

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
OVERVIEW AND SCRUTINY BOARD

Minutes of the Meeting held on 01 October 2024 at 6.00 pm

Present:-

Cllr S Bartlett – Chairman

Cllr S Aitkenhead – Vice-Chairman

Present: Cllr J Beesley, Cllr L Dedman, Cllr C Goodall, Cllr S Mackrow,
Cllr L Northover, Cllr K Salmon, Cllr T Trent, Cllr O Walters and
Cllr G Wright (In place of Cllr P Broadhead)
Presnet Cllr F Rice and Cllr C Weight
Virtually:
Also in Cllr M Cox
attendance:

45. Apologies

Apologies were received from Cllr P Broadhead. Cllr F Rice and Cllr C Weight joined online.

46. Substitute Members

Cllr G Wright substituted for Cllr P Broadhead

47. Declarations of Interests

There were no declarations of interest made on this occasion.

48. Public Items

There were no public items on this occasion

49. Medium Term Financial Plan (MTFP) Update

The Deputy Leader and Portfolio Holder for Finance presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book. The Board was advised that the Council aimed to ensure that it continued to maintain a balanced 2025/26 budget forecast by considering the impact that changes to the previous assumptions would have on the underlying approved position and taking mitigating action where necessary. The report presented an update on the 22 May 2024 letter submitted by the Director of Finance to Department for Levelling Up Housing and Communities (DLUHC) and Department for Education (DfE) outlining concerns regarding the impact the deficit on the Dedicated Schools Grant (DSG) was having on the financial sustainability of the Council. Provides details of the council's r
The report also provided details of the Council's responses to the government's consultation supporting the 30 October 2024 national Budget.

A number of issues were raised and responded to during the discussion on this item, including:

Voluntary redundancies - That these needed to be targeted to appropriate areas. It was noted that the last time this process had been used there were areas from which voluntary redundancies were not accepted. The payback period would also be considered to see if this should be extended. It was commented that there were often unintended consequences of voluntary redundancy leaving areas short staffed. It was hoped that the scheme would negate the need for compulsory redundancies but this would depend upon the outcome of the voluntary scheme

- Online reporting – It was suggested that Overview and Scrutiny should be involved with improvements to this and perhaps should look to a working group on this issue.
- Dedicated School Grant High Needs Budget – Report advised of the commissioning of a review but there were concerns on the effectiveness of this. The review was being undertaken by Chris West, Advisor to Department of Education. This took place during September and was now in a place where the report was being finalised and the report going back to the DfE. There was a need to receive advice from central government in order for advice to be given to Council on how a balance budget can be set for 2025/26.
- Impact of High Needs Budget – The Council budget was approximately £357m, the high needs budget government grant was £63.2m, the anticipated overspend was £28m. However, the updated overspend increased to £44.5m in the quarter one budget monitoring. Spending was approximately 77 percent more than the grant. In the first quarter of 2025/26 the budget would run out of headroom to cashflow the DSG deficit. Cash flowing the deficit costs approximately £5m per year. The budget for 2024/25 included £38 million of savings which could have been reduced if it wasn't for this need. The Portfolio Holder commented that the current scheme was unsustainable and needed a full review.
- Local MP Letter to government - Issues were raised regarding support from all local MPs for the letter drafted to government regarding the Impact of the High Needs Budget deficit. It was hoped that everyone could be onboard with the issues around this moving forward. Councillors would follow up on this issue.
- Carters Quay – The accumulated interest costs were questioned. There was not currently any further update on this site.
- Stakeholder representation letter to new government regarding the Council Tax Framework Reform. The Portfolio Holder advised that they preferred to have more flexibility around setting council tax in order not to make savage cuts to services. It was confirmed that it was preferred to have ultimate control over all the various Council Tax discounts including Single Person Discount.

The Board noted the report and recommendations to Cabinet.

The Scrutiny Specialist introduced this item and presentations, copies of which appear as Appendix 'B' and Appendix 'C' to these Minutes in the Minute Book. As there were a number of different Directorate areas which fell within the remit of the Board it considered three separate budget presentations, from the Resources Directorates, the Operations Directorate and one covering Community Service areas. Each of the presentations outlined the overall budget, the projected outturns and the pressures on services for the Medium-Term Financial Plan. Significant one-off pressures and potential savings and progress on these were also identified.

