	0
	Debt Repayment - MRP & VRP	10,188	10,188	0
835	Transformation	3,813	4,602	789
240	Housing Benefits	(1,623)	396	2,019
0	Contribution from HRA	(3,564)	(3,219)	344
0	Investment Properties	(5,301)	(4,818)	483
367	Vacant properties	403	942	540
0	Dividend Income	(227)	(311)	(84)
0	Levies	652	648	(4)
0	Apprentice Levy	782	804	22
0	Parishes / Town Precept / Chartered Trustee	1,384	1,384	(0)
0	To and (From) Reserves	15,385	18,606	3,221
0	Pension Backfunding	3,819	3,812	(7)
0	Admin Charged to Grant Income	(1,445)	(1,629)	(184)
0	One off Corporate Items	140	(338)	(478)
(4,485)	Corporate Items	37,439	37,093	(344)

42	Net Budget Requirement	358,794	360,562	1,768
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Funding

0	Council Tax Income	(258,620)	(258,617)	2
0	Parishes / Town Precept / Chartered Trustee	(1,384)	(1,384)	0
0	New Homes Bonus	(55)	(55)	0
0	Revenue Support Grant	(4,198)	(4,198)	0
417	NNDR Net Income	(38,922)	(38,323)	599
(459)	NNDR 31 Grants	(26,562)	(30,177)	(3,615)
0	Service Grant	(383)	(383)	(0)
0	Estimated (Surplus) / Deficit on the Collection Fund - NNDR	(25,671)	(25,673)	(2)
0	Estimated (Surplus) / Deficit on the Collection Fund - CTAX	(3,000)	(3,000)	0

(42)	Total Funding	(358,795)	(361,810)	(3,016)
0	Net Position	(0)	(1,248)	(1,248)

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

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2024/25 Rebased Savings £000s	2024/25 Actual Savings £000	Annualised Saving £000s	Comment for all undelivered savings
ASCS14	Adult Social Care	Service Efficiency	One off use of third party resources from previous years	(2,000)	(2,000)	n/a	N/A
ASCS15	Adult Social Care	Service Efficiency	Demographic Savings - Long Term Conditions	(1,125)	(700)	(1,125)	At the end of financial year 24-25 ASC-Services underspent. This was achieved via robust oversight in relation to securing income from areas that are above local authority legal limit. Demographic pressures coupled with substantially increased demand is continuing to push spend up. This will impact on the overall budget position within new financial year 2025/26.
ASCS1	Adult Social Care	Fees and Charges	Additional income - client contributions and deferred payments	(2,213)	(2,213)	(2,213)	N/A
ASCS16	Adult Social Care	Fees and Charges	NHS Inflationary increase for contribution to Sec117 after care costs	(523)	(523)	(523)	N/A
ASCS2	Adult Social Care	Service Efficiency	Extra Care Housing	(250)	(250)	(250)	N/A
ASCS3	Adult Social Care	Service Efficiency	Review of care arrangements for people with Learning Disabilities and Mental health	(407)	(407)	(407)	N/A
ASCS4	Adult Social Care	Service Efficiency	Enhance support to Self Funders to make decisions about their care	(225)	(225)	(225)	N/A
ASCS5	Adult Social Care	Service Efficiency	Non Regulated Support	(200)	(200)	(200)	N/A
ASCS17	Adult Social Care	Service Efficiency	Use of Disabled Facilities Grant (one-off)	(100)	(100)	n/a	N/A
Saving Total - Adult Social Care Directorate				(7,043)	(6,618)	(4,943)	
C&PS1	Commissioning & Procurement	Service Reduction	Day Service Review	(684)	(684)	(684)	N/A
C&PS7	Commissioning & Procurement	Service Reduction	Day Service Review - Transitional funding provided for 2024/25 to cover 2025/26 impact	(600)	(600)	(600)	N/A
C&PS3	Commissioning & Procurement	Service Efficiency	Reconfiguration of care home placements	(257)	(129)	(257)	Reconfiguration planned target assumed full year saving. Fairways care home residents were transferred to other, more cost efficient placements by the end of September 2024, resulting in only half of planned savings achieved.
Saving Total - Commissioning				(1,541)	(1,413)	(1,541)	
PHS1	Public Health	Service Efficiency	Proposed savings - Options 2024/25	(744)	(744)	(744)	N/A
Saving Total - Public Health				(744)	(744)	(744)	
H&CS1	Housing & Communities	Service Efficiency	Backdated recharge of officer time to refugee grant - One off	(300)	(300)	n/a	N/A
H&CS2	Housing & Communities	Service Reduction	Service reduction Public Protection- reduction to deliver core statutory functions only including CSAS reduction and recharge to grant funding	(143)	(143)	(143)	N/A
H&CS3	Housing & Communities	Fees and Charges	Increase HRA Recharges for relevant Housing and Communities Officers	(121)	(121)	(121)	N/A
H&CS4	Housing & Communities	Service Reduction	Reduce non-operational administrative community safety functions to minimum statutory requirements	(110)	(110)	(110)	N/A
H&CS5	Housing & Communities	Fees and Charges	Base budget reduction due to full cost recovery mandatory HMO licensing model	(100)	(100)	(100)	N/A
H&CS18	Housing & Communities	Fees and Charges	Increase in Seascope Homes & property rental income as a result of the Local Housing Allowance uplift	(70)	(70)	(70)	N/A
H&CS7	Housing & Communities	Service Reduction	Kinson Community centre income increase	(50)	(50)	(50)	N/A
H&CS9	Housing & Communities	Service Reduction	Remove community engagement and retain base budget for community development	(64)	(64)	(64)	N/A
H&CS11	Housing & Communities	Fees and Charges	Increase fixed penalty notice (FPN) fines for fly tipping	(30)	(30)	(30)	N/A
H&CS12	Housing & Communities	Fees and Charges	Garages income	(14)	(14)	(14)	N/A
Saving Total - Operations - Housing & Communities				(1,002)	(1,002)	(702)	
Saving Total - WELLBEING DIRECTORATE				(10,330)	(9,777)	(7,930)	
CSS2	Children's Services	Service Efficiency	Specific project to review all over 18 placements (link with housing)	(850)	(500)	(850)	Significant pressure on care - some savings are being evidenced and delivered but they are offset by continued growth in demand
CSS4	Children's Services	Service Efficiency	Children's Services Pay Review - October Cabinet 2022	(539)	(539)	(539)	N/A
CSS22	Children's Services	Service Efficiency	Application of one-off grant funding	(494)	(494)	n/a	N/A

Ref.	Directorate	Category of the Proposal	Description of the Proposal
CSS5	Children's Services	Service Efficiency	Education - Revised Delivery Models
CSS7	Children's Services	Service Efficiency	Workforce Development (under QPIG)
CSS8	Children's Services	Service Efficiency	PPG - use of grant against VS
CSS24	Children's Services	Service Efficiency	Reduce level of legal expenditure
CSS10	Children's Services	Service Efficiency	Early Years saving
CSS11	Children's Services	Service Efficiency	Premises cost for Ted Webster potential repurpose for Special Educational Needs and Disability Service
CSS12	Children's Services	Service Efficiency	FIS Advertising & Marketing
CSS13	Children's Services	Service Efficiency	Quality Performance Information & Governance
CSS26	Children's Services	Service Efficiency	Reduce Agency Expenditure
CSS14	Children's Services	Service Efficiency	Music Service
CSS15	Children's Services	Service Efficiency	Flippers Nursery - Lease liability
CSS16	Children's Services	Service Efficiency	Other miscellaneous savings - Education
Saving Total - Children's Service Directorate			
Saving Total - CHILDREN'S DIRECTORATE			
COS1	Commercial Operations	Fees and Charges	Destination & Culture - 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	Fees and Charges	Car Park harmonisation (Cabinet decision September 2023)
COS4	Commercial Operations	Service Reduction	Bournemouth Air Festival. Removal of funding from the base budget of the Council
COS5	Commercial Operations	Service Reduction	Events Saving
COS23	Commercial Operations	Service Reduction	Further events related savings
COS22	Commercial Operations	Service Reduction	Reduction in seasonal services
COS7	Commercial Operations	Service Reduction	Close Kings Park Plant Nursery and work with community for alternative community use
COS8	Commercial Operations	Service Efficiency	Review options for provision of beach furniture
COS11	Commercial Operations	Service Efficiency	Increase income target seafront
COS13	Commercial Operations	Service Efficiency	Procure contract for film location income
COS14	Commercial Operations	Service Efficiency	Close, increase rental income or transfer to community the sports pavilions where they don't generate income and are costing the council
COS15	Commercial Operations	Service Reduction	Remove Sports Grants
COS16	Commercial Operations	Service Reduction	Transfer Hengisbury Head Outdoor Education Centre to the community, make cost neutral or close
COS17	Commercial Operations	Service Efficiency	New lease 5 Pods Boscombe
COS18	Commercial Operations	Service Reduction	Seek community management of Littledown Leisure Centre Paddling Pool (Outdoors) if not secured close
Saving Total - Operations - Commercial Operations			
ES1	Environment	Service Efficiency	Waste Disposal - one-off
ES2	Environment	Service Reduction	Fundamental review of grounds maintenance services.
ES3	Environment	Service Efficiency	Commercial Waste income
ES4	Environment	Service Reduction	Restructure of Greenspace and Conservation team
ES6	Environment	Fees and Charges	Increased charges for non BCP residents access to recycling centres

2024/25 Rebased Savings £000s	2024/25 Actual Savings £000	Annualised Saving £000s	Comment for all undelivered savings
(396)	(396)	(396)	N/A
(134)	(134)	(134)	N/A
(100)	(100)	(100)	N/A
(100)	0	0	Given the final spend in 23/24 (and a large cost transferred out of corporate legal into Childrens as part of Closedown which was unsighted at budget setting), this saving cannot be delivered with the budget re-instated for 2025/26.
(57)	(57)	(57)	N/A
(55)	(55)	(55)	N/A
(54)	(54)	(54)	N/A
(50)	0	(50)	DfE Improvement bid was unsuccessful
(50)	(50)	(50)	N/A
(34)	(34)	(34)	N/A
(25)	(25)	(25)	N/A
(15)	(15)	(15)	N/A
(2,953)	(2,453)	(2,359)	
(2,953)	(2,453)	(2,359)	
(623)	(623)	(623)	N/A
(206)	(206)	(206)	N/A
(400)	(400)	(400)	N/A
(400)	(400)	(400)	N/A
(330)	(330)	(330)	N/A
(50)	(50)	(50)	N/A
(90)	(90)	(90)	N/A
(85)	(85)	(85)	N/A
(80)	(80)	(80)	Note that alternative saving found from seafront budget overall.
(50)	(50)	(50)	N/A
(35)	(35)	(35)	N/A
(15)	(15)	(15)	N/A
(15)	(15)	(15)	N/A
(10)	(10)	(10)	N/A
(10)	(10)	(10)	N/A
(7)	(7)	(7)	N/A
(2,406)	(2,406)	(2,406)	
(1,250)	(1,250)	n/a	N/A
(150)	(150)	(150)	N/A
(200)	(200)	(200)	N/A
(160)	(160)	(160)	N/A
(140)	(140)	(140)	N/A

Ref:	Directorate	Category of the Proposal	Description of the Proposal
ES9	Environment	Service Reduction	Harmonise Community Transport provision * see note in column AB
ES10	Environment	Service Reductions	Seek community management / transfer of paddling pools and if not secured close
ES15	Environment	Service Reduction	Cease contribution to Dorset Local Nature Partnership
Saving Total - Operations - Environment			
P&DS3	Planning & Destination	Fees and Charges	Increased income generation
P&DS5	Planning & Destination	Service Efficiency	PPA pre app advice - full cost recovery for our Development Management and other planning efforts with developers.
P&DS6	Planning & Destination	Fees and Charges	Raising pre-app fee's (£30k from 24/25).
Saving Total - Operations - Planning & Destination			
IS1	Infrastructure	Service Reduction	Bus Subsidy: Option 4: Phase out no impact BSIP
IS2	Infrastructure	Service Reduction	Harmonise street lighting turn off to match Christchurch turn off at midnight (not main roads, key town and district centres). Will initially turn off in Poole
IS3	Infrastructure	Service Reduction	Reduce Road Safety Budget
IS5	Infrastructure	Service Reduction	Reduce structures maintenance budget (one-off)
IS7	Infrastructure	Service Efficiency	Replace school crossing patrols with 24/7 pedestrian crossings
IS9	Infrastructure	Service Efficiency	Increased officer recharge against Transport income related activity
IS8	Infrastructure	Service Efficiency	Building Control stop out of hours service
IS12	Infrastructure	Service Reduction	Adjustment to the two bridge lifting timetable to reflect marine demand and to make associated cost savings (subject to consultation)
Saving Total - Operations - Infrastructure			
CA&PS15	Customer, Arts & Property	Service Reduction	Savings from amalgamating services to provide community hubs with transitional funding provided for 2024/25. Permanent savings required for 2025/26 onwards.
CA&PS2	Customer, Arts & Property	Service Reduction	Operational Savings in Cultural activity
CA&PS4	Customer, Arts & Property	Fees and Charges	Telecare income generation
CA&PS5	Customer, Arts & Property	Service Efficiency	Efficiencies to DBS checks and Information Governance
Saving Total - Operations - Customer, Arts & Property			
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Commercial Operations
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Infrastructure
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Customer, Arts and Property
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Environment
OS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Communities
OS2	Operations - General	Service Efficiency	Operations Directorate to restructure in line with size of services post budget savings decisions
OS3	Operations - General	Service Efficiency	Finance additional investment in Regeneration differently
OS4	Operations - General	Service Efficiency	Finance Regeneration Development Commissioning Function differently
Saving Total - Operations - General			
Saving Total - OPERATIONS DIRECTORATE			
EXS1	Executive	Service Efficiency	Corporate Leadership team

2024/25 Rebased Savings £000s	2024/25 Actual Savings £000	Annualised Saving £000s	Comment for all undelivered savings
(23)	(23)	(23)	N/A
(100)	(100)	(100)	2024/25 savings achieved 2025/26 at risk for facilities to close with the exception of Quomps under tennancy at will with CTC with ongoing work to complete community asset transfer. No opportunities currently identified for Redhill which if funding not reinstated will require a closure of the facility. Hamworthy Park using ringfenced funding for 24/25 to operate. Friends of group working to source donations but large ask at £45k per annum so facility remains at risk for 2025
(10)	(10)	(10)	N/A
(2,033)	(2,033)	(783)	
(125)	0	(125)	Significant reduction in demand below bullish expectations for the final quarter.
(50)	(50)	(50)	N/A
(30)	(30)	(30)	N/A
(205)	(80)	(205)	
(155)	(155)	(155)	N/A
(68)	(68)	(68)	N/A
(70)	(70)	(70)	N/A
(60)	(60)	n/a	N/A
(15)	(15)	(15)	N/A
(20)	(20)	(20)	N/A
(15)	(15)	(15)	N/A
(41)	(41)	(41)	N/A
(444)	(444)	(384)	
(532)	(532)	(532)	N/A
(174)	(174)	(174)	N/A
(100)	0	(100)	Telecare income below budget for the year with variance reported
(40)	(40)	(40)	N/A
(846)	(746)	(846)	
(0)	(0)	(0)	N/A
(1,848)	(1,848)	(1,848)	N/A
(36)	(36)	(36)	N/A
(153)	(153)	(153)	N/A
(398)	(398)	(398)	N/A
(3)	(3)	(3)	N/A
(75)	(75)	(75)	N/A
(1,351)	(1,351)	(1,351)	N/A
(261)	(261)	(261)	N/A
(4,126)	(4,126)	(4,126)	
(10,060)	(9,835)	(8,750)	
(100)	(100)	(100)	N/A

Ref.	Directorate	Category of the Proposal	Description of the Proposal
EXS2	Executive	Service Efficiency	Additional saving proposals not included in any other specific saving line
		Saving Total - Executive	
L&GS1	Law & Governance	Service Efficiency	Termination of Schools Admissions Appeals Service to non-maintained schools
L&GS2	Law & Governance	Service Efficiency	Reduced payments to other local authorities for local land charge work
L&GS3	Law & Governance	Service Efficiency	Apprenticeships in Legal Services
L&GS4	Law & Governance	Service Efficiency	Legal literature savings (subject to confirmation of cost of additional bolt-ons)
L&GS5	Law & Governance	Fees and Charges	Legal Services Review of Fees and Charges
L&GS6	Law & Governance	Service Efficiency	Stop paying for solicitors practising certificates
L&GS7	Law & Governance	Fees and Charges	Registrars Service Review of Fees and Charges
L&GS9	Law & Governance	Fees and Charges	Recharges to Chartered Trustees
		Saving Total - Law & Governance	
MC&PS1	Marketing, Comms and Policy	Service Efficiency	Advertising income from on street opportunities with Operations
MC&PS2	Marketing, Comms and Policy	Service Efficiency	Refinancing and increasing the projects element of the Climate Change and Ecological Emergency Budget via a £1m Earmarked Reserve
MC&PS8	Marketing, Comms and Policy	Service Efficiency	Delete vacant Communications and Policy Team post in proposed structure
MC&PS3	Marketing, Comms and Policy	Service Efficiency	Increase advertising income
MC&PS4	Marketing, Comms and Policy	Fees and Charges	Review charges to HRA, grants
		Saving Total - Marketing, Communications and Policy	
P&CS1	People and Culture	Service Efficiency	Apprenticeships
		Saving Total - People and Culture	
	Finance	Service Reduction	Do not take out marine impact insurance for the two lifting bridge
FS1	Finance	Fees and Charges	Estates - rebase easement income in line with levels achieved
FS2	Finance	Fees and Charges	Accountancy Recharge to Chartered Trustees
		Saving Total - Finance	
IT&PS1	IT and Programmes	Service Efficiency	Apprenticeships
		Saving Total - IT and Programmes	
RS1	Resources - General	Recharges	Recharges to Housing Revenue Account of charges in line with impact of inflation, particularly those associated with the pay award costs. Bournemouth and Poole Neighbourhood Account
RS2	Across Authority Savings	Fees and Charges	Increase Staff Car Parking Charges - 1 June 2024
RS3	Resources - General	Recharges	Recharges to Dorset Adult Learning
RS4	Resources - General	Recharges	Recharges to Bournemouth Companies
		Saving Total - Resources General	
		Saving Total - RESOURCES DIRECTORATE	
		Overall Total - Service Based Savings and Efficiencies	