A number of challenges and opportunities were identified in terms of Budget setting. After considering each of the presentations the Board raised a number of issues, including:

- Residents card - Issues around this proposal were discussed but it was also welcomed as being a benefit for local council taxpayers.
- Review of non-statutory services within the Resources Directorate – it was noted that most of what was done within the directorate fulfilled statutory functions but there could be a challenge on the best use of resources and efficiencies for all services including statutory services. It was noted that it was more difficult to see which areas were non-statutory.
- IT solutions – The Board asked about whether there were any in-house solutions addressed through offers within the Microsoft package. If there were duplicate IT solutions. It was noted that the numbers for IT stood out in terms of expenses whilst it was not necessarily possible to achieve reductions in this area.
- Commercial Operations Overspend - It was noted that the overspend in was driven by parking services fees and charges and seasonal income not quite hitting expectations in the first quarter.
- Impact of strict cost controls – It was noted that this had achieved savings, but it was questioned whether this also had an impact on service delivery. The Board was advised that there was a need to ensure that the asset base was maintained in a suitable condition and didn't go past the point of degradation.
- Operations Statutory Services – It was noted that many of the service areas within the directorate were already operating at a statutory.
- Parking Charges – It was noted that the issue of income from parking was skewed by bad weather and a lack of expected income on parking charges increases. A resident's discount card may encourage more people to use parking and increase income. The overall parking picture was part of a current discussion with the Portfolio Holder and a new parking operations manager was also looking into this. Parking Charges Payments costs were higher than anticipated and it was noted that this needed to be a dialogue with the banks and credit card companies. It was observed that making money out of the parking charges for leisure centre use, e.g. charges at the Dolphin Centre could see a reduction in usage of leisure centres and people not renewing memberships. There was an acknowledgement of this issue, and it was being considered with the Portfolio Holder. Others suggested that all car park users should pay the same regardless of purpose.

- Information on the PFI contracts – It was a complicated financial arrangement. Eventually the building would come into BCP ownership but at present there was a deficit in the reserve for the payments and more money was being put in to ensure that there was enough in that reserve to pay until the expiry of the PFI in about eight or nine years.
- RNLI situation – Some beaches only had lifeguards from 10am to 6pm. The Board raised issues around the costs for this and was assured that the Council was receiving good value for money in terms of the contract when considering some of the statistics on this from the summer. It was noted that there was ongoing contract negotiation.
- Transfer of Russell-Cotes – It was noted that this was still on track and was expected to be completed by 25 October. There was a parliamentary process to be gone through but no reason why this shouldn't proceed.
- Community Safety – There was support shown for the proposed funding grants for CCTV, particularly with concerns about growing issues in some areas of BCP. It was noted that CCTV was an important deterrent and there were discussions being had on this issue.
- Seasonal Pressures for Police Funding – It was noted that this wasn't included within the funding formula for the Police and this area was under huge pressure in peak season and this was something which should be addressed.

51. O&S Budget working group - scoping report

The Scrutiny Specialist presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these Minutes in the Minute Book. The O&S Board was asked to confirm the establishment of a budget working group, including its membership and key lines of enquiry, to undertake detailed scrutiny work to contribute to the developing 2025/26 council budget during September – November 2024.

The Board considered a number of different topics to be addressed by the Budget working group. There were a number of topics outlined in the report which had been suggested by officers and the Board were also asked to provide their own suggestions. Suggestions included looking at the costs of agency staff and Locums, which had been an ongoing issue across the Council and was a realistic area in which savings could be made, Car Parking charges were also suggested at an area which the working group could make a contribution.

There was some discussion around creating a long list of suggestions which could then be considered further by the working group and narrowed down. It was noted that the working group had limited time available and if possible, it would be preferable to agree the overachieving themes for the working group at the meeting.

A number of Board members put themselves forward to take part in the working group and it was agreed that the lead member would be agreed by the group. It was noted that the Lead Officer for the group would be

determined by who was the responsible budget holder for the topic areas selected.

RESOLVED that the topic areas selected for the working group were car parking and the residents' card.

52. Overview and Scrutiny Annual Report

The Scrutiny Specialist presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'E' to these Minutes in the Minute Book. The Board was advised that the report had been through all of the Overview and Scrutiny Committees already and would be presented to Council on 15 October. The annual report of the Statutory Scrutiny Officer provided an overview of Overview and Scrutiny (O&S) activity within BCP Council. The report included a summary and analysis of O&S activity during 2023-24, reflections on working practices and an action plan identifying strategic improvements to the O&S function. The Board was asked to comment on the report and in particular the proposed changes to the remit of the Board

The Chair raised some concerns regarding the independence of the Overview and Scrutiny function, the lack of the parity of esteem with the executive and the value of the Board and the Scrutiny function within the Council.

The Board suggested that it would be useful to have greater clarity in how the functions of the Board align to the different service areas within the Council. The Scrutiny Specialist undertook to provide this information to the Board and thanked the Chair and Board members for sharing their views.

53. Work Plan

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

The Chairman noted that the Local Transport Plan would need to be referred to the Environment and Place O&S Committee once the changes to the remit had been agreed. It was noted that the item on Complaints and the item on Council performance had not been fully scoped and therefore it was unlikely that these reports would be able to come to the October meeting.

The Chairman agreed to add an item to the actions from the meeting regarding online reporting. It was suggested that the first step for this would be to have a conversation with the relevant Director to determine how best to approach it.

RESOLVED that the Forward Plan be noted.

The meeting ended at 9.07 pm

CHAIRMAN

Resources Directorate Budget Awareness Session

Resources Directorate

Overview & Scrutiny Board – 1 October 2024

Adam Richens – Director of Finance

On behalf of Graham Farrant – Chief Executive

Minute Item 50

Resources Directorate – Budget Awareness Session

Purpose:

- Part of process of enhanced Member Engagement and Scrutiny of the budget
- Springboard for an Overview & Scrutiny Working Group (one per Overview & Scrutiny Committee)

Focus on a maximum of 3 budget areas within the remit of the Committee

Support to be provided by the relevant Director of the area being scrutinised

Aim to assist councillors understand pressures and policy area selected for scrutiny to that they can effectively test and challenge options as a critical friend and provide views

- Potential areas suggested

Transformation Budget, ICT Licensing Costs, Legal Locum Costs, Climate Change and Ecological Emergency Budget.

Resources Directorate - Overview

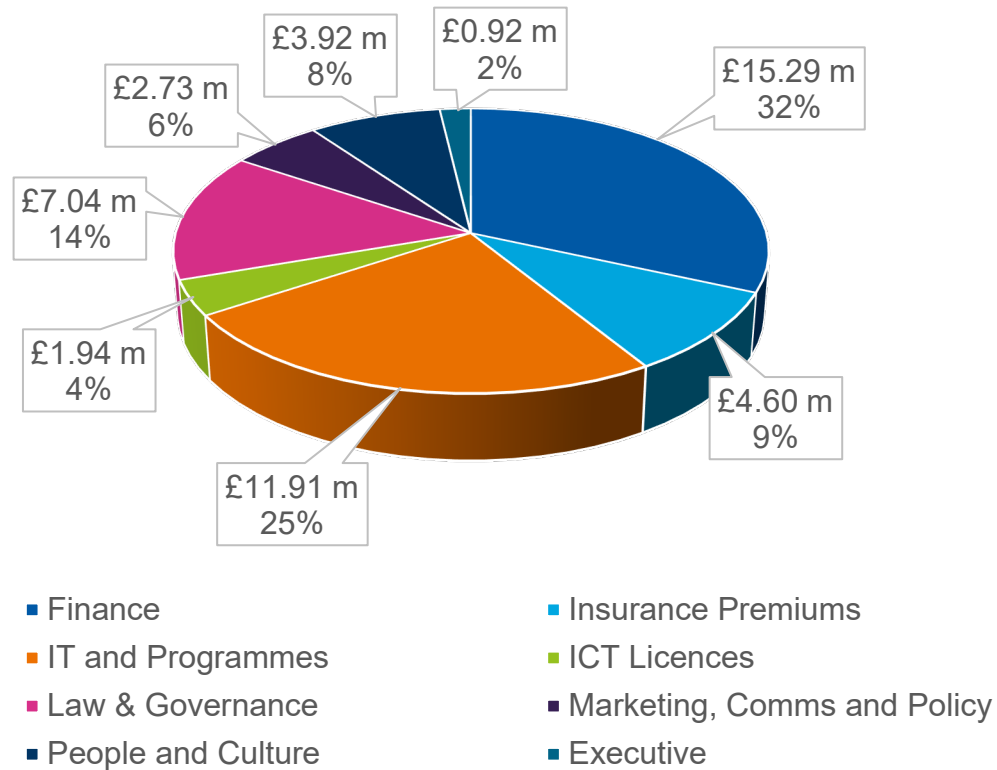
Includes the following Service areas:

- IT & Programmes – Sarah Chamberlain
- Finance – Adam Richens
- Law & Governance – Janie Berry
- People & Culture – Sarah Deane
- Marketing, Communications & Policy – Isla Reynolds
- Executive – Graham Farrant