2024/25 Rebased Savings £000s	2024/25 Actual Savings £000	Annualised Saving £000s	Comment for all undelivered savings
(100)	(80)	(80)	Additional savings were identified from voluntary redundancies outside of service specific savings. However, these savings were lower than anticipated due to other commitments.
(200)	(180)	(180)	
(44)	(44)	(44)	N/A
(22)	(22)	(22)	N/A
(17)	(17)	(17)	N/A
(13)	(13)	(13)	N/A
(12)	(12)	(12)	N/A
(9)	(9)	(9)	N/A
(8)	(8)	(8)	N/A
(49)	(49)	(49)	N/A
(174)	(174)	(174)	
(100)	(3)	(100)	The initial savings scope was optimistic, given the time required to implement the changes. Consequently, targets have been adjusted in the MTFP for future years to better align with a more realistic schedule.
(280)	(280)	(280)	N/A
(40)	(40)	(40)	N/A
(5)	(5)	(5)	N/A
(5)	(5)	(5)	N/A
(430)	(333)	(430)	
(67)	0	0	
(67)	0	0	
(45)	(45)	(45)	N/A
(34)	(34)	(34)	N/A
(1)	(1)	(1)	N/A
(80)	(80)	(80)	
(10)	(10)	(10)	N/A
(10)	(10)	(10)	
(55)	(55)	(55)	N/A
(50)	(44)	(50)	Implementation was delayed by one-month
(11)	(11)	(11)	N/A
(8)	(8)	(8)	N/A
(124)	(118)	(124)	
(1,085)	(895)	(998)	
(24,428)	(22,960)	(20,037)	

Ref.	Directorate	Category of the Proposal	Description of the Proposal
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2024/25 £000s	2024/25 Forecast Actual Savings £000	Forecast Annualised Saving £000s	Comment for all undelivered savings
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Ref.	Directorate	Category of the Proposal	Description of the Proposal	2024/25 Rebased Savings £000s	2024/25 Actual Savings £000	Annualised Saving £000s	Comment for all undelivered savings
ASCS6	Adult Social Care	Service Transformation	Reconfiguration of Care Home Beds Purchasing Structure	(2,000)	(486)	(2,000)	Market saturation prevented achieving previously declared saving of £1m in 2024/25. Programme is still progressing, the slow down visible in 2024/25 reflected the misalignment between service users' needs and care homes offer of block beds.
ASCS7	Adult Social Care	Service Transformation	Investment in care technology	(322)	(69)	(322)	New operating model introduced Nov/Dec24. Evidence of demand savings of £69k Dec'24 - Mar'25. Achieving full saving target on track in the new financial year.
ASCS8	Adult Social Care	Service Transformation	Additional income - client contributions (budget rebase)	(300)	(300)	(300)	N/A
ASCS9	Adult Social Care	Service Transformation	Vision & Validation savings linked to business case under preparation	(250)	0	(250)	The assumed 24/25 savings were predicated on the original transformation business case being put forward in December 2023, however this was suspended to allow for the 3-month sprint to take place which resulted in the final business case being approved in July 2024. This delay impacted on achieving savings target. It is acknowledged that Transformation work is not showing signs of efficiencies and there is a clear target for the new financial year on track.
ASCS10	Adult Social Care	Service Transformation	Recoup costs not within Section 22 of the Care Act (rebase)	(200)	(200)	(200)	N/A
ASCS11	Adult Social Care	Service Transformation	Catering Services - Transfer to Tricuro (budget rebase)	(22)	(22)	(22)	N/A
ASCS12	Adult Social Care	Service Transformation	Social Care running costs (budget rebase)	(20)	(20)	(20)	N/A
ASCS13	Adult Social Care	Service Transformation	No Recourse to Public Funds (budget rebase)	(20)	(20)	(20)	N/A
Saving Total - Wellbeing - ASC				(3,134)	(1,117)	(3,134)	
C&PS5	Commissioning & Procurement	Service Transformation	Commissioning running costs (rebase)	(60)	(60)	(60)	N/A
Saving Total - Wellbeing - Commissioning				(60)	(60)	(60)	
H&CS14	Housing & Communities	Service Transformation	Public Protection – Reconfiguration of tier 5 and 6 management/senior posts	(296)	(187)	(296)	Achieved but staff exits from July therefore £187k in 24/25 and balance of £109k in 25/26
H&CS15	Housing & Communities	Service Transformation	Reduction, including reduction in non essential expenditure	(139)	(139)	(139)	N/A
H&CS16	Housing & Communities	Service Transformation	Community Safety and Engagement - Community grants rebase budget	(93)	(93)	(93)	N/A
H&CS20	Housing & Communities	Service Efficiency	Reduce budget for Housing Related Support in relation to a small scheme that has moved from supported housing to general needs	(55)	(55)	(55)	N/A
Saving Total - Wellbeing - Housing & Communities				(583)	(474)	(583)	
CSS17	Children's Services	Service Transformation	Transformation - New delivery models	(1,455)	(222)	(1,455)	Delayed mobilisation of new service delivery model due to Social Care Inspection in the third quarter.
CSS23	Children's Services	Service Reduction	Early Help Delivery Model	(1,060)	(1,060)	(1,060)	
CSS18	Children's Services	Service Transformation	Transformation - Commissioning	(994)	(994)	(994)	Significant pressure on care - some savings are being evidenced and delivered but they are offset by continued growth and demand
CSS19	Children's Services	Service Transformation	Transformation - Health leverage health spend	(500)	0	(500)	Difficulty in achieving increased contributions
CSS20	Children's Services	Service Transformation	Transformation - Other smaller third party spend efficiencies	(130)	(130)	(130)	N/A
CSS21	Children's Services	Service Transformation	Unused conditions survey budget	(23)	(23)	(23)	N/A
Saving Total - Children's Services				(4,162)	(2,429)	(4,162)	
COS9	Commercial Operations	Service Efficiency	Upton Country Park - Move to full cost recovery - Transitional funding provided to cover 2025/26 impact	(171)	(171)	(171)	N/A
COS10	Commercial Operations	Service Efficiency	Highcliffe Castle - Move to full cost recovery over a 4 year period - transitional funding provided to cover 2025/26 impact	(162)	(162)	(162)	N/A
COS6	Commercial Operations	Fees and Charges	Destination and Culture - Leisure Centres	(100)	(100)	(100)	N/A
COS12	Commercial Operations	Service Efficiency	Queens Park Golf course - Full Cost Recovery	(47)	(47)	(47)	N/A
COS21	Commercial Operations	Service Efficiency	Bring car parking staff into operational buildings	(10)	(10)	(10)	N/A
Saving Total - Operations - Commercial Operations				(490)	(490)	(490)	
ES5	Environment	Service Efficiency	Efficiencies against short term vehicles hire contract spend	(100)	(100)	(100)	N/A

Ref.	Directorate	Category of the Proposal	Description of the Proposal
ES16	Environment	Service Transformation	Reduction in head of service post
ES11	Environment	Service Reduction	Efficiencies from move to perennial plants and flowers
ES13	Environment	Service Transformation	Amalgamate Environment & Planning Arboricultural Teams
ES14	Environment	Service Reduction	Kingfisher barn move to Full Cost Recovery
Saving Total - Operations Environment			
P&DS1	Planning & Destination	Service Efficiency	Economic Development - Move service to full cost recovery - Transitional funding provided to cover 2025/26 impact
P&DS2	Planning & Destination	Service Efficiency	Destination Team move to full cost recovery
P&DS4	Planning & Destination	Service Efficiency	Smart Places - Move service to full cost recovery - Transitional funding provided to cover 2025/26 impact
Saving Total - Operations Planning & Destination			
IS4	Infrastructure	Service Efficiency	Change all subway lighting to LED
IS10	Infrastructure	Service Efficiency	Capital investment in alternative to School Crossing Patrols at specific locations
IS13	Infrastructure	Service Reduction	FCERM - Service Efficiency
Saving Total - Operations Infrastructure			
CA&PS16	Customer, Arts & Property	Service Efficiency	Externalisation of Russell Cotes Museum with transitional funding provided for the period to 1 October 2025.
	Customer, Arts & Property	Service Efficiency	Externalisation of Russell Cotes Museum - Reduction in corporate maintenance funding with transitional funding provided for the period to 1 October 2025
CA&PS1	Customer, Arts & Property	Service Reduction	Operational Savings in Libraries in 2024/25
CA&PS10	Customer, Arts & Property	Service Transformation	Business support saving
CA&PS12	Customer, Arts & Property	Service Transformation	Remove PA functions below Service Directors
CA&PS13	Customer, Arts & Property	Service Transformation	Customer service saving
CA&PS11	Customer, Arts & Property	Service Transformation	Business Support saving
H&CS17	Housing & Communities	Service Transformation	Sales and Marketing saving
CA&PS3	Customer, Arts & Property	Service Efficiency	Capitalise Telecare Equipment
Saving Total - Operations Customer, Arts, and Property			
L&GS8	Law & Governance	Service Efficiency	Democratic Services Budget - Rebase in line with 2022/23 Outturn
Saving Total - Law & Governance			
MC&PS5	Marketing, Comms and Policy	Service Transformation	Consolidating Advertising Opportunities across services
MC&PS6	Marketing, Comms and Policy	Service Transformation	Centralise marketing purchasing 2023/24
MC&PS7	Marketing, Comms and Policy	Service Transformation	Centralise marketing purchasing 2024/25
Saving Total - Operations Marketing, Comms and Policy			
P&CS3	People and Culture	Service Transformation	Payroll System -- Budget rebase
P&CS5	People and Culture	Service Transformation	Disclosure & Barring Service - Budget Rebase in line 2022/23 Actuals
P&CS6	People and Culture	Service Transformation	Procured framework for future executive recruitment
Saving Total - Resources - People and Culture			
FS3	Finance	Service Transformation	Accountancy - 10% Net Budget Savings - Fast track delivery of Target Operating Model savings via a voluntary redundancy process - Vision & Valid savings
FS4	Finance	Service Transformation	Accountancy - replacement of the old Oracle Fusion
FS5	Finance	Service Transformation	Accountancy - Cash collection contract (1 supplier instead of 3)

2024/25 Rebased Savings £000s	2024/25 Actual Savings £000	Annualised Saving £000s	Comment for all undelivered savings
(95)	(95)	(95)	N/A
(50)	(50)	(50)	N/A
(30)	(30)	(30)	N/A
(14)	(14)	(14)	N/A
(289)	(289)	(289)	
(655)	(655)	(655)	N/A
(142)	(142)	(142)	N/A
(104)	(104)	(104)	N/A
(901)	(901)	(901)	
(64)	(64)	(64)	N/A
(12)	(12)	(12)	N/A
(3)	(3)	(3)	N/A
(79)	(79)	(79)	
(626)	(626)	(626)	N/A
(50)	(50)	(50)	N/A
(500)	(500)	(500)	N/A
(250)	(250)	(250)	N/A
(240)	(240)	(240)	N/A
(100)	(100)	(100)	N/A
(100)	(100)	(100)	N/A
(55)	(55)	(55)	N/A
(149)	(149)	(149)	N/A
(2,070)	(2,070)	(2,070)	
(63)	(63)	(63)	N/A
(63)	(63)	(63)	
(80)	0	(80)	Work ongoing to audit opportunities and links in with centralising of marketing budgets. Options are being explored across commercial team and on street advertising.
(50)	(50)	(50)	Savings doublecounted by services (budget sits within services) - alternative identified in extra on-street income generated through closer contract management.
(20)	0	(20)	Marketing expenditure control agreed with roll out pending resource and refined process
(150)	(50)	(150)	
(49)	(49)	(49)	N/A
(12)	(12)	(12)	N/A
(8)	(8)	(8)	N/A
(69)	(69)	(69)	
(175)	(139)	(175)	Delayed voluntary redundancy process with only part year savings achieved.
(59)	(59)	(59)	N/A
(60)	(60)	(60)	N/A

Ref:	Directorate	Category of the Proposal	Description of the Proposal
FS6	Finance	Service Transformation	Estates - Third Party Spend saving - Accounts valuation
FS7	Finance	Service Transformation	Health & Safety Team reduced budget to reflect operational efficiencies
FS8	Finance	Service Transformation	Audit & Management Assurance - Third Party Spend savings - Rebase budget
FS9	Finance	Service Transformation	Service Director Budget Rebase
FS10	Finance	Service Transformation	Estates - Rebase recharges in line with levels achieved
FS11	Finance	Service Transformation	Revenue and Benefits System - Target Operating Model - Vision and Valid savings
C&PS6	Commissioning & Procurement	Service Transformation	Third Party Spend - Stationery
Saving Total - Resources - Finance			
IT&PS2	IT and Programmes	Service Transformation	Contract Management - Vodafone
IT&PS3	IT and Programmes	Service Transformation	Microsoft Enterprise Licencing Agreement
IT&PS4	IT and Programmes	Service Transformation	Contract Management - Centralise IT contracts and challenge vendors
IT&PS5	IT and Programmes	Service Transformation	Move from PAYG Azure Instances to Reserved Instances
IT&PS6	IT and Programmes	Service Transformation	Reduce the number of virtual machines supporting Process Automation
Saving Total - Resources - IT and Programmes			
AAS1	Across Authority Savings	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses
	Wellbeing	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses
	Childrens	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses
	Operations	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses
	Resources	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses
	Executive	Service Efficiency	Across authority savings inline with 2022/23 actuals e.g. Subscriptions, Staff mileage and volunteer expenses
Saving Total - Resources - IT and Programmes			
Overall Total - Service Based Savings and Efficiencies			

2024/25 Rebased Savings £000s	2024/25 Actual Savings £000	Annualised Saving £000s	Comment for all undelivered savings
(50)	(50)	(50)	N/A
(46)	(46)	(46)	N/A
(35)	(35)	(35)	N/A
(21)	(21)	(21)	N/A
(5)	(5)	(5)	N/A
(44)	(44)	(44)	N/A
(70)	(70)	(70)	N/A
(565)	(529)	(565)	
(234)	(234)	(234)	N/A
(100)	(100)	(100)	N/A
(50)	(50)	(50)	N/A
(27)	(27)	(27)	N/A
(4)	(4)	(4)	N/A
(415)	(415)	(415)	
0	0	0	N/A
(70)	(70)	(70)	N/A
(158)	(158)	(158)	N/A
(196)	(196)	(196)	N/A
(79)	(79)	(79)	N/A
(1)	(1)	(1)	N/A
(503)	(503)	(503)	
(13,533)	(9,538)	(13,533)	

Overall Total - Service Based Savings and Efficiencies

(37,961)	(32,498)	(33,570)
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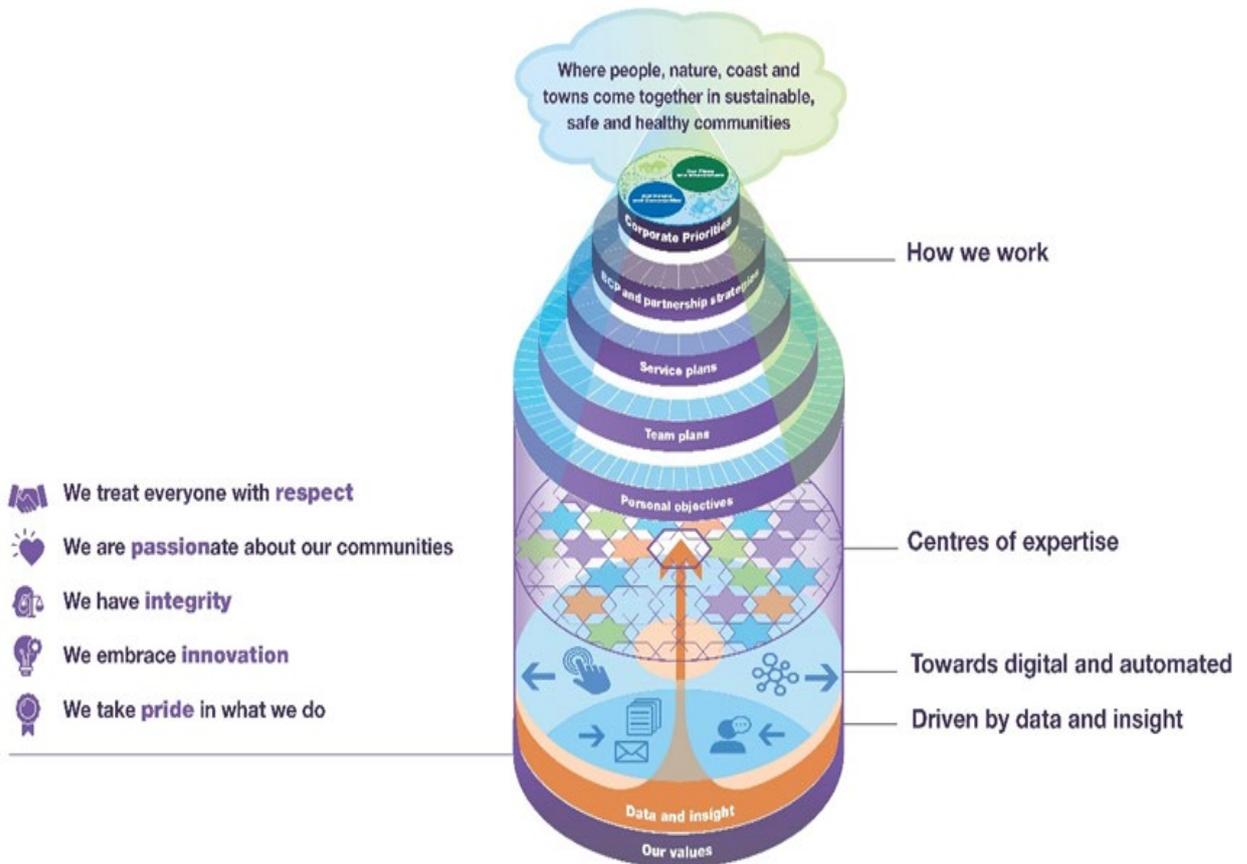
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Transformation Investment Programme

Including the Flexible Use of Capital Receipts

1. As might be expected the council inherited a range of legacy staffing arrangements, processes and systems and therefore had an opportunity to remove duplication, remove inefficiencies, and to leverage economies of scale whilst improving governance. Much of this formed the foundation of the argument for establishing the new council alongside the opportunity to fundamentally transform public services. Achievement of these benefits was delivered by the adoption of a radically different operating model and specifically via:
 - Investment in technology
 - Investment in data and insight
 - Investment in new ways of working
 - Engaging and empowering our communities
 - Leveraging our partnerships
 - Creating equity in pay & conditions
 - Investing and rationalising the civic estate
2. Investment in three core technologies, along with the rationalisation and effective integration of our core service technologies, was designed to enable the council to become the leading digital and insight driven local authority in the UK. Specifically, these were an investment in a Customer Relationship Management (CRM) system, investment in an Enterprise Resource Planning (ERP) system (Finance and Human Resources), alongside establishing an appropriate data platform.
3. A high-level business case was presented to Cabinet in November 2019 which set out the original scope of the council's organisation design project, which was facilitated by KPMG, and identified that it could potentially deliver up to £43.9m of gross annual savings by year 4 based on an investment of £29.5m. The original profile of these savings was assumed to accumulate as £7.8m in year 1 growing to £16.5m in year 2, £36.9m in year 3 and £43.9m in year 4. It should be highlighted that these savings impact on the whole council including both General Fund and Housing Revenue Account (HRA) services.

Figure 1: Our Operating Model



4. Council on 7 July 2020 agreed to the extension of the project to a £38m programme referencing the accelerated leap forward in different ways of working because of the Covid-19 public health emergency and the need to accelerate the pace at which we generate savings and efficiencies. This report also approved the procurement of a strategic partner, approved oversight of the programme by a Cabinet Working Group as part of the governance arrangements and set out that the £43.9m was adopted as the minimum expectation of savings and efficiencies. Key milestones in the development of the Transformation Investment programme can therefore be set out as follows.

- a) November 2019. First presented to Cabinet based on a report, costing £314,650, commission from KPMG.
- b) June 2020 Cabinet (July Council). Establishment of a £37.62m budget for the implementation of the programme.
- c) February 2021 (part of the 2021/22 budget report). Increase in the budget to £44.52m to allow an additional £6.9m for redundancy costs.
- d) February 2022 (part of the 2022/23 budget report). Further increase in the budget to £67.86m to reflect the following additional elements.
 - £20.09m Inclusion of internal base revenue budget staff costs, £6.7m for 3 years, where staff are not available to support day to day or statutory improvement duties, and will be apportioned and charged against the transformation investment programme.

- £1.75m Investment in the data and insight capability
 - £1.5m Extra contingency
- e) February 2023 (as part of the 2023/24 budget report). Reduced the transformation investment programme to £57.36m to reflect.
- (£10.5m) Reduction in the annual recharge of internal base revenue costs to £3.2m for 3 years.
- f) July 2023 (as part of this 2022/23 Financial Outturn report). Reduce the transformation investment programme to £56.87m to reflect.
- (£0.5m) Reduction in the annual recharge of internal base revenue costs to £2.7m for 2022/23.
- g) February 2024 (as part of the 2024/25 budget report). Reduced the transformation investment programme to £52.13m to reflect.
- (£4.7m) Reduction in the annual recharge of internal base revenue costs to £0.8m for both 2023/24 and 2024/25.
- h) July 2024 (as part of the 2023/24 financial outturn report). Reduced the transformation investment programme to **£50.48m** to reflect.
- (£1.65m) Remove the annual recharge of internal base revenue costs both 2023/24 and 2024/25.
5. Resource not spent in 2024/25 will in the first instance transfer into 2025/26.
6. Figure 2 below provides a summary table of the return on investment for the transformation investment programme to the end of March 2025. This indicates that at the end of the 2024/25 financial year the council have made net revenue savings of **£35m** (£49.6m - £14.5m) for a total one-off estimated investment of **£39m**. The 2025/26 budget report indicated that a minimum net annual ongoing revenue saving of £21m per annum could be anticipated moving forward for a further one-off investment which would be a maximum of £9m in 2025/26.

Figure 2: Summary of Return on Investment

Summary Table	2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	2024/25 Actual £m	Total Actuals £m
One-Off Investment (Capital and Revenue)	1.50	5.93	16.37	11.36	4.25	39.41
Ongoing Revenue Savings	0.00	(3.95)	(7.10)	(14.66)	(23.88)	(49.59)
Ongoing Revenue Licensing & Financing Costs	0.34	2.52	2.36	4.10	5.21	14.52

6. A more detailed consolidated position in respect of the transformation investment programme is set out in figure 3 below.

Figure 3: 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	Total Actuals £m
Capital Spend	Expenditure						
	Capital expenditure	1.19	0.05	0.76	0.89	0.42	3.31
		1.19	0.05	0.76	0.89	0.42	3.31
	Funding						
	Prudential Borrowing (funded from General Fund MRP)	0.00	0.00	(0.56)	(0.89)	(0.42)	(1.87)
Prudential Borrowing (funded from HRA land tfr)	(1.19)	(0.05)	(0.20)	0.00	0.00	(1.44)	
		(1.19)	(0.05)	(0.76)	(0.89)	(0.42)	(3.31)
Revenue Spend	Expenditure						
	One-off costs - including data and insight and capability	0.31	5.32	12.90	7.21	2.46	28.20
	Redundancy costs	0.00	0.56	0.01	3.26	1.37	5.20
	Contingency	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	2.70
		0.31	5.88	15.61	10.47	3.83	36.10
	Funding						
	Assumed fundable by Capital Receipts	(0.31)	(3.88)	(15.61)	(10.47)	(3.83)	(34.10)
Contributions from outside of the General Fund	0.00	(2.00)	0.00	0.00	0.00	(2.00)	
	(0.31)	(5.88)	(15.61)	(10.47)	(3.83)	(36.10)	
Total	Total expenditure	1.50	5.93	16.37	11.36	4.25	39.41
	Total funding	(1.50)	(5.93)	(16.37)	(11.36)	(4.25)	(39.41)

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	Total Actuals £m
Revenue Budget	Expenditure						
	Licences and other revenue costs of the programme	0.34	2.24	2.08	2.75	3.64	11.05
		0.34	2.24	2.08	2.75	3.64	11.05
	Savings and efficiencies						
	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)	(21.30)
	Savings from 2023/24						
	3rd Party savings - Included within budgeted savings proposals				(0.91)	(0.91)	(1.81)
	Staff savings - Included within budgeted 23/24 services savings proposals				(5.76)	(5.76)	(11.52)
Additional 2023/24 in-year savings				(0.89)	(0.89)	(1.78)	
Savings from 2024/25							
2023/24 In year - Savings delivered					(9.23)	(9.23)	
	0.00	(3.95)	(7.10)	(14.66)	(23.88)	(49.59)	

Funding Implications on the revenue budget		2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	2024/25 Actual £m	Total Actuals £m
Revenue Budget	One-off Capital Investment						
	Minimum Revenue Provision and interest implications	0.00	0.28	0.28	0.47	0.69	1.72
		0.00	0.28	0.28	0.47	0.69	1.72
	One-off Revenue Investment						
Revenue foregone on asset disposed off	0.00	0.00	0.00	0.88	0.88	1.75	
	0.00	0.00	0.00	0.88	0.88	1.75	

Transformation Expenditure

7. The £16.37m of expenditure incurred in **2022/23** can be analysed as follows.

£0.76m	Laptops
£11.03m	Strategic Investment Partner – work package costs
£1.65m	Internal direct staff costs
£0.09m	Agency staff costs
£0.01m	Redundancy costs
£0.14m	ICT costs
£2.70m	Apportioned staff costs

£16.38m Total 2022/23 costs

The work packages costs of the strategic investment partner include those supporting the delivery of the new integrated Finance and Operations (Enterprise Resource Planning) system.

8. The £11.361m of expenditure incurred in **2023/24** can be analysed as follows

£0.822m	Laptops
£0.066m	Other Capital Expenditure
£4.815m	Strategic Investment Partner – work package costs
£3.262m	Redundancy costs
£1.709m	Internal direct staff costs *
£0.606m	ICT costs
£0.081m	Agency staff costs

£11.361m Total 2023/24 costs

*	£0.51m	ICT Services
	£0.43m	Project Management Office and Communications
	£0.36m	People & Cultural Services
	£0.20m	Procurement and Commissioning
	£0.14m	Financial Services
	£0.06m	Other Services

9. The £4.25m of expenditure incurred in **2024/25** can be analysed as follows.

£0.33m	Laptops
£0.09m	Other Capital Expenditure
£1.47m	Internal direct staff costs *
£1.37m	Redundancy costs from reducing the headcount of the authority
£0.63m	Strategic Investment Partner – work package costs
£0.29m	IT costs
£0.07m	Governance review and coroners

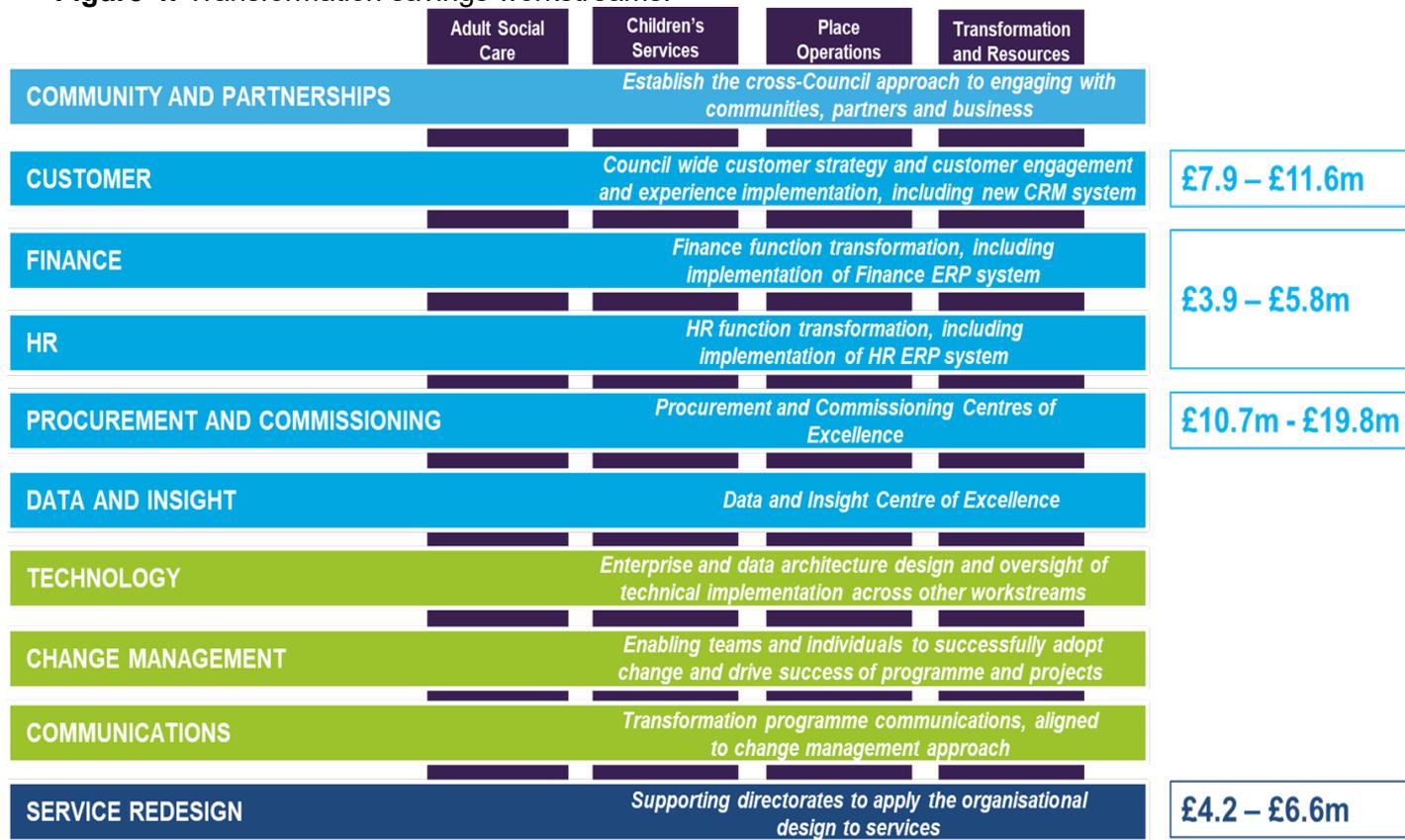
£4.25m Total 2024/25 costs

*	£0.58m	ICT Services
	£0.38m	Project Management Office
	£0.29m	People & Cultural Services
	£0.16m	Financial Services
	£0.05m	Other Services
	£0.01m	Procurement and Commissioning

Transformation Savings

10. The savings from the programme can be broken down into 10 separate workstreams with the total original business case estimate being in the range £26.7m to £43.8m. These workstreams, and the savings they are assumed to deliver, can be articulated as follows.

Figure 4: Transformation savings workstreams.



5

11. Savings from the transformation investment programme are therefore specifically associated with.

- Reduction in employee headcount through the consolidation of common roles/work.
- Reduction in employee headcount through the consolidation of organisational layers/structures.
- Reduction in third-party spend through more robust procurement and contract management. This will include smarter ways of working such as the digital mail and the reduction of spend throughout the council by the centralisation of spending on items such as stationery, photocopying and printing.
- Review of the corporate structure to enable the council to continue to reflect and realign its management structure to ensure we are continuously improving towards being the organisation that we aspire to be and to ensure we deliver our priorities for our residents. This includes the integration of the library services with customer facing services and community hubs.
- The Council's estate and accommodation project.

Transformation Savings

12. The (£7.1m) of ongoing savings delivered in **2022/23** can be analysed as follows.
- | | |
|------------------|--|
| (£3.327m) | Third Party expenditure reductions |
| (£1.726m) | Implement of new Smarter Staff Structures |
| (£1.141m) | Estate workstream - lease surrender, operating costs civic buildings |
| (£0.793m) | Business Support savings via vacancy management |
| (£0.111m) | Cost recovery – additional income |
| (£7.100m) | Total Savings 2022/23 onwards |
13. The (£7.56m) of additional ongoing savings delivered in **2023/24** can be analysed as follows.
- | | |
|------------------|--|
| (£5.761m) | Staffing savings including £2.3m from increasing the vacancy drag. |
| (£1.171m) | Third party spend. |
| (£0.625m) | Utility (Electricity/Gas) savings from contract arrangements |
| (£7.557m) | Total additional savings from 2023/24 onwards |
14. The (£9.23m) of further additional ongoing savings delivered in 2024/25 as set out elsewhere within the July 2025 Financial Outturn for 2024/25 report can be analysed as follows.
- | | |
|------------------|--|
| (£1.560m) | Wellbeing Directorate (Budgeted £3.433m). |
| (£2.207m) | Children's Directorate (Budgeted £2.707m) |
| (£3.829m) | Operations Directorate (Budgeted £3.829m) |
| (£1.126m) | Resource Directorate (Budgeted £1.262m) |
| (£0.503m) | Authority-wide Transformation Savings (Budgeted £0.503m) |
| (£9.225m) | Total further additional savings from 2024/25 onwards |
15. Details of Transformation savings being assumed for 2025/26 onwards were set out as part of the 2025/26 budget report.

Service Specific Transformation Programmes

16. 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 £5m the Council is aiming to lever annual savings of circa £11m per annum by 2027/28. As at the end of March 2025 £0.31m of the ongoing savings have been delivered with £2.42m of the upfront investment incurred as set out in Figure 5 below.

Figure 5: Service Specific Transformation Programme

Service Specific Investment Programmes		2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	2024/25 Actual £m	Total Actuals £m
Revenue Spend	Expenditure						
	Children's Service Specific Investment Programme	0.00	0.00	0.00	0.66	0.60	1.25
	Adult Social Care -Assistive Technology	0.00	0.00	0.00	0.20	0.16	0.36
	Adult Social Care -Transfer of catering services to Tricuro	0.00	0.00	0.00	0.14	0.07	0.21
	Adult Social Care - July 2023 Business Case	0.00	0.00	0.00	0.09	0.51	0.60
		0.00	0.00	0.00	1.09	1.34	2.42
	Funding						
	Assumed fundable by Capital Receipts	0.00	0.00	0.00	(1.09)	(1.34)	(2.42)
		0.00	0.00	0.00	(1.09)	(1.34)	(2.42)
	Savings and efficiencies						
	Children's Service Specific Investment Programme	0.00	0.00	0.00	0.00	(0.22)	(0.22)
	Adult Social Care -Assistive Technology	0.00	0.00	0.00	0.00	(0.07)	(0.07)
	Adult Social Care -Transfer of catering services to Tricuro	0.00	0.00	0.00	0.00	(0.02)	(0.02)
	Adult Social Care - July 2023 Business Case	0.00	0.00	0.00	0.00	0.00	0.00
	Adult Social Care - UEC Transformation Net Savings	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	(0.31)	(0.31)	
Total	Net Position of Service Specific Transformation	0.00	0.00	0.00	1.09	1.65	2.74

17. Once the main and the service specific Transformation Programmes are combined, they demonstrate that at the end of the 2024/25 financial year the council has made net revenue savings of **£35m** (£49.9m - £14.5m) for a total one-off estimated investment of **£42m**. The 2025/26 budget report indicated that a minimum net annual ongoing revenue saving of £23m per annum could be anticipated moving forward for a further one-off investment which would be a maximum of £11m in 2025/26.

Figure 6: Combined Transformation Investment & Service Specific programmes

Summary Table	2020/21 Actual £m	2021/22 Actual £m	2022/23 Actual £m	2023/24 Actual £m	2024/25 Actual £m	Total Actuals £m
One-Off Investment (Capital and Revenue)	1.50	5.93	16.37	12.45	5.59	41.83
Ongoing Revenue Savings (actual and budgeted)	0.00	(3.95)	(7.10)	(14.66)	(24.20)	(49.90)
Ongoing Revenue Licensing & Financing Costs	0.34	2.52	2.36	4.10	5.21	14.52

Flexible Use of Capital Receipts (FUCR)

18. 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.

19. 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
20. 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.
21. For 2022/23 the Council has funded the £15.61m of revenue expenditure on its transformation programme via the FUCR set out as follows.
- | | |
|------------------|---|
| (£5.069m) | 31.3.22 Brought Forward Capital Receipts |
| (£19.039m) | In-year capital receipts (excluding those from vehicle sales) |
| £0.136m | Costs of disposal |
| £15.610m | Transformation Investment Programme expenditure |
| (£8.362m) | 31.3.23 Capital Receipts carried forward. |
- Capital receipts delivered included £12.6m for the Wessex Trade Industrial Centre in Poole, and £5.642m for most of the units the council owned at Airfield Industrial Estate, Christchurch.
22. For 2023/24 the Council has funded £11.558m of revenue expenditure on its transformation programme via the FUCR set out as follows.
- | | |
|------------------|---|
| (£8.362m) | 31.3.23 Brought Forward Capital Receipts |
| (£4.545m) | In-year capital receipts. |
| £0.029m | Costs of disposal |
| £10.473m | Transformation Investment Programme expenditure |
| £0.656m | Children's Services service specific transformation expenditure |
| £0.429m | Adult Social Care service specific transformation programme |
| (£1.320m) | 31.3.24 Capital Receipts carried forward. |

Capital receipts delivered included the councils share of the Bargates site, 35 Willis Way Fleet Industrial Park Poole and 3 of the remaining units previously owned by the council on the Airfield Industrial Park in Christchurch.

23. For 2024/25 the Council has funded £5.168m of revenue expenditure on its transformation programme funded via the FUCR as follows.

(£1.320m)	31.3.24 Forecast Brought Forward Capital Receipts
(£6.992m)	In-year capital receipts.
£0.175m	Costs of disposal
£3.830m	Transformation Investment Programme expenditure
£0.596m	Children's Services service specific transformation expenditure
£0.742m	Adult Social Care service specific transformation programme
(£2.969m)	31.3.25 Capital Receipts carried forward

Capital receipts delivered included those from Southbourne Crossroads Car Park and Christchurch Civic Centre.