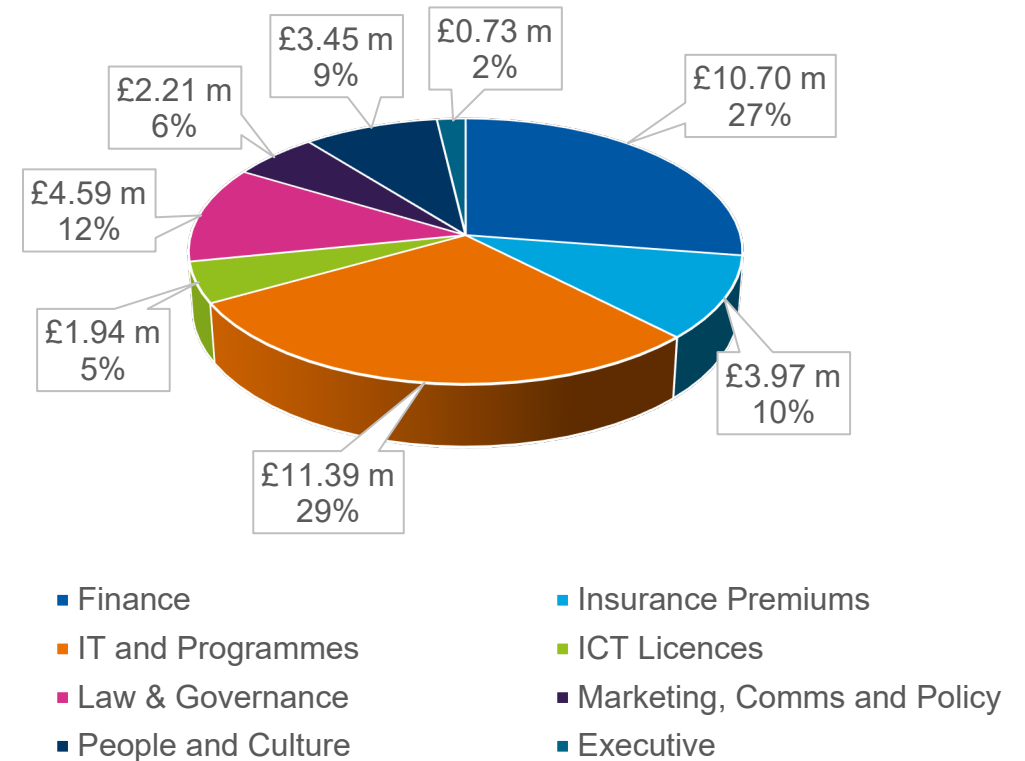
Resources Directorate Budget 2024/25

- by Service area

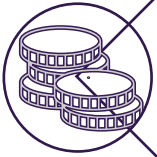
Gross Expenditure budget
£48.35m



Net Expenditure budget
£38.99m

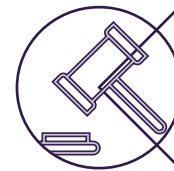


Resources Directorate – Service Departments



Finance

- Revenue and Benefits
- Accountancy
- Audit & Assurance
- Estates



Law & Governance

- Democratic Services
- Legal Services
- Electoral Services & Land Charges
- Registrars



IT and Programmes

- IT Infrastructure
- Data & Analytics
- Governance & Compliance



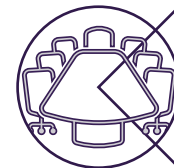
People & Culture

- Resourcing ER & Change
- Talent & Business Partnering
- Service Centre, Systems & Payroll



Marketing, Comms & Policy

- Corporate Communications
- Commercial Marketing
- Policy, Sustainability & Inclusion
 - Climate Action
- Research & Consultation