Appendix B - Earmarked Reserves for 31 March 2025

Detail	31/03/24 Actual Balances £000's	Estimated movement £000's	31/03/25 Estimated Balances £000's
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	0	(2,790)	(2,790)
Transition and Transformation Reserves	(2,202)	(924)	(3,126)
Insurance Reserve	(5,115)	97	(5,018)
Held in Partnership for External Organisations	(3,110)	(355)	(3,465)
Required by Statute or Legislation	(763)	(32)	(795)
Planning Related	(628)	274	(354)
Government Grants	(16,120)	(2,836)	(18,956)
Maintenance	(1,547)	(1,683)	(3,230)
ICT Development & Improvement	(2,880)	(757)	(3,637)
Corporate Priorities & Improvements	(6,675)	(7,143)	(13,818)
Total Earmarked Reserve Balance	(39,039)	(16,149)	(55,188)

One off Business Rates Resources being applied to MTFP Reserve

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: 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	0	(2,790)	(2,790)
One off Business Rates Resources being applied to MTFP Reserve	0	(2,790)	(2,790)

Transition and Transformation Reserves

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: 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 pro			
BCP Programme Resources Pay & Reward Strategy	(185)	136	(49)
Pay and reward implementation funding	0	(1,060)	(1,060)
Redundancy - Non Transformation Funded	(2,017)	0	(2,017)
Transition and Transformation Reserves	(2,202)	(924)	(3,126)

Insurance Reserve

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: 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.			
Insurance Reserve	(5,115)	97	(5,018)

Held in Partnership for External Organisations

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: Amounts held in trust on behalf of partners or external third party organisations.			
Youth Programme	(112)	(62)	(174)
Music and Arts Education Partnership	(544)	125	(419)
ICS Emotional Wellbeing and Mental Health	(78)	0	(78)
Flippers Nursery	(140)	(67)	(207)
Dorset Combined Youth Offending Service Partnership	(508)	(111)	(619)
Dorset Adult Learning Service (Specific Bequeath)	(99)	0	(99)
Dorset Adult Learning Service	(678)	(8)	(686)
FCERM - Shared with East Devon DC	0	(190)	(190)
Adult Safeguarding Board	(208)	(8)	(216)
Better Care Fund	(261)	(65)	(326)
UP2U	(74)	0	(74)
Kinson Community Centre - Community Benefit Fund - Enhancement works	0	(1)	(1)
Domestic Homicide Reviews	(10)	0	(10)
- Russell Cotes revenue grant (New)	(399)	32	(367)
Held in Partnership for External Organisations	(3,110)	(355)	(3,465)

Required by Statute or Legislation

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with current accounting practice or legislative requirements.			
Building Regulation Account	(69)	69	0
Bournemouth Library Private Finance Initiative (PFI)	(761)	22	(739)
Carbon Trust	67	(123)	(56)
Required by Statute or Legislation	(763)	(32)	(795)

Planning Related

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: Reserves designed to support planning processes and associated planning activity where expenditure is not incurred on an even annual basis.			
Local Development Plan Reserve	(222)	152	(70)
Other Planning Related Reserves	(406)	122	(284)
Planning Related	(628)	274	(354)

Government Grants

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with specific grant conditions.			
Government Grants	(16,063)	(2,862)	(18,925)
COVID 19 Government Grants	(57)	26	(31)
Total Unspent Grants	(16,120)	(2,836)	(18,956)

Maintenance

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: Reserves and sinking funds designed to support maintenance investments in specific services or assets.			
Corporate Maintenance Fund	(1,169)	(1,449)	(2,618)
Other Maintenance Related Reserves	(378)	(234)	(612)
Maintenance	(1,547)	(1,683)	(3,230)

ICT Development & Improvement

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: Resources set aside to meet various ICT improvement projects			
ICT Development & Improvement	(2,880)	(757)	(3,637)

Corporate Priorities & Improvements

	31/03/24 Actual £000's	Actual Movement £000's	31/03/25 Estimated £000's
Purpose: Amounts set aside to deliver various priorities, some of which will be of a historical nature inherited from the predecessor authorities.			
Other Service Priority reserves	(4,636)	(7,985)	(12,621)
Local Elections Reserve	(199)	(170)	(369)
Revenue & Benefits Reserve	(1,401)	769	(633)
Covid recovery resources	(438)	242	(196)
Corporate Priorities & Improvements	(6,675)	(7,143)	(13,818)

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**General Fund Capital Investment Programme (CIP) budget position by service area
end of March 2025.**

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 decision for changes within the capital programme greater than £500,000 are required by **Cabinet**:

Bus Services Improvement Plans (BSIP) - movement between schemes of £0.9m

It is recommended that Cabinet reallocate the underspend in the scheme for High Street and Bargates Christchurch (£490,000), and to defer the Poole College bus lane project (£375,000). The released funding from both schemes of £865,000 to be used to increase funding for the Bournemouth Station to Town Centre bus priority scheme.

Significant improvement works have been delivered using BSIP funding to upgrade the main bus stops in Christchurch High Street and at Bargates. These include widened footways with accessible boarding kerbs provided at the stops. New bus shelters with real time information and CCTV have also been installed. The works have now been completed as planned and an underspend of £490,000 remains available. It is therefore the intention to vire this to the Bournemouth Station to Town Centre bus priority scheme as this enters the delivery stage.

In addition, the BSIP delivery plan approved by Cabinet in March 2025 included a bus priority scheme for Poole Civic Centre. Following consideration by the Enhanced Partnership Board, it has been agreed to defer this scheme and reallocate the £375,000 budget to the Bournemouth Station to Town Centre Bus Priority scheme.

The table below shows the impact of the virement on the related schemes:

	25/26 current budget	5 March Cabinet approval	Proposed virement July '25	25/26 revised budget
	£	£	£	£
BSIP High street and Bargates Christchurch	670,100		(490,000)	180,100
BSIP Bmth station to Town centre bus priority	2,636,600		865,000	3,501,600
Poole College bus lane		375,000	(375,000)	0
Total	3,306,700	375,000	0	3,681,700

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 2025.
4. The main changes between the original CIP and the final budget are a net result of reprofiled slippage from 2023/24, further reprofiling into 2025/26, new schemes introduced during 2024/25 and some schemes being removed from the capital programme because new business cases are being considered, or they are no longer viable in the current climate.
5. A detailed list of each scheme with the financial position as at end of March 2025 can be found in Appendix C2.
6. Summary budget movements are shown in table 1 below with the detail by directorate included in table 2. How the programme is funded is included in table 3 followed by narrative detail.

Table 1 – Summary of budget movement

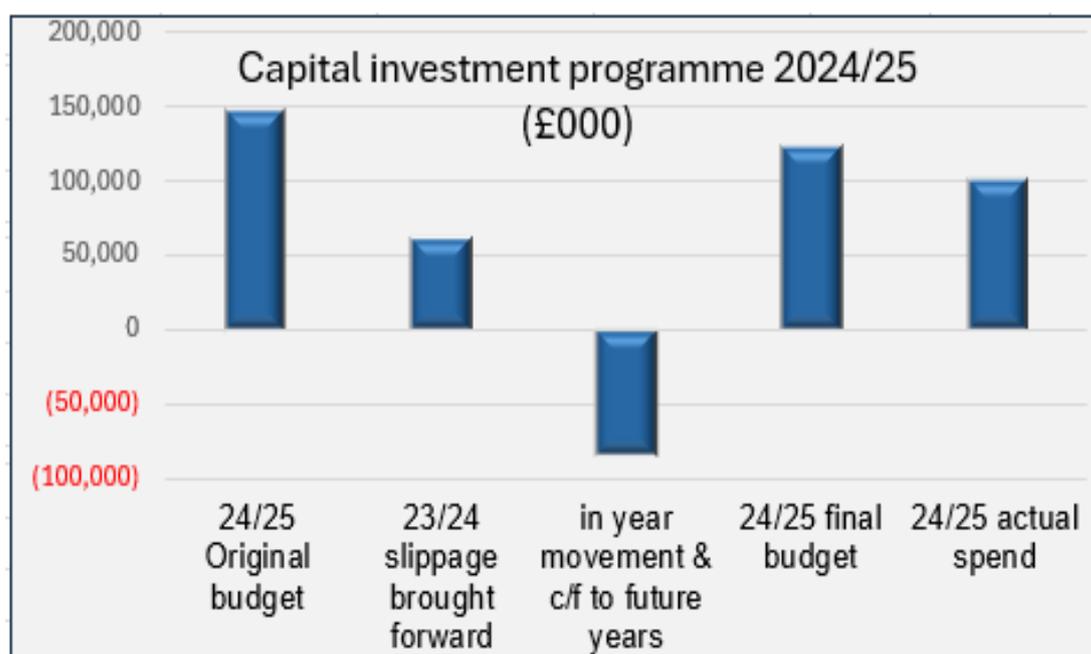


Table 2 – Summary movement and final position by Directorate

Capital Investment Programme 24/25 Monitoring	24/25 Original budget £000	23/24 slippage brought forward £000	in year movement & c/f to future years £000	24/25 Final budget £000	Actual 24/25 £000	% budget consumed
Operations						
Commercial Operations	47,207	2,740	(31,625)	18,322	16,730	91%
Investment and Development	47,321	5,220	(10,039)	42,502	36,368	86%
Customer Arts and Property	30,918	17,427	(14,912)	33,433	27,017	81%
Planning and Transport	9,650	2,701	(7,349)	5,002	1,804	36%
Environment	8,073	11,596	(9,358)	10,311	8,121	79%
Operations Strategy	0	130	533	663	635	96%
	143,169	39,814	(72,750)	110,233	90,675	82%
Children Services						
Education and Skills	800	19,015	(11,098)	8,717	5,131	59%
	800	19,015	(11,098)	8,717	5,131	59%
Wellbeing						
Housing and Community	1,424	2,453	(1,374)	2,503	3,392	136%
Adults Commissioning	2,172	0	575	2,747	2,654	97%
	3,596	2,453	(799)	5,250	6,046	115%
Executive						
IT and Programmes	682	509	(629)	562	775	138%
Marketing Comms & Policy	0	26	0	26	25	96%
Finance	0	582	(582)	0	0	
	682	1,117	(1,211)	588	800	136%
	148,247	62,399	(85,858)	124,788	102,652	82%

Table 3 – Capital Investment programme funding profile

Capital Investment Programme Funding	24/25 Original budget £000	23/24 slippage brought forward £000	in year movement & c/f into future years £000	24/25 Final budget £000	Actual 24/25 £000	% budget consumed
Prudential Borrowing	(64,985)	(10,850)	27,671	(48,164)	(41,389)	86%
Capital Receipts (General Fund)	(667)	0	644	(23)	0	0%
Reserve Funding (general fund Capital)	(618)	(148)	557	(209)	(59)	28%
Reserve Funding (General fund revenue)	(518)	(574)	351	(741)	(670)	90%
RCCO	(25)	(30)	(17)	(72)	(71)	99%
BCP Funding Requirement	(66,813)	(11,602)	29,206	(49,209)	(42,189)	86%
S106	0	(1,629)	136	(1,493)	(824)	55%
CIL	(1,558)	(2,636)	1,650	(2,544)	(2,085)	82%
Non-government grants	0	(3,056)	512	(2,544)	(1,904)	75%
Government Grants	(77,143)	(44,581)	54,395	(67,329)	(54,932)	82%
Third party contributions	(2,733)	1,105	(41)	(1,669)	(718)	43%
External Funding Contributions	(81,434)	(50,797)	56,652	(75,579)	(60,463)	80%
	(148,247)	(62,399)	85,858	(124,788)	(102,652)	82%

OPERATIONS (£110.2m)**Commercial Operations - £18.3m**

7. The Flood and Coastal Erosion Risk Management (FCERM) had a planned programme for 2024/25 of £11.3m funded from Environment Agency grant. Of this, £10.9m (96%) was spent during the year. The balance has been reprofiled to 2025/26.
8. Seafront Development of which £19.1m is funded from the Seafront Levelling Up Infrastructure Fund (MHCLG grant) and a community infrastructure levy (CIL) contribution of £0.2m. £3.1m was spent on the programme during 24/25, there is further £15.9m levelling up fund (LUF) remaining profiled for 25/26 which is due to the usual weighting of contractual payments towards the end of the programme.
9. For the remaining non-grant funded projects, the 2024/25 profiled budget was £3.7m. This was 72% spent, the main slippage was in the Canford Cliffs Pavilion, 3G artificial pitch Rossmore leisure centre and Upton House stabilisation which are being reprofiled to 2025/26.

Investment & Development - £42.5m (excluding HRA)

10. The total Towns Fund (MHCLG grant) is £21.7m of which £7.1m has been utilised up to March 2025 with £14.6m remaining for the next two years. The grant allocation of £7.7m earmarked for Hawkwood Road residential development will be spent within the HRA. The grant needs to be contractually committed in full by the end of March 2026 with £2.4m spent in year of which £0.5m relates to revenue.
11. Council New build Housing and Acquisition Strategy (CNHAS) Acquisitions - £31.7m has been spent in year, bringing the total spend to £71.2m. A total of 275 units have been purchased overall.
12. Wessex Fields Infrastructure - £2.5m was spent in 2024/25, the new link road is nearing completion with £400,000 slippage reprofiled to 25/26.

Customer, Arts and Property - £33.4m

13. The South-East Dorset (SED) Transforming Cities Fund (TCF) programme is in the latter stages of delivery. Profiled spend this year is £11m. Actuals at the end of the year are £8.9m (81%). The end date for final delivery of this programme has been extended into 2025/26 as agreed by the DfT. Approximately £22m remains to be utilised during 2025/26.
14. The in-house engineering unit manages a high proportion of the Highways Asset Management, improvement and travel programme on behalf of the planning and transport directorate. A total of £15.8m was planned spend for 2024/25 of which £12.8m (81%) was spent. The programme is funded primarily by DfT Government Grants including Local Transport Plan (LTP), Bus Service Improvement Plan (BSIP), Highways Challenge Fund, Safer Roads Partnership and Active Travel Fund.
15. The Poole Museum programme which includes Scaplens Court as well as the main museum has £4.2m profiled expenditure in 2024/25 with £3.6m (86%) spent by the end of the financial year. Completion and re-opening are expected for the Summer of 2025. An update on the current position for this scheme is included in Appendix C3.
16. Approximately £2m for estates management and accommodation strategy was budgeted for 24/25, actual spend was £1.4m (70%)

Planning and Transport - £5.0m

17. A high proportion of the Highways asset management, improvement and sustainable travel programme is briefed by the Planning and Transport capital programme management acting as client to the inhouse Engineering Unit within the Customer Arts and Property Directorate.
18. Within the Planning and Transport service direct reporting sits £5m planned spend in 2024/25 of which £1.8m (36%) was spent during the year for sustainable travel and transport improvements. The programme is mainly funded by grants which have been reprofiled to 25/26.

Environment - £10.3m

19. Of the £10.3m expected spend in 2024/25 £8.1m (79%) was spent by the end of the financial year.
20. The capital programme for this area covers green spaces and conservation, sustainable waste and recycling and fleet, fleet being the largest scheme in this service, with £5.8m expenditure in-year.
21. Whilst the fleet was fully funded from borrowing, green spaces and conservation are mainly funded from Community Infrastructure Levy and Section 106 contributions. Waste and recycling are mainly funded from grant.

WELLBEING (£5.3m)**Adults Commissioning £2.7 m**

22. The majority of spend within this programme relates to the Integrated Community Equipment Store (ICES) funded by the Disabled Facilities Grant 2024/25 allocation. 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. The grant was 97% spent in 24/25.

Housing and Communities - £2.5m

23. The Disabled facilities Grant usage profiled for 24/25 of £1.7m was overachieved with actual expenditure of £2.7m. The additional spend represents some catch up with backlog of property adaptations and was funded from unused prior year grant carried forward.
24. The remaining expenditure of £0.7m was incurred on CCTV systems, community related activity and tenancy services.

CHILDREN SERVICES (£8.7m)

25. The 2024/25 capital programme includes investment in SEND and school condition and maintenance schemes with £5.1m spent in 2024/25 (59%). Of this, £4m was utilising the schools high needs grant, £0.4 was funded from the schools Conditions grant and the remainder utilised the child care expansion grant and allocation of the devolved formula grant to maintained schools.
26. Unspent grants were reprofiled to the new financial year. The 2025/26 capital programme was outlined in the children services capital strategy approved by Council in March 25.

EXECUTIVE & RESOURCES (£0.6m)

IT and Programmes Capital - £0.6m

27. The councils ICT investment programme spent an additional £0.4m in 2024/25. This represents the capitalisation of transformation IT equipment which was not included in the ICT investment programme.