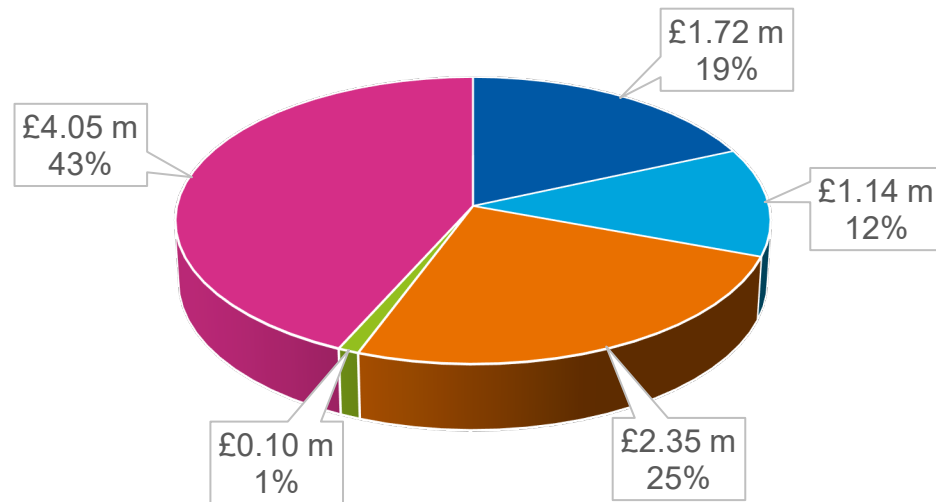
Executive

- Chief Executive
- Corporate Directors
- Executive overheads

Resources Directorate Budget 2024/25

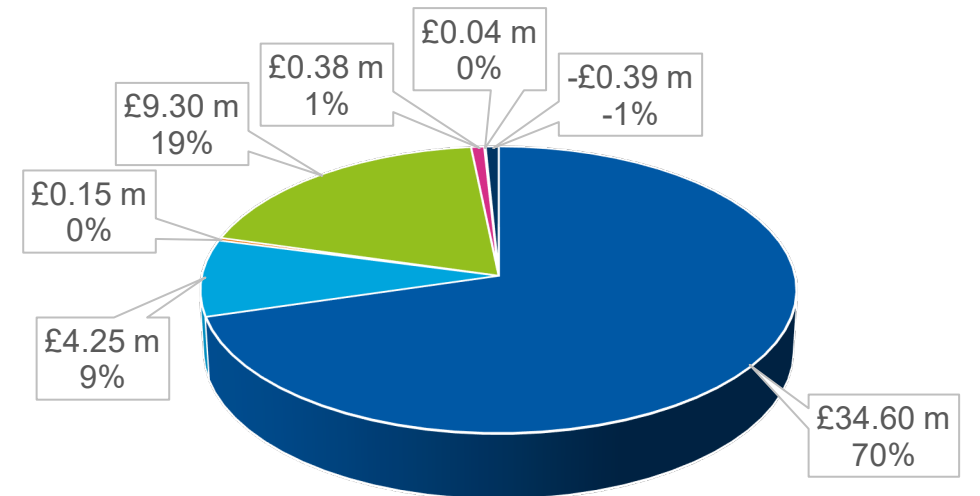
- Income & Expenditure by type

Total Income by type
£9.36m



- Government Grants
- Other Grants, Reimbursements & Contributions
- Service Fees & Charges
- Recharges
- Sales

Total Expenditure by type
£48.35m



- Employees
- Recharge Costs
- Third Party & Transfer Payments
- Other (e.g. Reserve movements)
- Premises
- Supplies and Services
- Transport & Vehicles

(September 2024)

Resources Directorate: 2024/25 Projected Outturn

2024/25 year-end forecast position as at Quarter 1 (June 2024)

- Projected overspend - £0.8m approximately 1.9%

Service	Working budget £000's	Projected Outturn £000's	Q1 Variance £000's
Executive	733	733	0
Law and Governance	4,588	5,154	566
Marketing, Comms and Policy	2,208	2,341	133
People and Culture	2,524	2,591	67
- Workforce Development – Adults & Children*	981	1,021	40
Finance	15,983	15,983	0
IT and Programmes	13,336	13,282	(55)
Executive & Resources Total	40,354	41,105	751

*Workforce Development teams transferred to People & Culture from Adults and Children's services, 1 July 2024

2024/25 projected outturn

£0.8m projected overspend attributable to:

- Recruitment challenges in Law & Governance, need for Locums – £0.6m
- Marketing, Communications & Policy expecting to underachieve on income – £0.1m
- People & Culture ‘Apprenticeship’ service saving (converting positions to apprenticeship opportunities). Corporate Target but delivered as part of services budgets – £0.07m
- Workforce Development Team transferred from Adults and Children’s Services with a forecast salary overspends – £0.04m

Expectation of Cabinet is that services are expected to implement mitigation strategies to address these emerging operational issues – Quarter 2 report to Cabinet in November.

Medium Term Financial Plan (MTFP) 2025 to 2028

Resources Directorate – SUMMARY position (Extract)

	Budget 2024/25 £m	Sept MTFP Position (updated from February 2024)			
		25/26 £m	26/27 £m	27/28 £m	Total £m
Resources Directorate	40.4	0.8	0.3	0.0	1.1
Service Pressures (net of any specific grant changes)	40.4	0.8	0.3	0.0	1.1
Resources Directorate		(0.5)	(0.2)	(0.1)	(0.8)
Transformation		(0.5)	0.0	0.0	(0.5)
Savings, Efficiencies, Fees & Charges		(1.1)	(0.2)	(0.1)	(1.4)

Medium Term Financial Plan (MTFP) 2025-28

Executive & Resources – Pressures

		2025/26 £000s	2026/27 £000s	2027/28 £000s
	Resources			
	Law & Governance			
	Legal & Dem - Members' Allowances (Inflation linked to pay award assumptions - 2%, 2%, 2%, 2%?)	33	33	34
	Rebase Land Charges Income Target	74		
	Committee Management System - Procurement	30	(11)	
	Law & Governance - Total Service Pressures	137	22	34
	Marketing, Communications and Policy			
	Contact inflation	4	5	5
	Marketing, Communications & Policy - Total Service Pressures	4	5	5
	People & Culture			
	Contract Inflation	28	16	19
	People and Culture Resourcing Team - Ongoing impact of 2024/25 virement	158		
	People and Culture Resourcing Team - Additional requirement to deliver on objectives	383		
	Payroll System Replacement		234	(96)
	People & Culture- Total Service Pressures	569	250	(77)
	IT & Programmes			
	Contact Inflation - General	46	47	48
	IT & Programmes - Total Service Pressures	46	47	48
	Resources - Total	756	324	10