Capital Investment programme 2024/245 project list						
	24/25 Original Budget	23/24 Slippage Brought Forward	In year movement/ c/f to future years	24/25 Final Budget	Actual 24/25	% Budget Consumed
	£000	£000	£000	£000	£000	£000
CHILDREN - CAPITAL						
Education and Skills Capital						
Basic Needs Grant	-	349	(349)	-	-	
Schools Devolved Formula Capital (DFC)	-	-	127	127	127	100%
School Conditions Grant	-	2,671	(2,671)	-	-	
SEND Options Appraisal Works- Rolling Programme	-	-	75	75	-	0%
High needs Grant	-	12,867	(12,867)	-	-	
Ocean Academy	-	12	-	12	(55)	-456%
Childcare Expansion- Wraparound	-	-	34	34	21	62%
Childcare Expansion- Expanded Entitlement	-	-	405	405	212	52%
Hillbourne - New School	-	444	-	444	28	6%
Condition Surveys (Children's Strategy)	50	78	(123)	5	-	0%
CS Urgent Work	183	(64)	(119)	-	-	
Health & Safety works (Maintained schools)	-	-	22	22	-	0%
Advanced Design Fees Maintained Schools	-	-	-	-	5	
Poole High Planned Maintenance investigations	-	165	230	395	341	86%
Feasibility studies Winchelsea and Linwood	-	-	-	-	43	
Old Town & Baden Powell Caretaker property sale reimbursement	-	-	504	504	284	56%
Parkstone Grammar School	-	252	(252)	-	-	
Longspee Ensbury Park Academy Campus	-	42	(42)	-	-	
Broadstone Middle School-Resource Base Expansion	-	125	(108)	16	16	100%
Advanced Design Fees SEND	75	70	(129)	16	23	142%
Broadstone Resource Base/Satellite	-	1,326	(230)	1,096	1,144	104%
Elm Academy	-	-	99	99	-	0%
Victoria Education Centre	-	-	110	110	37	34%
Langside Special School	-	-	-	-	1	
Bournemouth Learning Centre	-	35	-	35	-	0%
Winchelsea temporary office space	-	109	(60)	49	-	0%
CS URGENT WORK Somerford Primary School	-	22	-	22	-	0%
CS URGENT WORK Linwood School	-	-	25	25	27	107%
Planned Repairs and Maintenance	292	78	(370)	-	-	
Mudeford Infants Suitability	-	40	(11)	29	30	102%
Somerford safety works (decommissioned)	-	-	-	-	9	
Climate Change/Low Carbon Reduction	200	250	(450)	-	-	
Winchelsea interim accommodation	-	-	94	94	(0)	0%
Throop Learning Centre-Post 16 Internships	-	43	(43)	-	-	
Linwood School Expansion	-	3	13	16	4	27%
Canford Heath Infant Junior SEND Provision	-	100	1,975	2,075	1,535	74%
Linwood at Oakdale SEND satellite	-	-	496	496	469	95%
Link at Bourne Academy SEND provision	-	-	499	499	488	98%
Linwood School Post-16 at Ted Webster	-	-	550	550	285	52%
Linwood Satellite 1	-	-	500	500	-	0%
Linwood Satellite 2	-	-	500	500	-	0%
Linwood Special School- Stourfield Satellite	-	-	72	72	-	0%
Christchurch Learning Centre - AP School Satellite	-	-	200	200	-	0%
Linwood at Stourfield Satellite	-	-	16	16	-	0%
Linwood School Accessibility works	-	-	16	16	17	103%
Family Hubs Transformation	-	-	163	163	33	20%
SEND Adaptations	-	-	-	-	6	
Education and Skills Capital Total	800	19,015	(11,098)	8,717	5,131	59%
Children Capital Total	800	19,015	(11,098)	8,717	5,131	59%
EXECUTIVE - CAPITAL						
Finance Capital						
Beach road Car Park and Residential	-	582	(582)	-	-	0%
Finance Capital Total	-	582	(582)	-	-	0%
IT and Programmes Capital						
Enterprise Hosting	-	67	2	69	40	58%
Enterprise Security	-	63	129	192	102	53%
Enterprise Comms (WAN Migration)	-	13	45	58	50	86%
Enterprise Storage & Data	-	80	-	80	54	68%
Enterprise Apps (Applications)	-	191	(53)	138	57	41%
LGR infrastructure spend (pre transformation agenda funding)	682	52	(734)	-	-	
Enterprise Compute (Platform Modernisation)	-	(2)	2	-	-	
Enterprise Endpoints (Desktop Replacement)	-	20	(20)	-	-	
Enterprise Comms (Telephony)	-	25	-	25	57	227%
Transformation - ICT Equipment	-	-	-	-	415	
IT and Programmes Capital Total	682	509	(629)	562	775	138%
Marketing Comms and Policy Capital						
Climate Emergency - ECO top-up fund	-	26	-	26	25	95%
Marketing Comms and Policy Capital Total	-	26	-	26	25	95%
Executive - Capital Total	682	1,117	(1,211)	588	800	136%

OPERATIONS - CAPITAL

Commercial Operations Capital

3G Artificial Pitch Rossmore Leisure Centre - Feasibility	-	157	-	157	29	18%
Ashdown Leisure Centre Floodlights	-	-	138	138	132	95%
Avon Beach to Highcliffe Beach Management	-	-	5	5	1	15%
BCP Cliff Management Strategy	-	96	-	96	-	0%
Beach Road Rear Car Park	-	-	23	23	-	0%
BIC Medium Term Refurbishment Plan	731	15	-	746	746	100%
Bistro Redevelopment (Southbourne)	5,981	(1)	(5,980)	-	-	
Boscombe Pier	-	9	-	9	9	99%
Broadstone Underpass Mural	-	21	-	21	(9)	-45%
Canford Cliffs Pavilion	1,142	-	(642)	500	-	0%
Christchurch Bay and Harbour FCERM Strategy	-	83	(67)	16	25	157%
Christchurch Town Centre Strategy	-	64	(64)	-	-	
Creekmoor & Sterte Flood Defence Works	-	2	-	2	2	68%
Dolphin Swimming Pool	-	16	-	16	-	0%
Durley Chine Environmental Innovation Hub	-	270	(270)	1	5	
Durlston to Hurst Sediment Resource Management programme	-	114	-	114	154	135%
FCERM Partnership Funding	-	82	(52)	30	47	155%
Events Infrastructure	-	147	(140)	6	-	0%
Highcliffe Beach Access Ramps	-	-	30	30	21	71%
Highcliffe Castle, (inc Phoenix Flies Project)	-	101	-	101	69	68%
Holes Bay Saltmarsh Regen	-	-	-	-	6	
Inland Asset Management System	-	68	-	68	32	47%
Kinson Catchment Surface Water FAS	-	-	10	10	11	111%
Lake Pier Major Refurbishment	-	330	-	330	328	100%
Leisure centre management in-house set up and investment	529	100	(100)	529	474	90%
Manor Steps Overnight Huts	-	11	-	11	-	0%
Market Canopies - Westover Gardens	-	5	-	5	-	0%
MCA Project	-	3	(3)	-	-	
Mudford Beach House Café	953	2	(955)	-	-	
Mudford Ferry Pontoon	-	171	(64)	107	107	100%
Mudford Sandbanks Beach Management	-	-	5	5	0	10%
New Beach Huts - Canford Cliffs	3,118	-	(3,118)	-	-	
Poole Bay Beach Management 2020-2031	10,181	-	(836)	9,345	8,595	92%
Poole Bridge to Hunger Hill (PB2HH)	5,000	-	(3,451)	1,549	2,026	131%
Poole Park Floodlights (Tennis courts)	-	8	-	8	0	1%
Preston and Chesil Beach Man Plan Updates	-	10	-	10	-	0%
Prom Cafe Development	-	2	-	2	-	0%
RNLI Signage and Public Rescue Equipment	-	309	(80)	229	251	110%
Sandbanks Pavilion	-	4	(4)	-	-	
SEAFRONT (LUF) Alum Chine Cloisters (Feasibility)	28	25	(43)	10	-	0%
SEAFRONT (LUF) Boscombe Pier (Feasibility)	28	14	(39)	3	17	487%
SEAFRONT (LUF) Bournemouth Lifeguard Corps (New Building)	1,321	(260)	200	1,261	1,205	96%
SEAFRONT (LUF) Bournemouth Pier (Future Leisure Offer)	4,797	-	(4,681)	116	-	0%
SEAFRONT (LUF) Bournemouth Pier (Structural Engineering)	4,801	-	(4,582)	219	252	115%
SEAFRONT (LUF) Coastal Heritage Trail (Culture)	555	12	(499)	68	112	165%
SEAFRONT (LUF) East Cliff Lift (Future Leisure Offer)	2,196	-	(2,194)	2	2	102%
SEAFRONT (LUF) East Cliff Lift (Stabilisation Works)	2,096	-	(1,973)	123	329	268%
SEAFRONT (LUF) Hamworthy Sea Wall (Repairs)	293	254	-	547	473	87%
SEAFRONT (LUF) Holes Bay Visual Arts Centre	43	10	(53)	-	-	
SEAFRONT (LUF) Project Management & Sundry Costs	-	106	-	106	-	0%
SEAFRONT (LUF) Promenade Infrastructure (Utility & Digital)	968	10	(687)	291	191	66%
SEAFRONT (LUF) Seafront Beach Huts (Repairs & Upgrades)	1,470	10	(1,466)	14	21	150%
SEAFRONT (LUF) Seafront Toilets (Repairs & Upgrades)	434	(181)	200	453	384	85%
SEAFRONT (LUF) The Strand (Access, Amenity & Wellbeing)	397	(9)	(368)	20	117	594%
SEAFRONT (LUF) Upton Country Park (Bridge & Cycle Path)	147	25	-	172	171	100%
Seafront BBQs	-	19	(13)	5	5	100%
Upton Country Park - Discovery project	-	402	(23)	379	318	84%
Upton Country Park New Play Attraction	-	16	-	16	-	0%
Upton House stabilisation	-	-	222	222	64	29%
Poole Bay, Harbour & Wareham FCERM Strategy	-	-	50	50	9	18%
Whitley Lake Sea Defence Study	-	90	(60)	30	1	3%
Commercial Operations Capital Total	47,207	2,740	(31,624)	18,323	16,730	91%

Customer, Arts and Property Capital

2Riversmeet Energy efficiency works	-	17	-	17	18	104%
2Riversmeet PV panels	-	-	157	157	157	100%
A3060 CASTLE LANE WEST (MUSCLIFFE WAY TO BROADWAY R'BOUT)	-	1,520	(1,500)	20	2	10%
A341 WIMBORNE RD (FERNCROFT RD TO N'BOURNE RD)	-	735	(600)	135	5	3%
A35 COMMERCIAL RD (PARK RD TO CHURCH RD)	-	-	76	76	5	6%
Active Travel Fund - Permanent Tranche 1 schemes	-	40	(5)	35	35	100%
ATF4 Baiter footpath and cycleway imp	800	10	94	904	947	105%
ATF4 Bournemouth Gardens path	-	1,138	-	1,138	663	58%
ATF4 School streets permanent measures	350	(2)	(50)	298	244	82%
ATF4 Turbary Park Link	350	20	-	370	105	28%
ATF4 Wallisdown Road phase 4 (Bndry to Uni)	100	3	-	103	17	16%
ATF4 Wallisdown Road phase 5 (crossroads)	300	33	-	333	10	3%
Avenue Road Car Park	-	22	-	22	-	0%
B- Wayfinding	-	448	(148)	300	272	91%
BH Live	518	-	(518)	-	-	-
BMS Systems (Building energy management)	-	39	-	39	34	87%
Bournemouth Pier - Feasibility	-	11	-	11	-	0%
Bournemouth Pier - Fire Protection	-	34	-	34	35	104%
Bridge Maintenance	-	175	400	575	587	102%
Bridge Maintenance RETENTION (Poole)	-	-	-	-	(33)	-
BSIP Bmth station to Town centre bus priority	2,765	-	(2,573)	192	156	81%
BSIP Bus shelters accessible boarding	-	174	0	174	187	107%
BSIP High street and Bargates Christchurch	1,025	-	(238)	787	442	56%
BSIP Westbourne bus priority	730	-	(690)	40	23	59%
Bus Priority on TCF Corridors	-	82	-	82	-	0%
C- Bus Infrastructure	-	214	-	214	74	35%
C3-2 - Carter works (Cornerstone Academy)	-	8	-	8	-	0%
Capital Replacement - Corporate Estates	-	165	-	165	155	94%
Capitalised Maintenance Neighbourhood Services (Pru borrowing)	-	-	900	900	779	87%
Castle Lane West - Muscliffe to Broadway	4,500	-	(4,069)	431	316	73%
Ceramics Gallery (Poole Museum)	-	-	84	84	20	24%
Christchurch Priory, Wall Repairs	-	137	(130)	7	4	67%
Civic Centre data centre air con units	-	-	28	28	5	16%
Civic Hub (decarbonisation works)	-	18	-	18	-	0%
Communications	-	256	(240)	16	-	0%
Community Engagement (inc Diplomatic Engineer)	-	256	(254)	2	-	0%
Coroners Service - Vertical Slice (Buildings and Fittings)	1,060	-	(1,060)	-	-	-
Corridor C2 Sections 6 to 8 off line Route Redhill-Airport	-	114	(15)	99	47	47%
Cycle Corridor Section C2-3A-B Glenferness Ave Bridge	-	2,959	(2,059)	900	1,835	204%
DLEP Lansdowne Business District	-	176	-	176	56	32%
Ducking Stool Boardwalk	-	28	1	29	-	0%
Durley Car Park - School Zone (Developer funded)	-	242	210	452	448	99%
Extension Zero + Kinson Hub (from B customer Services above)	200	212	(362)	50	13	25%
Ferndown, Wallisdown, Poole (FWP) Corridors Phase 3	-	26	650	676	907	134%
Fisherman's Walk Cliff Lift	-	30	-	30	13	44%
Gervis Place	-	151	-	151	4	2%
Highcliffe Castle - Draft proofing and BMS	-	13	-	13	-	0%
Honeycombe Chine - waterproofing	-	25	-	25	-	0%
Highways Structural Maintenance - Design Fees	-	63	137	200	280	140%
Highways structural maintenance - Drainage Improvements	-	11	128	139	195	140%
Highways structural maintenance - Footways (resurf + slurry)	-	63	100	163	154	94%
Highways structural maintenance - Resurfacing Programme	-	-	1,273	1,273	1,267	100%
Highways structural maintenance - Surveys & software	-	34	72	106	73	69%
ICT investment	-	56	(53)	3	5	168%
Kings Park (inc crossings on Ashley)	2,175	907	(2,637)	445	380	85%
Lamp columns Shore road	-	25	-	25	21	85%
Library Replacement ICT Programme	-	202	(165)	37	20	53%
Mallard Road Investment	-	379	(379)	-	-	-
Millhams Recycling Centre (Slab remediation)	-	-	68	68	-	0%
TCF enabling activity Monitoring	880	281	(1,139)	22	-	0%
Neighbourhood Services (Streetscene) -Pothole investment	500	-	-	500	-	0%
Neighbourhood Services HMSP Planned pre-patching	1,100	-	(550)	550	1,166	212%
Network Rail Bridge Crossing C2 Section 3	-	4	(3)	1	1	52%
New BCP Depot	-	268	(230)	38	57	150%
New Inn to Trigon Footbridge	-	-	241	241	274	114%
Parkway House (insurance and landlord works)	-	307	(255)	52	21	40%
Poole Museum - Our Museum project	3,000	719	(1,206)	2,514	2,013	80%
Poole Museum - Our Museum project - Activity Plan	100	7	(80)	27	-	0%
Poole Museum - Temporary Exhibition Gallery	500	(55)	-	445	376	84%
Poole Museum Public Realm	-	235	(200)	35	14	40%
Poole Museum Decarbonisation (Salix)	-	-	20	20	3	-
PR 42 - Asset Management BIC	-	36	79	115	123	108%
PR 43 - Asset Management Pavilion	-	34	116	150	177	118%
PR 44 - Asset Management Littledown	-	(136)	423	286	200	70%
PR 45 - Asset Management Stokewood	-	46	5	51	57	113%
PR 46 - Asset Management Pelhams	-	(33)	39	6	13	226%

Principal Inspection Programme (BCP)	-	64	100	164	154	94%
Programme Management	-	509	(5)	504	-	0%
Remodelling BCP Civic space- West Wing	555	50	(350)	255	244	96%
Ringwood Rd - Controlled crossing only	-	940	(459)	481	390	81%
Ringwood Rd Sea View to Manning Heath	7,046	(904)	-	6,142	4,563	74%
Road Safety Improvements 20mph schemes	-	-	74	74	10	14%
Road Safety: Casualty Reduction Measures, Cluster Sites	-	446	(190)	256	14	5%
Road Safety: Safe Routes to School (SRTS)	-	141	234	376	263	70%
Road Safety: Safety Improvements - Pedestrian Crossings	-	330	223	553	305	55%
Russell Cotes MEND Project	-	355	-	355	321	90%
Russell Cotes Museum - roof/balcony water proofing	-	39	-	39	-	0%
S6 Section 1 Magna Road Arrowsmith to Bearcross	-	365	376	741	599	81%
Safer Roads Partnership	1,741	-	(698)	1,043	754	72%
Scaplen's Court Museum	623	529	(94)	1,057	1,157	109%
Scaplen's Court Museum Paving works	-	14	-	14	-	0%
Sopers Lane Pedestrian Crossing	-	24	-	24	-	0%
Street Lighting Investment project	-	-	-	-	(16)	
Street Lighting Maintenance	-	-	650	650	578	89%
Supporting activity	-	25	(23)	2	-	0%
Surface treatment - Road markings, patching, micro asphalt	-	515	1,381	1,895	1,932	102%
Thames Street Public Realm	-	131	-	131	51	39%
Traffic Management and TRO's	-	77	(74)	3	3	112%
Transforming Cities Fund (TCF)	-	-	(0)	-	-	
Walking and Cycling improvements	-	180	65	245	36	15%
SLM Capital Dilapidations	-	-	300	300	13	4%
Wimborne Road - Serpentine to New Inn	-	619	(316)	303	172	57%
Customer, Arts and Property Capital Total	30,918	17,427	(14,912)	33,433	27,017	81%
Environment Capital						
Alexandra Park Pavilion Refurbishment	-	62	44	106	96	91%
ANPR Cameras at Recycling Centres	-	15	-	15	15	100%
Ashtree meadows access improvements	-	15	-	15	5	35%
Baiter Skate Park	-	-	100	100	-	0%
Branksome East Open Spaces improvements	-	10	-	10	-	0%
Broadstone Rec Play Build	-	42	-	42	37	87%
Canford Heath (East & West) Open Space improvements	-	90	(80)	10	25	259%
Car park Vicarage Fields (adj Cherry Tree Nursery)	-	1	-	1	1	74%
Christchurch Legacy Play areas	-	188	(188)	-	-	
Cleaner Greener Safer Equipment	-	236	134	370	152	41%
Coastal Country Park (SANG)	-	160	(150)	10	14	140%
Connecting Christchurch Project	-	-	41	41	7	18%
Fernheath Playing fields - construction of new pavilion	-	9	-	9	-	0%
Fleet Management	6,463	2,460	(2,407)	6,516	5,814	89%
Hamworthy Park Wall	-	19	-	19	-	0%
Harbourside Masterplan (Whitecliff and Baiter)	-	46	-	46	-	0%
Harbourside Park Open Space improvement	-	71	(71)	-	12	
Haskells BMX Track	-	6	-	6	-	0%
Hatchpond electricity works upgrade	-	-	-	-	14	
Hengistbury Head Visitor Centre	-	-	21	21	0	0%
Iford Meadows and Playing Fields	-	145	(128)	17	14	82%
Insourcing Ch'ch Recycling and Hurn WTS	-	882	-	882	868	98%
Knyveton Gardens Improvements	-	-	10	10	13	128%
Lake pier launch site improvements	-	1	-	1	-	0%
Millhams Civic Amenity Site	-	22	-	22	-	0%
Mudeford Woods infrastructure improvements	-	218	(200)	18	36	199%
Muscliff Natural Burial Ground	-	107	(107)	-	-	
Newtown - Turners Nursery	-	52	(52)	-	-	
Nuffield site improvements	-	143	-	143	142	100%
Osprey viewing platform	-	3	-	3	-	0%
Paddleboarding signage	-	-	10	10	9	85%
Parkstone Benches	-	6	-	6	-	0%
Plan for Play - Repurpose & Review Ownership	-	85	(33)	52	-	0%
Poole Park - delivery phase	-	17	-	17	0	2%
Poole Park Miniature Railway	-	7	-	7	-	0%
Queens Park access improvements	-	6	-	6	5	79%
Sluice Channel infrastructure - Poole Park to Poole Harbour	1,200	12	(1,162)	50	71	142%
Small Plant replacement - Highways (3 yrs)	-	-	79	79	80	101%
St Catherine's Hill Access Improvements	-	-	9	9	8	82%
Talbot Village Noticeboards	-	-	4	4	4	100%
Throop Nature Park (Hicks SANG)	-	217	(130)	87	79	91%
Turbary Common Mire water quality imp	-	200	(125)	75	164	219%
UE1 Footpath	-	-	31	31	27	86%
Underground Refuse Systems	-	-	20	20	-	0%
Waste Bin Replacement	410	174	(250)	334	385	115%
Waste Infrastructure Grant	-	5,817	(5,817)	-	-	
Waste Infrastructure Project officer	-	19	-	19	-	0%
Weekly Food Waste Collections	-	-	1,037	1,037	-	0%
Winton Heathland Mitigation Project (HIP)	-	35	-	35	25	71%
Environment Capital Total	8,073	11,596	(9,358)	10,311	8,120	79%

Investment & Development - Capital						
Carter's Quay	7,000	-	(6,980)	20	-	0%
CNHAS - Temporary Accommodation Properties	1,481	(1)	19,631	21,111	23,456	111%
CNHAS - Local Authority Housing Fund properties	1,000	381	1,149	2,530	2,422	96%
CNHAS - Rough sleepers Accommodation properties	21,286	41	(21,286)	41	41	101%
CNHAS - Single Homeless Accommodation properties	4,010	3,399	1,019	8,428	5,819	69%
CNHAS (TA) Harbour Sail	-	-	4,352	4,352	-	0%
CNHAS Crescent Road	811	-	(800)	11	-	0%
CNHAS Oakdale	50	-	(50)	-	-	-
CNHAS Surrey Road	1,128	-	(1,128)	-	9	-
Community Land Trust Project (Affordable housing)	-	421	-	421	-	0%
Holes Bay Development	-	467	(300)	167	190	114%
Poole Dolphin Leisure centre (formerly Heart of Poole)	618	44	(550)	112	-	0%
SLA support for CLT projects	-	-	24	24	24	101%
Smart Place Gigabit Fibre Scheme	2,833	-	(2,833)	-	-	-
Towns Fund - Masterplan Contingency	20	4	(20)	4	-	0%
Towns Fund - Boscombe Digital Connectivity - Phase 2	300	548	(548)	300	263	88%
Towns Fund - Boscombe Digital Connectivity - Phase 2 REVENUE	45	-	18	63	-	0%
Towns Fund - Boscombe Skills and Digital Hub	39	-	40	79	79	100%
Towns Fund - Boscombe Skills and Digital Hub REVENUE	200	-	41	241	-	0%
Towns Fund - Events Programme REVENUE	33	-	(17)	16	-	0%
Towns Fund - Hawkwood Road Community Centre	-	-	3	3	3	100%
Towns Fund - Hawkwood Road Community Centre Demolition	-	-	-	-	3	-
Towns Fund - High Street	199	-	182	381	358	94%
Towns Fund - Local Transport	570	-	(442)	128	84	66%
Towns Fund - Masterplan	2,255	-	(1,679)	576	631	110%
Towns Fund - Parks in Mind	41	-	253	294	285	97%
Towns Fund - Programme Management	126	-	34	160	141	88%
Towns Fund - Programme Management REVENUE	88	-	-	88	-	0%
Towns Fund - Royal Arcade	188	-	(150)	38	29	77%
Towns Fund - TOSH	-	-	11	11	11	99%
Wessex Digital Infrastructure Accelerator	-	-	(14)	(14)	2	-11%
Wessex Fields infrastructure works	3,000	(83)	-	2,917	2,516	86%
Investment & Development - Capital Total	47,321	5,220	(10,039)	42,502	36,368	86%
Operations Strategy Capital						
Public Realm Canford Cliffs	-	-	11	11	1	10%
Town centre strategy (Econ Dev)	-	18	-	18	12	64%
UKSPF Decarbonisation E29	-	75	17	92	81	89%
UKSPF District Centres (Capital) E1	-	7	320	327	340	104%
UKSPF Start-up and Growth E23	-	-	44	44	33	75%
Electric powered Boat for Christchurch Harbourmaster	-	-	25	25	22	88%
UKSPF Seafront Catering (E17)	-	-	140	140	140	100%
UKSPF Visitor Economy E17	-	30	(24)	6	6	100%
Operations Strategy Capital Total	-	130	533	662	635	96%
Planning & Transport Capital						
Active Travel Fund - Baiter/Whitecliff cycleway	-	39	(39)	-	(2)	-
Active Travel Fund - Programme monitoring	-	119	(111)	8	3	32%
Active Travel Fund - Tranche 3 schemes	-	102	(102)	-	-	-
Advanced Design for Future LTP Schemes (new code)	-	83	70	153	-	0%
Boscombe Towns Fund	-	56	141	197	66	33%
BSIP Branksome roundabout	20	-	23	43	4	10%
BSIP Bus priority at 65 signalised junctions	85	-	48	133	3	2%
BSIP Live stream CCTV bus shelters to control rm	-	264	-	264	248	94%
BSIP New RTI Displays	-	210	-	210	203	97%
BSIP Poole bus station RTP1 inc CCTV	-	267	-	267	257	96%
BSIP Purewell Bus Priority	70	-	5	75	0	1%
BSIP Southbourne bus priority	33	-	5	38	13	35%
Bus Facilities	-	14	-	14	12	85%
Business Travel Network	-	11	-	11	-	0%
Data Collection	-	81	27	109	-	0%
DFT Traffic Signals Funding Bid	-	74	619	693	183	26%
Dropped crossings/Accessibility improvements	-	89	5	94	34	36%
E- Bike Sharing and E-Bikes	-	10	-	10	-	0%
Electric Vehicle Infrastructure	-	30	-	30	1	5%
Employment sites	-	71	-	71	14	19%
Intelligent Transport Systems (ITS) & Data Collection	-	173	(31)	142	60	42%
Local Transport Plan Funding	7,792	-	(6,902)	890	-	0%
Minor Transportation Works	-	45	100	145	58	40%
National Passenger Travel Information	-	1	25	26	-	0%
Network efficiency measures (Tower Park roundabout)	-	227	13	240	52	22%
Pokesdown Railway Station	1,650	8	(1,648)	10	3	31%
Poole High Street - Heritage Action Zone	-	136	-	136	136	100%
Programme Management Fees	-	-	95	95	-	0%
Rights of Way	-	22	75	97	85	88%
SANG - Barn (and General Purpose Building Obligation)	-	56	-	56	30	54%
School Streets	-	89	30	119	8	7%
South East Dorset Multi-modal Transport Model	-	-	65	65	65	100%
STB, DfT, LCWIP, OBC Development & Bidding	-	260	80	339	145	43%
UTMC - Pelican upgrades	-	163	58	221	123	55%
Planning & Transport Capital Total	9,650	2,701	(7,349)	5,002	1,804	36%
Operations - Capital Total	143,169	39,814	(72,758)	110,233	90,675	82%

WELLBEING - CAPITAL**Adults Commissioning Capital**

Care technology service - equipment	77	-	(21)	56	-	0%
Disabled Facilities Grant - Integrated Community Equipment Store (BCP)	2,095	-	596	2,691	2,654	99%
Adults Commissioning Capital Total	2,172	-	575	2,747	2,654	97%

Housing & Communities Capital

CCTV Operating System	-	350	-	350	344	98%
Cleaner Greener Safer - additional CCTV	-	66	-	66	-	0%
Cleaner Greener Safer - safer improvements	-	40	-	40	-	0%
Disabled Facilities Grant - Housing	1,424	1,885	(1,614)	1,695	2,705	160%
Private Sector Renewal-warmth & well-being	-	77	-	77	68	88%
6 Braidley Road	-	-	50	50	50	100%
UKSPF Communities and Place E11	-	34	140	174	174	100%
UKSPF Parks and Open Spaces E3	-	-	50	50	50	100%
Housing & Communities Capital Total	1,424	2,453	(1,374)	2,503	3,392	135%

Wellbeing - Capital Total

Wellbeing - Capital Total	3,596	2,453	(800)	5,250	6,046	115%
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Grand Total

Grand Total	148,247	62,399	(85,858)	124,788	102,652	82%
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Senior Responsible Officer Report - Poole museums capital schemes financial position as of July 2025

It is **RECOMMENDED** that Cabinet:

- Note that the museums capital scheme is forecast to exceed the approved resources by £553k alongside which there is a £785,500 shortfall in 3rd party contributions.
- Recommend that Audit and Governance Committee recommend to Council to approve the revised funding strategy for the Poole museums capital schemes which will mean an increase in the approved prudential borrowing of £1.3m.

It is **RECOMMENDED** that Council:

- Approves the revised funding strategy for the Poole museums capital schemes which subject to Audit and Governance Committee approval will mean an increase in the approved prudential borrowing of £1.3m

Financial summary and budget approvals history

- The information detailed in this document relates to 'Our Museum', 'Scaplens Court' and 'Temporary Exhibition Gallery', the three projects impacted by financial forecast change to end the projects.

The overall affordability assessment is based on all projects borrowing requirements including Salix.

Table 1 below shows the funding movement for the three projects from the outset in April 2021 to the current projected financial position and proposed expenditure budget increase of £552,717.

Table 1

Musems projects funding history	Proposed changes					Total
	Cabinet	ODR	Cabinet	Cabinet	Cabinet	
	14/04/2021	06/11/2021	25/05/2022	19/06/2024	16/07/2025	
Funding Stream	£000	£000	£000	£000	£000	£000
Grant: Natinal Lottery Heritage Fund	(2,240)			(750)		(2,990)
Grant: Historic England	(478)	106	(226)	16	(15)	(597)
Grant: Arts Council England				(450)		(450)
						0
Third parties & other		(420)		(558)	165	(813)
Third parties & other (underwritten by prudential borrowing)	(300)	(400)		80	620	0
						0
Community Infrastructure Levy/Sec 106	(200)	(239)	(500)	(16)		(955)
BCP Revenue Contribution to capital		(25)		(30)	(28)	(83)
Borrowing	(1,023)		(557)		(1,295)	(2,875)
Total project funding increase	(4,241)	(978)	(1,283)	(1,708)	(553)	(8,763)
Cumulative total projects cost	4,241	5,219	6,502	8,210	8,763	

2. History of budget movements: -

Officer Decision Record (ODR 06/11/2021): Identified cost increase from estimates at feasibility stage (Q4-2019) - this was revealed through design work and cost exercise (August 2021). Additional £978,000 was added to the projects. Third party contributions increased from £300,000 to £1.1m of which at this point £700k was underwritten by prudential borrowing. The Destination and Culture service directorate deemed the increase in underwriting by £0.4m, from £0.3m to £0.7m, to be low risk as there was a clear plan to achieve third party partnership fundraising target, and a considerable amount had already been secured.

Cabinet 25/05/2022: Costs increased across the schemes as a result of a number of factors, including scope increase and national pressures on construction projects as a result of Covid and Brexit which resulted in a funding gap of £1.28m for the projects considered in this report.

Additional scope work included backlog of essential preventative maintenance, urgent conservation and running repairs, fire regulations, mechanical and electrical costs, temporary exhibition gallery.

Cabinet 19 June 2024: Project costs for the Our Museum project and Scaplen's Court project increased overall with main drivers being the impact of inflation (c.14.5%), including a period of super-inflation, new scope, design development, site and market conditions, and an extended programme of around one year.

Our Museum, the Temporary Exhibitions Gallery, and the Ceramics and Design Gallery on the third floor of the Museum was new scope costing £0.334m.

3. The total Museums projects also include Salix of £1.496m and Public Realm phase 1 of £150,000 both now complete. Public Realm phase 2 of £ 300,000 is still ongoing not projecting any variances. Therefore, the overall budgets for the Museums projects totals £10.1m. The forecast funding gap of £674,717 equal 6.7% of the overall budget. The increase in borrowing requirement of £1.295m (including take up of borrowing previously underwritten) equals 12.8% of the overall museums programme.
4. Table 2 below shows the forecast expenditure increase of the Poole museums capital schemes since the Cabinet approval in May 2024 together with new funding shortfall, swap between third party contributions and prudential borrowing resulting in a net funding gap of £674,717.

Table 2

	Our Museum (including Activity plan) £	Scaplen's Court £	Temporary Exhibitions Gallery £	Ceramics Gallery £	Total £
Approved Capital Programme May 2024					
Community Infrastructure Levy	200,000	755,087	-	-	955,087
Third-Party - Other Trusts and Foundations	599,500	-	300,000	78,300	977,800
Third-Party - Other Trusts and Foundations (underwritten by borrowing)	620,500				620,500
Prudential Borrowing	1,071,696	508,253	-	-	1,579,949
Other BCP (revenue)	55,132	-	-	-	55,132
Grant: Natinal Lottery Heritageg Fund	2,990,000	-	-	-	2,990,000
Grant: Historic England	-	581,582	-	-	581,582
Grant: Arts Council England	37,867	-	156,930	255,203	450,000
Total Revised Capital Programme May 2024	5,574,695	1,844,922	456,930	333,503	8,210,050
Latest forecast capital expenditure	6,145,147	1,886,800	397,317	333,503	8,762,767
Variance between forecast capital expenditure and approved funding	570,452	41,878	-59,613	0	552,717
Variance forecast on approved funding					
Third-Party - Other Trusts and Foundations			150,000		150,000
Other third party contribution shortfall	15,000				15,000
Third-Party - Other Trusts and Foundations (underwritten by borrowing)	620,500				620,500
Additional borrowing underwritten ODR November 2021	-620,500				-620,500
Net variance from budget	585,452	41,878	90,387	0	717,717
Overspend %					8.7%
Proposed funding to finance overspend					
Other BCP (revenue)		(28,000)			(28,000)
Historic England (underspend public realm phases 1)	(15,000)				(15,000)
Net funding gap	570,452	13,878	90,387		674,717

5. Variances in Funding

- a. **£620,500 Third party fundraising:** efforts were led by an experienced team and successfully secured over £2m from third party trusts and foundations (excluding NLHF). Ultimately, based on funder priorities these funds could not be applied to the third-party fundraising target, which was underwritten by Prudential Borrowing in November 2021, and instead covered new scope.

Approvals under the Council's Financial Regulations were given for applications for funding for new scope that:

- provided for operational cost efficiencies including insulation, LED lighting, glazing and renewables; provided for critical upgrades to capacity of services and utilities,
- enabled critical repair and maintenance to roofs and rainwater goods,
- provided for enhancement of the setting of the museum through public realm improvements,
- added a permanent exhibition gallery and a temporary exhibitions gallery to significantly increase the visitor offer

None of the funds secured made a substantive contribution to the underwritten target for the NLHF project, however, all new scope benefitted the originally scoped scheme, offered value for money, and contributed to the Museum's strategic business plan and relevant Council Corporate Strategies.

The affordability of the underwritten third-party funding had already been assessed and approved, and the museum's business plan made the assumption that borrowing would be needed, in order that the risk of this funding not being secured was mitigated. From early

2024, it was apparent this target could not be met for a range of reasons; however, this was not clearly indicated or discussed in the financial implications section of the previous Cabinet paper in June 2024, which incorrectly noted this amount as ‘underwritten’.

- b. **£150,000 third party fundraising:** funding for the Temporary Gallery was incorrectly stated as a result of being double counted in the June 2024 cabinet paper. The cost of the gallery decreased at tender, and the pressure resulting is £90,000 and not £150,000 for this project.
- c. **£15,000 third party fundraising:** this funding was withdrawn by a funder.

6. Variances in Expenditure

It is important to note that an overspend at the end of a major capital project—particularly one involving multiple Grade I and II listed buildings—is not unusual. These projects often encounter unforeseen conditions during final phases, such as specialist requirements, contractor claims, or final fit-out complexities.

The overspend is primarily due to:

- Construction cost uplift – resulting from adverse site conditions (including major temporary works redesign as a result of structural issues, asbestos discoveries, and other structural challenges), significant prolongation (contractor’s costs), design development, and inflation
- Professional fees uplift – resulting from significant programme prolongation (design team costs), change, in particular significant claims for architectural and exhibition design services.

Overspend has crystallised subsequently to last capital programme report in June 2024 and could not have been foreseen at that time. All expenditure is unavoidable and has been minimised where possible. All contracts are let, and outputs and outcomes must be delivered to open the Museum and meet funder requirements.

7. Borrowing Requirement

Table 3 below shows the Poole museums projects total borrowing requirement:

Table 3

Borrowing requirement for museums projects	loan	rate	years	annual repayment
	£			£
Cabinet report 14 April 2021	1,023,000			
Cabinet report 26 May 2022	688,949			
Less Salix borrowing not included in this statement	(132,000)			
Borrowing approved by Cabinet	1,579,949	3%	25	110,596
Third party funding underwritten with Officer Decision record 5 November 2021	620,500	5.50%	25	58,948
Additional borrowing request July 2025	647,717	6.00%	25	67,472
Total borrowing repayment excluding Salix	2,848,166			237,016
Salix borrowing repayment	132,000	3%	25	9,240
Total borrowing requirement all museums projects	2,980,166			246,256

The borrowing repayment costs assume an asset lifecycle of 25 years. The different interest rates used reflect the original rates when the prudential borrowing was approved.

The 6% interest rate for the new borrowing request of £647,717 represents the prevailing rate on 5 June 2025.

The total borrowing repayment for all museums projects will be £246,256 per annum.

Table 4 below shows the cost of borrowing affordability assumptions. The borrowing cost is included in the expenditure section of the table. The assumptions show a net modest surplus of £13,994 per annum.

Table 4

Museums business case affordability assumptions	
Visitor Numbers per annum	220,000
Income	£
BCP Council Real Terms Contribution	(750,000)
Full Cost Recovery Fundraising	(25,000)
Business Units - (income)	(709,500)
Total income	(1,484,500)
Expenditure	
Business Units - (cost)	300,500
Employment Costs	475,000
Other running costs and overheads	273,750
Borrowing costs	246,256
Total direct costs and overheads	1,295,506
BUSINESS CASE LINES (FOR INVESTMENT)	
Apprenticeship	50,000
Outreach and Engagement Investment	25,000
Collections and Resources Care and Conservation	25,000
Additional Marketing and Promotion	25,000
Allowance for Increased Management and Maintenance	25,000
Sinking Fund' Wool Hall	25,000
Total other optional costs	175,000
Total Expenditure	1,470,506
Deficit/(Surplus)	(13,994)

8. Affordability of Proposed Prudential Borrowing for Poole Museums

The Poole Museum redevelopment represents a major capital investment, and as with many complex cultural projects within listed historic buildings, some end-of-build cost pressures have emerged. The requirement for establishing accessibility and opportunities for all to engage with, and benefit from the museum and its activities has been paramount throughout the capital project and will be embedded into the future operating plans and objectives of the museum.

Third party contribution of £437,800 is currently held in the Poole Museum Foundation bank account awaiting transfer to BCP Council once bank mandate has been changed. The drawdowns from The National Lottery Heritage Fund (NLHF) and Arts Council England (ACE), are expected in due course and carry no associated risk. This report seeks approval for additional borrowing of £647,717 representing the current forecast funding gap. Additionally, at this point, the Museum wishes to confirm the need to draw down previously underwritten borrowing of £620,500 (representing the shortfall of hoped for third party other contributions), a total new borrowing requirement of £1.3m

Affordability Assessment

The affordability of this borrowing is being evaluated based on the following key assumptions, professional expertise and financial indicators:

1. Visitor Forecast and Revenue Potential

- The redevelopment of Poole Museum is not only a cultural and architectural achievement—it is a strategic investment in public health and wellbeing. At its core, the transformation recognises the museum's power to improve lives through cultural

engagement. Programmes are designed to foster creativity, connection, and mental wellbeing, creating an environment where lives and relationships can flourish. This focus on wellbeing is embedded in the museum's design, processes, programming, and staffing, ensuring that inclusion and accessibility are not afterthoughts but foundational principles. This gives a confident forecast of circa 600 visitors per day, operating 360 days a year, equating to approximately 220,000 visitors annually with the Museum being free to enter and delivering a vastly enhanced estate of historic buildings alongside exhibitions and activities of the highest possible quality.