MTFP pressures - Key themes

Challenges

- Inflation linked to pay award
 - 24/25 negotiations ongoing
 - 25/26 onwards assumed at 2%
- Income challenges
 - Land charges shortfall, impact of slow housing market
 - Complexity of increasing advertising sites to increase income (planning, policy etc)
- Contract inflation
 - Based on CPI at 2.2%
 - Only included in budget if linked to a service contract
- System and software procurement
 - Payroll system replacement

Medium Term Financial Plan (MTFP) 2025-28

Resources Directorate – Service Based Savings

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2025/26 RAG Rating	2025/26 £000s	2026/27 £000s	2027/28 £000s	Total £000s
EXS1	Executive	Service Efficiency	Additional voluntary redundancy saving proposals not included in any other specific saving line	Blue	(75)			(75)
		Saving Total - Executive			(75)	0	0	(75)
L&GS1	Law & Governance	Service Efficiency	Termination of Schools Admissions Appeals Service to non-maintained schools	Blue	(6)			(6)
L&GS2	Law & Governance	Service Efficiency	Legal literature savings (subject to confirmation of cost of additional bolt-ons)	Blue	(9)			(9)
L&GS3	Law & Governance	Fees and Charges	Legal Services Review of Fees and Charges	Amber	(5)	(5)	(5)	(15)
L&GS4	Law & Governance	Fees and Charges	Registrars Service Review of Fees and Charges	Blue	(8)	(8)	(8)	(24)
		Saving Total - Law & Governance			(28)	(13)	(13)	(54)
MC&PS1	Marketing, Comms and Policy	Service Efficiency	Advertising income from on street opportunities with Operations	Amber	(100)	(100)		(200)
		Saving Total - Marketing, Communications and Policy			(100)	(100)	0	(200)
FS1	Finance	Fees and Charges	Accountancy Recharge to Chartered Trustees	Blue	(1)	(1)	(1)	(3)
FS2	Finance	Fees and Charges	Paddle Courts on Creekmoor	Amber	(67)			(67)
FS3	Finance	Service Reduction	Do not take out terrorism insurance cover for the councils buildings (other than where there is a legal requirement)	Amber	(200)			(200)
		Saving Total - Finance			(268)	(1)	(1)	(270)
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	Amber	(55)	(55)	(55)	(166)
RS2	Across Authority Savings	Fees and Charges	Increase Staff Car Parking Charges - 1 June 2024	Amber	(3)	(3)	(3)	(9)
RS3	Resources - General	Recharges	Recharges to Dorset Adult Learning	Amber	(11)	(11)	(11)	(34)
RS4	Resources - General	Recharges	Recharges to Bournemouth Companies	Amber	(8)	(8)	(8)	(23)
		Saving Total - Resources General			(77)	(77)	(77)	(231)
		Saving Total - RESOURCES DIRECTORATE			(548)	(191)	(91)	(830)

RAG Rating Key

Completed - Saving delivered	Blue
Progressing Well - Member / officer decision(s) needed to enable the delivery of the saving have been made. However due to the risk around assumed activity levels the saving, efficiency or additional resources may not be delivered in full.	Green
In Progress - Actions to deliver the required saving have actively started including consultations but have not been concluded.	Amber
Saving unlikely as serious risk to delivery	Red
Saving identified - Preparatory work to deliver the saving not yet to start.	White

Medium Term Financial Plan (MTFP) 2025-28

Resources Directorate – Transformation Based Savings

Ref:	Directorate	Category of the Proposal	Description of the Proposal	RAG Rated	2025/26 £000s	2026/27 £000s	2027/28 £000s	Total £000s
FTS1	Finance	Service Transformation	Revenue and Benefits System - Target Operating Model - Vision and Valid savings	Amber	(371)			(371)
FTS2	Finance	Service Transformation	Revenue and Benefits - System rationalisation	Amber	(159)			(159)
		Saving Total - Resources - Finance			(530)	0	0	(530)
	Transformation Total - RESOURCES DIRECTORATE				(530)	0	0	(530)

RAG Rating Key	
Completed - Saving delivered	Blue
Progressing Well - Member / officer decision(s) needed to enable the delivery of the saving have been made. However due to the risk around assumed activity levels the saving, efficiency or additional resources may not be delivered in full.	Green
In Progress - Actions to deliver the required saving have actively started including consultations but have not been concluded.	Amber
Saving unlikely as serious risk to delivery	Red
Saving identified - Preparatory work to deliver the saving not yet to start.	White