- The redevelopment of Poole Museum is a direct response to the ambitions set out in the BCP Cultural Strategy, which emphasises the importance of inclusive, accessible, and high-quality cultural experiences that contribute to placemaking, wellbeing, and economic growth. Conservative estimates on ticketed experiences, donations, retail, café and private hire have been developed, and this level of inclusivity provides a strong revenue base to support borrowing repayments.

2. Operational Budget Capacity

- The Museum's existing budget has been reviewed to identify areas where efficiencies or reallocations can support borrowing, and this is most likely in permanent staffing lines. This operational budget has also been reviewed to demonstrate where potential increases in earned income require cost control measures and sensible investment
- The Museum's operating model and 10-year plan is being reviewed with a NHLF Resilience fund (ESP) to ensure long-term sustainability. This includes a review of the staffing structure to ensure it reflects the challenges and opportunities that the new museum presents, and the need for efficiencies. As part of this a mixed economy cultural delivery structure supported by strategic partnerships, volunteers, freelance and project-based roles is being explored, ensuring flexibility, resilience, and continued excellence in service delivery.
- The Museum will reopen later this year and so the focus now turns to planning for its long-term sustainability. The Ensuring Sustainability Project (ESP) is developing a resilience strategy to address ongoing challenges such as staffing capacity, organisational structure, and pressures on non-statutory funding. This work is vital to maintaining the momentum of the redevelopment and supporting the museum's continued success.

3. Contingent Opportunities

- A potential £214,000 business rate rebate is under consideration. While not yet confirmed, if realised, this would significantly reduce the net borrowing requirement.
- An important part of the Museum strategy is strengthening partnerships that underpin the museum's resilience. The new Poole Museum Foundation (PMF) is one such partnership and plays a key fundraising role, providing support that enables the museum to deliver ambitious programmes and respond to emerging opportunities. It is regrettable that the external funding that would have avoided the need to draw down borrowing was not achieved, but with a new Board in place and with their continued involvement being central to the museum's ability to attract external funding it is anticipated that new funding opportunities will be possible going forward.
- In parallel, the museum is reviewing a range of operational approaches to enhance strategic flexibility (e.g. multiple income pipelines), broaden funding opportunities (e.g. with public health), and deepen public participation (e.g. with community and academic co-curation). These explorations reflect national trends in research and cultural

leadership and are designed to ensure the museum remains adaptable, inclusive, and well-positioned for the future. Significant efforts are in train to innovate and enhance fundraising, in summary;

1. a fundraising consultant will be appointed (funded by NHLF), a 'Development Strategy' and Campaign pipeline will be outputs of this
2. a refreshed relationship with the Poole Museum Foundation (PMF) who play a vital role in ongoing fundraising and advocacy efforts has been established
3. co-funded Wellbeing pilots with Communities, Partnerships and Community Safety Service within Public Health are being actively explored for funding
4. the government's Museum Renewal Fund has been applied to, with a view to secure support for the research and trial of the aforementioned cultural delivery model

9. Conclusion

While risks will remain up to and beyond the Museum's reopening later this year, particularly around the successful completion of the museum objects' installation programme and potential delays in final construction works, the project continues to move forward with determination and focus. On the resilience side, the interim staffing model and support through the first trading year represent the most significant operational challenges.

Despite these uncertainties, the Museum is well-positioned to demonstrate the affordability of the proposed £1.3 million in additional prudential borrowing. This confidence is underpinned by:

- Strong projected visitor numbers,
- Prudent financial planning,
- Potential for innovative income generation.

Ongoing financial modelling continues to refine our understanding of affordability. Nevertheless, the current strategy provides a credible and responsible path forward. With continued oversight, support and adaptive leadership, the Museum is on track to deliver a sustainable and vibrant cultural asset for the community.

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Funding history and tables 1- 3 prepared by Finance, Estates and Benefits

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2024/25 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 2024/25 HRA budget was approved by Council in February 2024. It budgeted for total income of £55.6 million for the year and a net surplus of £5.9 million.

Revenue account - Full-year outturn

	2024-25 Budget £000	Full year Actuals £000	Variance £000
Income			
Dwelling rents	(52,201)	(53,781)	(1,580)
Non-dwelling rents	(236)	(262)	(26)
Charges for services and facilities	(2,708)	(3,512)	(804)
Contributions to expenditure	(491)	(809)	(318)
Total income	(55,636)	(58,364)	(2,728)
Expenditure			
Repairs and Maintenance	13,511	13,977	466
Supervision and Management	17,059	15,305	(1,754)
Rent, rates, taxes and other charges	638	604	(34)
Bad or doubtful debts charge	400	526	126
Total operating expenditure	31,608	30,412	(1,196)
Net operating (surplus) / deficit	(24,028)	(27,952)	(3,924)
Capital charges			
Debt management costs	201	368	167
Depreciation	12,410	15,141	2,731
Net interest payable	5,560	4,378	(1,182)
Total capital charges	18,171	19,887	1,716
Net (surplus) / deficit	(5,857)	(8,065)	(2,208)
Appropriations			
Transfer to HRA reserve	5,857	8,065	2,208
Total appropriations	5,857	8,065	2,208

Commentary on variances

3. Dwelling rents: Total rental income of £53.8m was £1.6m favourable to budget. Rental income benefitted from lower levels of right-to-buy sales than expected and additional income from completed new-build projects that had not been incorporated into the budget. During quarter four the completion of an exercise to reconcile rent control accounts resulted in a one-off credit of £0.7m, contributing to the overall favourable outturn.
4. Charges for services and facilities: Service charge income of £3.5m was £0.8m favourable to budget. This was due to higher underlying costs that these service charges seek to recover, including leaseholder service charges, that were £0.4m higher than budget.

5. Contributions to expenditure: Income is higher than budgeted due to a number of insurance claims for property damage.
6. Repairs & Maintenance: Full-year costs of £14.0m were £0.5m adverse to budget. On 1 August 2024 response repairs for the Poole neighbourhood were brought in-house, consistent with the existing arrangements for Bournemouth neighbourhood. Also, a new contractor was appointed to undertake repairs of void properties, replacing the separate contracts that were in place for Poole and Bournemouth neighbourhoods. Further analysis of the outturn variance is set out below:

	2024-25 Budget £000	Full-year actual £000	Variance £000
Planned repairs / Compliance	4,149	4,577	428
Voids repairs	3,112	1,801	(1,311)
Response repairs	4,428	5,556	1,128
Surveyors, Grounds maintenance & other costs	1,822	2,043	221
Total Repairs and Maintenance	13,511	13,977	466

7. The adverse variance for planned repairs / compliance costs is due to significant expenditure on remedial works that have been identified following gas servicing and electrical testing.
8. Void repairs costs were significantly below budget due to the combination of:
- fewer voids during the period than expected
 - the new void repairs contract delivering the service at a lower cost than the previous contractor; and
 - the new harmonised void repairs standard resulting in less work being undertaken during the void period.
9. The response repairs outturn results from the high volume of repairs undertaken during the year, in part driven by damp & mould work.
10. Supervision and Management: Full-year costs of £15.3m were £1.8m favourable to budget due to the reasons set out in the table below:

	Variance £000
Lower communal utility costs	(1,061)
Staff vacancies	(485)
Contingency not utilised	(600)
Old provision released	(512)
Beech House dilapidation costs	450
General fund recharges following detailed review to reflect current costs	441
Other variances	13
Total Supervision and Management variance	(1,754)

11. Bad or doubtful debts charge: The bad or doubtful debt charge exceeded budget by £0.1m due to a deterioration in collection rates during the year.
12. Depreciation: The depreciation charge of £15.1m was £2.7m adverse to budget. This was due to the change to the methodology used to calculate the Poole neighbourhood depreciation charge to make it consistent with the methodology used by Bournemouth neighbourhood that took effect at the end of last year. The depreciation charge is a non-cash charge which is recycled each year through the major repairs reserve to provide funding for the HRA's planned maintenance capital programme. As such, variations to the charge have no impact on the overall financial position of the HRA.

13. Net interest payable: The £1.2m favourable outturn is due to:
- i. higher interest earned on cash balances due to higher-than-expected interest rates, and
 - ii. no new borrowing required during the year to fund the capital programme. The budget had assumed that £17m of the capital programme would be funded from borrowing.
14. Net surplus: The favourable variances for both income and operating expenditure resulted in a net operating surplus of £27.9m, £3.9m favourable to budget. The impact of the higher depreciation charge and lower net interest payable results in a final net surplus of £8.1m that is £2.2m favourable to budget.

Capital programme

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

	Full year		
	Budget £000	Actuals £000	Variance £000
New-build projects	25,163	15,804	(9,359)
Purchase of existing houses	3,000	120	(2,880)
Other major projects (Admiral, Sterte cladding)	300	157	(143)
Planned maintenance	16,219	13,048	(3,171)
Total capital expenditure	44,682	29,129	(15,553)
<u>Funded by:</u>			
HRA Reserve		3,122	
Major Repairs Reserve		13,202	
Capital receipts		2,107	
Grants		7,763	
S106 receipts		2,935	
Prudential borrowing		-	
Total funding		29,129	

16. New-build projects: £15.8m was spent against the original budget of £25.1m. An amount of £3.7m was removed from the capital programme as the original business cases for some schemes were no longer viable in the current financial climate. Some likely slippages had already been identified during quarter three and the schemes budgets were reprofiled to future years accordingly. There was further slippage in the last quarter mainly for Hillbourne school development and Constitution Hill demolition with further budget reprofiled to future years.
17. During the year five schemes with a total of 45 units were completed
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 £13.0m was £3.2m less than budget. There was an underspend of £0.8m on kitchen replacements and £0.4m on bathroom replacements due to the need to divert labour away from these programmes to the general fund purchase and repair programme. There was an underspend of £0.4m on both boiler

replacements and electrical works due to the need to divert resources to the gas servicing and electrical testing programmes. The £0.5m contingency budget was not utilised.

2024/25 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 £13.6m (Poole HRA was added in August 2024) compared with budget of £8.2m. Provisional net profit for the year is £0.43m compared with budgeted net profit of £0.30m. 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 £0.1m. An additional dividend payment was made to the council in 2024/25 of £0.2m.
5. Retained profit reserves of £1.06 million (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 not 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 £1.4m, compared with a budget of £1.4m. Provisional profit before tax is £0.14m compared with a budget of £0.05m.
10. Retained profit reserves of £0.39m are estimated as at 31 March 2025.
11. 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.
12. Turnover for the financial year for SHPL was £2.9m, compared with a budget of £2.9m. Provisional profit before tax of £0.12m is expected, compared with a budget of £0.07m.
13. The results of the subsidiaries are combined to form the results of Seascope Group Limited (SGL). The provisional turnover for SGL was therefore £4.3m (budget £4.3m). Provisional profit before tax of £0.26m compared with a budget of £0.12m.
14. Due to the materiality level for the council's statement of accounts, Seascope Group will not be consolidated into the group accounts.

Charities

15. The council has close links to three charities, the Five Parks Charity, Lower Central Gardens Trust and Russell-Cotes Art Gallery & Museum Charitable Trust and these have been consolidated into the council's group accounts.

The Bournemouth Development Company LLP

16. Bournemouth Development Company LLP ("BDC") is a joint venture between the Council and Muse Places a wholly owned subsidiary of Morgan Sindall Group plc.
17. BDC is an active development partner and regeneration catalyst for the delivery of the Bournemouth Town Centre Vision.
18. The BDC accounts in recent years have included only a low level of activity with the financial impact for the council not material enough to be included in the group accounts.

Tricuro

19. 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.
20. 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.
21. The statement of accounts of Tricuro will be consolidated into BCP Council's group accounts with turnover of £21.2 million and profit after tax of £0.1m based on the company's audited accounts from 2023/24.

22. Aspire Adoption

23. Aspire Adoption is a partnership between BCP and Dorset Council.
24. Aspire brought the local charity Families for Children in-house for 2024/25 with staff transferring to the council.
25. The purpose of Aspire is to provide services for children and families through enabling and supporting the adoption process.
26. BCP contribution for 2024/25 to the partnership is £1.5m with Dorset Council contributing £0.9m.
27. A review of the work undertaken by Aspire resulted in the special guardianship order activities returning to each council for 2024/25 with a budget reduction reflected for the partnership.

CABINET



Report subject	Medium Term Financial Plan (MTFP) Update
Meeting date	16 July 2025
Status	Public Report
Executive summary	<p>This report:</p> <ul style="list-style-type: none"> • Aims to ensure the council presents a legally balanced 2026/27 budget. • Presents an update on the 11 June 2025 Spending Review. • Provides details of two consultation documents issued on 20 June 2025 namely the Local Government Fair Funding Review and Modernising and Improving the administration of council tax. • Presents an update on the MTFP position of the council. • Acknowledges the action of the Leader of the Council and Director of Finance in writing to Government to seek assurance around the council's ability to continue to cashflow the significant and growing Dedicated Schools Grants deficit within the statutory framework.
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ol style="list-style-type: none"> a) Endorses the latest position regarding the developing 2026/27 Budget and MTFP position. b) Acknowledges the ongoing progress being made to ensure a balanced budget position for 2026/27 is presented to Council in February 2026. c) In respect of the SEND deficit, note the update and acknowledges the action taken by the Leader and the Director of Finance.
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 provide Cabinet with the latest high-level overview of the 2026/27 Budget and 3-year medium-term financial plan.</p> <p>To provide an update on the 11 June 2025 Comprehensive Spending Review (SR25) and the consultations documents issued</p>

	<p>on 20 June in respect of the local government funding formula and the modernisation of council tax.</p> <p>To acknowledge that the current and growing deficit on the Dedicated Schools Grant (DSG) as it pertains to the expenditure on Special Educational Needs and Disability (SEND) service continues to be an existential threat to the financial sustainability of the council.</p>
Portfolio Holder(s):	Cllr. Mike Cox, Portfolio Holder for Finance
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Adam Richens, Director of Finance adam.richens@bcpcouncil.gov.uk
Wards	Council-wide
Classification	For Decision

Background

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

directly employed by the Council. Since the budget was published analysis by the Local Government Association suggests that over 60% of council tax increases nationally will be consumed by the rise in employers' National Insurance through direct or indirect effects.

- f) Management of numerous financial risks. Principle amongst these is the existential threat to the financial viability and sustainability of the Council caused by the accumulated deficit on the Dedicated Schools Grant (DSG). The 2025/26 budget assumed additional temporary borrowing through the Council's Treasury Management powers to fund the excess Special Educational Needs and Disability (SEND) High Needs revenue expenditure above the grant made available by government via the DSG. This shortfall was budgeted to be £57.5m in 2025/26 with the consequential impact that the cumulative DSG deficit is increased from £108m on 31 March 2025 to a predicted £165.5m on 31 March 2026. This Treasury Management mechanism is only being made available as a temporary solution on the pretext that the government have committed to returning the SEND system to financial sustainability during 2025, although this now appears to be unlikely to be achieved.

Comprehensive Spending Review 2025

3. On 11 June 2025 the Chancellor of the Exchequer delivered the 2025 Comprehensive Spending Review (SR25). The review set out the medium-term path for public finances and included departmental settlements for 2026/27, 2027/28 and 2028/29. The settlement for 2028/29 is only provisional as it will be subject to review as part of a 2027 Spending Review.
4. The document set out that local authority core spending power will increase by 2.6% in each of the next three years. At the outset it is important to recognise that this headline figure includes the assumption that every local authority will increase their council tax by the maximum permitted amount which for unitary and other upper tier councils will be 5% per annum (3% core increase and 2% social care precept) in each of those three years.
5. Early assessments suggest it was a tough settlement for local government in that it does not give the sector the funding it requested and will result in much smaller increases in funding than the sector has received in recent years. However, it was considered better than many other parts of the public sector, even if the increases in resources are largely the result of increasing council tax rather than grant funding.
6. For BCP Council the main hope was that SR25 included details of how the government would return the SEND system to financial sustainability. Instead, the Spending Review included the following statement.

To make the system more inclusive and improve outcomes for all children and young people, the government will reform the current Special Educational Needs and Disabilities (SEND) system. Details of the government's intended approach to SEND reform will be set out in a Schools White Paper in the autumn. The government will also set out further details on supporting local authorities as we transition to a reformed system as part of the upcoming local government funding reform consultation.

7. The Director of Finance therefore decided to wait until the local government funding reform document was made available before considering if he had sufficient evidence to avoid any further action associated with his statutory responsibilities to ensure a balanced 2026/27 budget is delivered.

8. The referenced funding reforms also act as a reminder of the risk posed by this process to the current MTFP position. As set out in the May MTFP Update report there is a clear risk resources that BCP Council currently receive will be redirected to other local authorities, particularly those in the north. At this stage no amount in respect of a potential funding reduction has been included in the developing 2026/27 budget or MTFP. However, it was a factor in the scenario planning exercise included in the May report and the request that services develop £13.3m in savings proposals to support the financial planning process.
9. Other key headlines associated with SR25 include.
 - Commitment to simplify the local government funding landscape by consolidating as much revenue funding as possible from across government departments into the Local Government Finance Settlement.
 - Investment in affordable housing via confirmation of a £39bn successor to the Affordable Homes Programme over a 10-year period from 2026/27 to 2035/26.
 - £950 million will be invested through a fourth round of the Local Authority Housing Fund (2026/27 to 2029/30)
 - A 10-year social rent settlement from 2026 at Consumer Price Index (CPI) +1%. In addition, there will be a consultation on how to implement social rent convergence.
 - Confirmation that local authorities will continue to receive funding for the Extended Producer Responsibility (ERP) scheme. Allocations were guaranteed in 2025/26 but from 2026/27 the amounts received by authorities will depend on actual payments made.

Government Consultation Document: Fair Funding Review 2.0

10. On 20 June 2025 the Deputy Prime Minister Rt Hon Angela Rayner released a consultation document on government plans for a new local government funding formula based on factors such a population and poverty aimed at allocating more resources to deprived areas and in doing so directing more resources towards the North of the country. The consultation pledges protections to limit sudden drops in grant income and to maintain support for rural and coastal areas with high costs.
11. In regard to the main local government funding reforms the government are proposing a three-year phased transition period. They also intend to protect the vast majority' of councils through a cash flat (0%) funding floor which would assume full use of council tax flexibility. However, some councils (i.e. those whose current share of funding is the furthest from the new share and are therefore facing largest losses) will need bespoke arrangements, suggesting they will not receive 0% floor protection. It is understood for this limited number of authorities the floor could be up to -7%.
12. In addition, the consultation includes a commitment to also simplifying the system with multi-year settlements and by reducing the vast array of small grants by consolidating into larger pots, scrapping bureaucracy and competitive bidding.
13. The impact of the new system on each council is not clear. Ministers have not published an illustration of what it will mean on an individual local authority basis. In an impediment to financial plannings it may not be until the release of the provisional 2026/27 Local

Government Finance Settlement, historical released around the time parliament recesses for the Christmas holidays, that the council gets to fully understand the outcome if this consultation.