MTFP Savings & Transformation based - Key themes

Opportunities

- Review of fees and charges
- Reduction in agency workers
 - Consider local market supplements
- Accurate and aligned recharges
- Staffing and restructure opportunities
 - Linked to Compulsory and Voluntary redundancy process
 - Consistent with operating model (including spans on control) and corporate priorities
- Review of non-statutory services
- Systems and working practices
 - Modern, efficient ways of working

Next steps

- Review and reflect on information from slides
- Consider ideas in preparation for in depth budget scrutiny
- Establish Task and Finish group
- Group to meet during October focussing on up to 3 key issues
- Task and Finish group to feedback recommendations to Overview & Scrutiny Board – 18 November 2024

This page is intentionally left blank

Budget Overview 2025/26

Glynn Barton & Operations Directors

Operations

Overview & Scrutiny Board

23rd September 2024

Operations Overview

Includes the following Service areas:

- Environment – Kate Langdown
- Commercial Operations – Amanda Barrie
- Customer & Property – Matti Raudsepp
- Planning & Transport – Wendy Lane
- Investment & Development – Amena Matin
- Operations Strategy & Partnerships – Chris Shephard

Operations Budget

Operations 2024/25 budget:

Operations generates over £114m income.

Some of the £60m cost to the Council is being covered by other income streams and revenue grants not captured as a budget

Service	Expenditure £000's	Income £000's	Cost to the council
			£000's
Commercial Operations	34,989	-58,930	-23,941
Environment	66,386	-26,564	39,822
Planning & Transport	18,684	-5,629	13,055
Investment and Development	1,409	-636	773
Operations Strategy	2,181	-473	1,708
Customer & Property	50,861	-21,909	28,952
Operations Services	174,510	-114,141	60,369

Total Operations savings achieved 24-25

Savings achieved equate to 23% of the current net budget.

Savings achieved 24/25 - Examples

- Increased Fees and charges across Operations (£1,024k)
- Beach hut price increases (£196k)
- Harmonisation of beach huts fees and charges (£212k)
- Reduction in Leisure Centre subsidy (£100k)
- Operations Directorate restructure (£75k)
- Procure contract for film location income (£35k)

		Count				
		Blue	Green	Amber	Red	White
Wellbeing		23	10			
Childrens		10	4	4	1	0
Operations		16	54	7	1	0
Resources		31	4	4	1	0
				11	1	0

		Value				
		Blue	Green	Amber	Red	White
Wellbeing		-2,472	-8,259	-3,266	-250	0
Childrens		-917	-1,818	-4,438	-100	0
Operations		-3,088	-10,495	-353	-149	0
Resources		-1,624	-182	-484	-67	0

	Budget £000s	Forecast £000s	Variance £000s	
Wellbeing	-14,247	-11,937	-2,310	16%
Childrens	-7,273	-5,078	-2,195	30%
Operations	-14,085	-13,936	-149	1%
Resources	-2,357	-2,249	-109	5%
	-37,961	-33,199	-4,762	

2024/25 projected outturn

2024/25 year-end forecast position as at Quarter 1 (June 2024)

- £2.8m projected overspend

Service	Working budget £000's	Projected Outturn £000's	Q1 Variance £000's
Commercial Operations Total	-23,855	-21,334	2,521
Environment Total	39,823	39,355	-468
Planning & Transport Total	12,909	13,163	254
Infrastructure Total	-1,635	-1,635	0
Investment and Development Total	899	887	-12
Operations Strategy Total	1,582	1,611	29
Customer & Property Total	29,209	29,706	497
Operations Services	58,931	61,751	2,821

Operations MTFP - Pressures

28

		2025/26 £000s	2026/27 £000s	2027/28 £000s
	Operations			
	Commercial Operations			
COP1	Inflationary Increases (General)	102	70	70
COP2	Beach Hut Investment (delivered through increased Beach Hut Income below)	90	90	90
COP3	Inflationary Increases (Utilities and Cleaning)	68	70	70
COP4	Seafront - Additional Investment in ICT systems (Catering)	50		
COP5	RNLI contract inflation	8	8	8
	Commercial Operations - Total Service Pressures	318	238	238
	Environment			
EP9	Natural Burial site	(38)		
EP10	Coroners accommodation	210		
	Environment - Total Service Pressures	172	-	-
	Infrastructure			
	Twin Sails Bridge - Bearing Replacement works	250		
	Street lighting utility/energy inflation	87	91	91
	Infrastructure - Total Service Pressures	337	91	91
	Customer, Arts & Property			
CAPP1	Additional energy pressures	284	312	
CAPP2	PFI reserve - impact of loss of inflation in the MTFP.	80	80	80
CAPP3	PFI Library contingent rent pressure	20	20	20
CAPP4	One-off saving in 2023/24 Budget - Poole Museum Impact of Capital Scheme	60		
CAPP5	Business Support Budget	400		
	Customer, Arts & Property - Total Service Pressures	844	412	100

Operations MTFP – One off Pressures

29

	One-Off Service Pressures / Issues	2025/26	2026/27	2027/28
	Commercial Operations			
	One-off funding from 2024/25 only for the Bournemouth Air Festival	(200)		
	Upton Country Park - Full cost recovery	(56)	(50)	
	Highcliffe - Full cost recovery	(50)	(50)	
	Christmas events	(200)		
	Planning & Destination			
	Economic Development - Move service to full cost recovery	(315)		
	Smart Places - Move service to full cost recovery	(52)		
	Customer, Arts & Property			
	Operational Savings in Libraries	(532)		
	Externalisation of Russell Cotes Museum - One of dowry	2,000	(2,000)	
	Externalisation of Russell Cotes Museum - Base budget saving from 1 April 2024 transfer date 1/10/25	(313)	(313)	
	Externalisation of Russell Cotes Museum - One off Corporate Maintenance dowry	250	(250)	
	Externalisation of Russell Cotes Museum - Maintance base budget saving from 1/4/24 transfer date 1/10/25	(25)	(25)	
	One-off Pressures - Total	507	(2,688)	-

Operations MTFP – Savings

30

Ref:	Directorate	Category of the Proposal	Description of the Proposal	2025/26 RAG Rated	2025/26 £000s	2026/27 £000s	2027/28 £000s	Total £000s
COS1	Commercial Operations	Fees and Charges	Destination & Culture - Beach hut prices as per December 2022 Cabinet report	Green	(196)	(193)	(219)	(608)
COS2	Commercial Operations	Fees and Charges	Harmonisation of beach huts fees and charges as per December 2022 Cabinet report	Green	(212)	(219)	(219)	(650)
COS3	Commercial Operations	Service Reduction	Reduce subsidy of Leisure Centres	Red	(100)			(100)
COS4	Commercial Operations	Service Efficiency	Procure contract for film location income	Green	(35)			(35)
		Saving Total - Operations - Commercial Operations			(543)	(412)	(438)	(1,393)
CA&PS1	Customer, Arts & Property	Service Reduction	Cease funding the arts by the sea festival	N/a		(150)		(150)
CA&PS2	Customer, Arts & Property	Service Reduction	Removing the Council's Arts Development functions	N/a		(120)		(120)
CA&PS3	Customer, Arts & Property	Fees and Charges	Entrance charges at Poole Museum for exhibitions	Red	(5)	(10)		(15)
CA&PS4	Customer, Arts & Property	Service Reduction	Savings from amalgamating services to provide community hubs with transitional funding provided for 2024/25 to cover 2025/26 impact	Red	(968)			(968)
CA&PS5	Customer, Arts & Property	Service Reduction	Operational Savings in Cultural activity	Red	(76)			(76)
CA&PS6	Customer, Arts & Property	Service Reduction	Ward Improvement fund	Red	(324)			(324)
CA&PS7	Customer, Arts & Property	Service Reduction	Reversal of one of funding for Town Centre Improvement fund	Red	(358)			(358)
CA&PS8	Customer, Arts & Property	Service Reduction	Reversal of one of funding for Support ABID transition	Red	(100)			(100)
		Saving Total - Operations - Customer, Arts & Property			(1,831)	(280)	0	(2,111)
OGS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Commercial Operations	Green	(776)	(791)	(807)	(2,375)
OGS1	Operations - General	Fees and Charges	Allowance for increased fees and charges in future years - Customer, Arts and Property	Green	(64)	(66)	(67)	(197)
OGS2	Operations - General	Service Efficiency	Operations Directorate to restructure in line with size of services post budget savings decisions	Green	(75)			(75)
		Saving Total - Operations - General			(915)	(857)	(874)	(2,647)

RAG Rating Key

Completed - Saving delivered	Blue
Progressing Well - Member / officer decision(s) needed to enable the delivery of the saving have been made. However due to the risk around assumed activity levels the saving, efficiency or additional resources may not be delivered in full.	Green
In Progress - Actions to deliver the required saving have actively started including consultations but have not been concluded.	Amber
Saving unlikely as serious risk to delivery	Red
Saving identified - Preparatory work to deliver the saving not yet to start.	White

Key themes

Challenges

- Seasonality / Weather
- Contract inflation e.g. parking transactions
- Inflation linked to pay
- Income is rising overall but costs are increasing faster
- Political changes causing financial uncertainty (October budget)

Key themes

Opportunities

- Additional income generating opportunities
- Continue to bid for grants to achieve service ambitions
- Accurate and aligned capital recharges (external funding)
- Review of fees and charges – is this exhausted? Business models need reviewing
- Continue to reduce agency workers
- Staffing and restructure opportunities
- Review of non-statutory services
- Use of systems – harmonisation