14. As part of the consultation the government also recognised the pressure local authorities are facing because of their Dedicated School Grant deficits. The document made a statement that they will commence a phased transition process which will include working with local authorities to manage their SEND system, including historic and accruing deficits. In addition, they announced a two-year extension to the DSG statutory override until 31 March 2028, with more detail again promised in the provisional Local Government Finance Settlement.
15. It is critical to emphasise the importance of the need for government to support BCP Council with its historic and accruing DSG deficit. Urgent assistance is required with the unsustainable annual high deficits, budgeted at a £57.5m annual deficit in 2025/26, and the rapidly growing cumulative deficit, estimated at £171m on 31 March 2026. At best these deficits will force the council to make further reductions in essential services in 2026/27 to cover the cost of servicing the further additional debt that will have to be taken on to fund the annual deficit on the SEND service. At worse the council risks declaring itself effectively bankrupt as it can only exceed its treasury management borrowing limit on a temporary basis and the government only recommended this approach as appropriate for 2025/26 on the basis of it's previously committed to return the SEND system to financial sustainability in 2025.
16. **Appendix A** sets out a letter to the Director of Finance at MHCLG to provide them with an update on BCP Councils DSG position and to seek assurance that they remain committed to providing a financially sustainable solution from 2026/27 and resolving our cashflow deficit. This letter is additional to a letter dated 1 July 2025 on the same subject matter from the Council Leader to Angela Rayner as the Deputy Prime Minister and MHCLG Secretary of State, attached as **Appendix B**.
17. The consultation is for an eight-week period ending on the 15 August. Details of the 46 questions being posed is set out in **Appendix C**.

Government Consultation Document: Modernising and improving the administration of council tax.

18. Through this consultation the government are exploring options to improve support towards council tax and improve the council tax collection, and enforcement processes to deliver a fairer and more efficient system for taxpayers and councils. They believe there are clear opportunities to modernise the administration of the council tax system and take the view that deliberate tax avoidance should not be tolerated.
19. The consultation includes proposals including.
 - Changing the billing from 10-months to 12-months.
 - Updating and modernising the information requirements to improve transparency of council tax information.

- Updating and revising disregards in particular re-naming “severe mental impairment” (SMI) to make it less outdated and alienating and encourage uptake where eligible.
 - Considering whether the government can do anything to remove barriers to effectively challenging bandings.
 - Changes to collection arrangements to ensure households are free from concerns of disproportionate enforcement action, specifically, capping the cost of liability orders.
20. The consultation is for a 12-week period ending on the 12 September 2025. Details of the 36 questions being posed is set out in **Appendix D**.

Latest draft 2026/27 budget and MTFP position

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

25. **Figure 1:** Latest updated MTFP position

	Original Budget 2025/26 £m	July 2025 MTFP Position			
		26/27 £m	27/28 £m	28/29 £m	Total £m
Service Pressures (net of any specific grant changes)					
Wellbeing Directorate	137.9	6.0	6.2	6.5	18.7
Children's Directorate	99.4	5.3	5.3	5.3	15.8
Operations Directorate	36.1	(0.1)	2.3	2.5	4.7
- Operations Directorate: Waste & Extended Producer Responsibility	22.0	1.9	0.8	6.0	8.6
Resources Directorate	42.5	0.2	0.0	1.6	1.8
Service Pressures (net of any specific grant changes)	337.9	13.3	14.5	21.8	49.6
Savings, Efficiencies, Fees & Charges					
Wellbeing Directorate		(1.7)	(0.8)	(0.8)	(3.3)
Children's Directorate		(0.1)	0.0	0.0	(0.1)
Operations Directorate		(3.4)	(2.0)	(1.3)	(6.7)
Resources Directorate		(0.6)	(0.4)	(0.1)	(1.1)
Transformation		(3.5)	(5.2)	0.0	(8.8)
Savings, Efficiencies, Fees and Charges		(9.3)	(8.4)	(2.3)	(20.0)
Corporate Items - Cost Pressures	18.8	9.8	4.1	4.3	18.2
Funding - Changes	(361.6)	(11.5)	(16.4)	(20.1)	(48.1)
Debt interest due to accumulated SEND deficit	7.7	0.5	1.5	2.5	4.5
Annual – Net Funding Gap	2.8	2.7	(4.7)	6.3	4.3
Application of one-off business rates resources to MTFP	(2.8)	2.8	0.0	0.0	2.8
Annual – Net Funding Gap	0.0	5.5	(4.7)	6.3	7.1
Cumulative MTFP – Net Funding Gap		5.5	0.8	7.1	

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

26. Overall, the funding gap has reduced since the May MTFP Update report due to the changes associated with the pay and reward proposal. Most notably.
- Based on the positive pay and reward ballot outcome and on the assumption of Council, support, confirmation of the additional corporate costs associated with the enhanced offer.
 - To ensure the affordability of (a) the additional savings being put forward to fund the corporate costs of the enhanced offer.
27. As a reminder the MTFP position as shown in Figure 1 does not include any reductions in government funding as a result of the Fairer Funding Consultation or the impact of the government's future waste strategy.

Options Appraisal

28. 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

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

Summary of legal implications

30. 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.
31. 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.
32. As a billing authority, failure to set a legal budget by 11 March each year may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999. It should however be noted that the deadline is, in reality, 1 March each year to allow sufficient time for the council tax direct debit process to be adhered to.

Summary of human resources implications

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

Summary of sustainability impact

34. The 2025/26 approved budget protected the staffing resources associated with climate change and ecological emergency activity. In addition, as at the 31 March 2024 £1.239m was available in an earmarked reserve to support project activity.

Summary of public health implications

35. The Department of Health and Social Care have announced the council's public health grant allocations for 2025/26 is £23.261m which was an increase of 5.33% from the 2024/25 allocation. It has been agreed that £10.988m will be contributed towards shared contracted services with Dorset Council as part of the phased transition away from shared public health service.
36. In addition to the basic allocation, we have also received the following additional allocations.
- £3.023m drug & alcohol treatment and recovery improvement grant (DATRIG)
 - £429.9k for the local stop smoking and support grant (LSSASG)

Summary of equality implications

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

Summary of risk assessment

38. The risks inherent in the financial position of the council include the following issues set out in detail as part of the 11 February 2025 report to full council in relating to the 2025/26 budget and medium-term financial plan.

- Accumulating DSG Deficit.
- Cashflow Crisis
- New Pay and Grading Structure.
- Council Tax – Taxbase
- Financial Outturn 2024/25
- Legal Claims.
- Uncertainty.
- Pay Award
- Local Government Funding Reforms.
- Extended Producer Responsibility
- Loss or disruption to IT systems and Networks from a cyber-attack.
- Council Owned Companies and Joint Ventures.
- Intervention.
- Children's Services.
- Wellbeing Services.
- Housing: Temporary Accommodation including Bed and Breakfast
- Delivering savings, efficiencies, and additional income generation.
- Realisation of capital receipts to fund the council's transformation programme.
- Carters Quay.

39. 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 and the progress being made to deliver a balanced budget for 2026/26. An update on the risk associated with the 2024/25 financial outturn is presented as a separate report to Cabinet in July. A developing risk is around the governments agenda for the NHS and particularly Integrated Care Boards (ICBs) and their consequential impact on council operations and funding arrangements.

Background papers

40. December 2024: Assessing the serious cashflow issue caused by ever-increasing demand and cost outstripping High Needs Dedicated Schools Grant government funding.

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=5906&Ver=4>

41. February 2025: Budget 2025/26 and Medium-Term Financial Plan report.

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?CId=284&MId=6294&Ver=4>

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

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=6062&Ver=4>

Appendices

Appendix A: Director of Finance letter to MHCLG

Appendix B: Letter from BCP Council Leader to the MHCLG Secretary of State

Appendix C: Fair Funding 2.0: Consultation Questions

Appendix D: Modernising and improving the administration of council tax: Consultation Questions.

Leader's Office
BCP Civic Centre
Bourne Avenue
Bournemouth
BH2 6DY



The Rt Hon Angela Rayner MP
Deputy Prime Minister and Secretary of State for
Ministry of Housing, Communities and Local
Government
2 Marsham Street
London SW1P 4DF

Date: 1 July 2025
Contact: Councillor Millie Earl
Email: millie.earl@bcpcouncil.gov.uk

Sent by email to
psangelarayner@communities.gov.uk

Dear Deputy Prime Minister,

Bournemouth, Christchurch, and Poole Council – SEND expenditure

I am writing to draw your attention to the unsustainable pressure placed on this Council by the governments continued delays in resolving the funding of SEND services.

By the end of this financial year, in March 2026, we forecast that the accumulated deficit on the Dedicated Schools Grant (DSG) will reach £171m, which means that we are both technically insolvent, and also facing an ongoing bill of £7.5m to service the debt. This cost is currently charged to the General Fund revenue account and means that we have had to consider further cuts to vital services including libraries, vital environmental services, play provision and support services in our most deprived communities, because this issue has not been resolved.

I should emphasise that these costs have been incurred mostly due to external factors beyond the council's control and are matters that the council has had limited power to tackle given the legislation and shortfall in the DfE's budget to cover the SEND services.

We welcome the recent announcement that the Local Government Fair Funding Review 2.0 announced the intention of a 2-year extension of the statutory override until 31 March 2028, but that does nothing to ease or prevent the Council's General Fund cashflow crisis.

One very simple solution which would resolve the revenue budget crisis, would be for you to give permission for the Council to charge all lost interest, and interest on short-term loans taken out to cover the SEND deficit, into the DSG deficit account in the form of rolled-up interest. This would immediately resolve our cashflow crisis and would recompense the General Fund for the short-term costs it is incurring, pending national resolution of the SEND funding challenges over the next couple of years. This decision would prevent us from making further damaging cuts to our vital front-line services, at no cost to the government at this time, and would enable the Council to balance our revenue budgets.

I would welcome an urgent opportunity to meet with you to discuss our position, to seek your permission to resolve the issue as I have outlined and to obtain reassurance that the announcements now being promised for the autumn will indeed provide solutions to BCP Council's particular set of issues.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M. Earl'.

Cllr Millie Earl
Leader
BCP Council (Bournemouth, Christchurch, and Poole)

Financial Services
BCP Council Civic Centre
Bourne Avenue
Bournemouth BH2 6DY



Nico Heslop
Director Local Government Finance
Department for Levelling Up, Housing and
Communities

Date: 3 July 2025

Contact: Adam Richens
Email: adam.richens@bcpcouncil.gov.uk
Tel: 01202 123027

Dear Nico,

Bournemouth, Christchurch, and Poole Council – Previous potential s114 Issue - Update

We are writing to update you on our previous correspondence and the conversations we have had with your team regarding the forecast position on the High Needs Block of the Dedicated Schools Grant (DSG), funded by DfE. This continues to cause significant concerns for the council and remains an existential threat to our future financial sustainability.

To confirm, the annual in-year BCP Council deficit on the High Needs Block of the DSG is as follows.

- 2023/24 £27.7m Actual expenditure in excess of a £59.2 DSG grant
- 2024/25 £49.9m Actual expenditure in excess of a £62m DSG grant
- 2025/26 £57.5m Budgeted expenditure in excess of a £65.7m DSG grant

Consequently the cumulative BCP Council DSG Deficit has risen as follows.

31 March 2023	£35.8m	Actual position
31 March 2024	£63.5m	Actual position
31 March 2025	£113.3m	Actual position
31 March 2026	£170.9m	Estimated position based on the 2025/26 budgeted deficit.

To put this position into further context as at the 31 March 2025 BCP Council became technically insolvent on the basis that the £113.3m cumulative DSG Deficit exceeded our General Fund total reserves of £83m, by £30.3m. This insolvent position, without additional help from government, will clearly crystallise the moment the current statutory override is removed. On that basis it was welcome news on the 20 June 2025 that the Local Government Fair Funding Review 2.0 announced the intention of a 2-year extension of the statutory override until 31 March 2028. However, as you will be aware the extension of the override does nothing to ease or prevent the Council's General Fund cashflow crisis caused by our external debt reaching its borrowing limit as measured by its Capital Financing Requirement

(CFR) and having no Treasury Management headroom to enable relevant invoices to be settled.

It may be worth a reminder that if the council did not have to cover this DSG deficit this cash would be earning interest or would enable a lower level of external debt to be held. Therefore, cash flowing the DSG deficit is estimated to have cost the council in the region of £4.9m in 2024/25, and a further £7.5m in 2025/26, a cost incurred mostly due to external factors beyond the council's control and one's that the council has had limited power to tackle.

One option which we have previously advocated, and do so again moving forward, is for government to permit the interest costs on these deficits to be charged against the Dedicated Schools Grant and not the General Fund. We continue to suggest this approach as we remain of the belief that it is not in accordance with the spirit and intent of the relevant legislation, including the statutory instrument, that our General Fund is required to cover the consequences of the annual and cumulative DSG deficits.

As part of the process to set a legally balanced budget for 2025/26 you previously advised us that we were permitted to exceed our CFR provided it was on a temporary basis and the promise by government to return the Special Educational Needs and Disability (SEND) system to financial sustainability in 2025 was sufficient to enable short-term additional borrowing. It would therefore be helpful to receive assurance that when the Fair Funding consultation talks about reform of SEND including a phased transition process which will include working with local authorities to manage their SEND system, including historic and accruing deficits, that this statement is aimed at BCP Council and particularly aimed at resolving our cashflow problem in time to avoid having to issue a s114 in regard to the 2026/27 financial year. We are very keen to work with your department and DfE to obtain your advice and guidance on these matters and any potential mitigation strategies. As part of the protocol, we are also copying in Iain Murray at CIPFA, and Barrie Morris at Grant Thornton who is our External Auditor. In addition, we have ensured that the Local Government Association via correspondence with its Chair, Louise Gittens, is aware of the issue.

We would welcome an urgent opportunity to meet with you to discuss our position and to obtain reassurance that the announcements now being promised for the autumn will indeed provide solutions to BCP Council's particular set of issues.

For your information we have consulted with BCP Council's Chief Executive and Director of Law and Governance as well as the Council's Cabinet, in drafting this letter. The support of Cabinet is demonstrated as this letter is co-signed by Cllr M Cox Deputy Leader and Finance Portfolio Holder for BCP Council.

Yours sincerely



Adam Richens.
Director of Finance
BCP Council



Cllr M Cox FCA CBE
Deputy Leader and Finance Portfolio Holder
BCP Council

Local Government Finance
Ministry of Housing, Communities and Local Government
Fry Building
2 Marsham Street
London
SW1P 4DF

Response to the consultation on The Fair Funding Review 2.0

Name: Adam Richens

Type of Organisation: Local Authority

Name of Organisation: Bournemouth, Christchurch, and Poole

Position: Director of Finance

Address: Civic Centre, Bourne Avenue, Bournemouth, BH2 6DY

Email address: adam.richens@bcpcouncil.gov.uk

Telephone number: 01202 123027

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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Ministry of Housing, Communities and Local Government
Local Tax Team,
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SW1P 4DF

Response to the consultation on Modernising & improving the administration of council tax

Name: Adam Richens

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Name of Organisation: Bournemouth, Christchurch, and Poole

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Question 1: The government intends to change the default bill instalments from 10 months to 12 months. Do you agree with this approach? Why/why not?

Response: Xx

Question 2: If the government were to move to 12-month instalments by default, should taxpayers be able to request to pay in 10-monthly payments?

Response: Xx

Question 3: What impacts, if any, do you think this change will have on local authority's' cash flow and ability to pay precepting authorities? [Local Authorities and other interested parties]

Response: Xx

Question 4: Do you feel you have a good understanding of how council tax revenue is used by your local authority?

Response: Xx

Question 5: Do you agree further information should be provided on how council tax is spent? Why/Why not? How should this information be presented?

Response: Xx

Question 6: Do you feel you have a good understanding of the support offered by your council and how to claim this? How might this be improved?

Response: Xx

Question 7: What further information, if any, do you think would be helpful to see on this support? How should this be presented?

Response: Xx

Question 8: Do you agree with the proposed new name and definition of the disregard, as set out above? Why/Why not?

Response: Xx

Question 9: What are your views on whether the proposed definition is consistent with the existing eligibility for the disregard? [Local authorities and other interested parties]

Response: Xx

Question 10: Have you, or your family members, experienced any barriers to claiming this support? Please describe.

Response: Xx

Question 11: Are you aware of any households facing barriers when accessing this support? Please describe. [Local Authorities and other interested parties]

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

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

Response: Xx

Question 17: Are there any other disregards which should be considered in respect of certain cohorts who do not fall within the current disregards?

Response: Xx

Question 18: Do you or anyone in your household fit into one of these cohorts? If so, what would be the impact of any new forms of support on your household?

Response: Xx

Question 19: What are your views on how information is currently provided by councils.

Response: Xx

Question 20: What council tax information do you believe could be communicated digitally?

Response: Xx

Question 21: In relation to any suggestions in question 20, how could councils ensure this was accessible to all residents?

Response: Xx

Question 22: What are your views on the current process for challenging a council tax band? What changes, if any, should the government consider to the council tax band challenge process?

Response: Xx

Question 23: The government is interested in changing regulations on when councils can request a full bill, or seek liability orders, to a more appropriate and proportionate timeframe.

How long after a reminder notice, should full liability apply:

- after 7 days, as now
- after 14 days
- after 31 days
- after 62 days
- after 90 days
- other

Response: Xx

Question 24: Are there any further steps councils should take before being able to charge for a full-year's bill? For example, offering alternative payment plans, providing further reminder notices or undertaking welfare checks.

Response: Xx

Question 25: Do you believe there are any barriers to councils being able to take the kind of steps set out in Question 24? [Local Authorities and other interested parties]

Response: Xx

Question 26: What other ways can councils support individuals when they miss a council tax payment?

Response: Xx

Question 27: Do you agree that the government should introduce a cap on the reasonable costs that a court can award for a council's costs for an application for a liability order?

Response: Xx

Question 28: What do you think this cap should be set at? Please explain your answer:

- less than £70
- up to £70
- between £71 and £100
- over £100
- other

Response: Xx

Question 29: Should the cap apply when seeking a liability order on second or empty homes?

Response: Xx

Question 30: Do you believe the current enforcement is or is not proportionate in the context of council tax collection? Why/why not?

Response: Xx

Question 31: What are your views on ways enforcement could better reflect the needs of those in financial or other hardship?

Response: Xx

Question 32: What are your suggestions on alternative or additional measures to ensure council tax is paid?

Response: Xx

Question 33: What are your views on the current methods available to councils to collect council tax?

Response: Xx

Question 34: How else do you think council tax could be efficiently and fairly collected?

Response: Xx

Question 35: Do you have any views on anything else related to council tax administration which has not been covered in this consultation and call for evidence? If so, please provide them here (250-word limit).

Response: Xx

Question 36: Do you have any views on whether any of the proposed changes in the consultation will have any disproportionate impacts on any particular groups with protected characteristics compared to others?

Response: Xx