

Budget Book 2024 - 2025



Dorset
Council

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Dorset Council

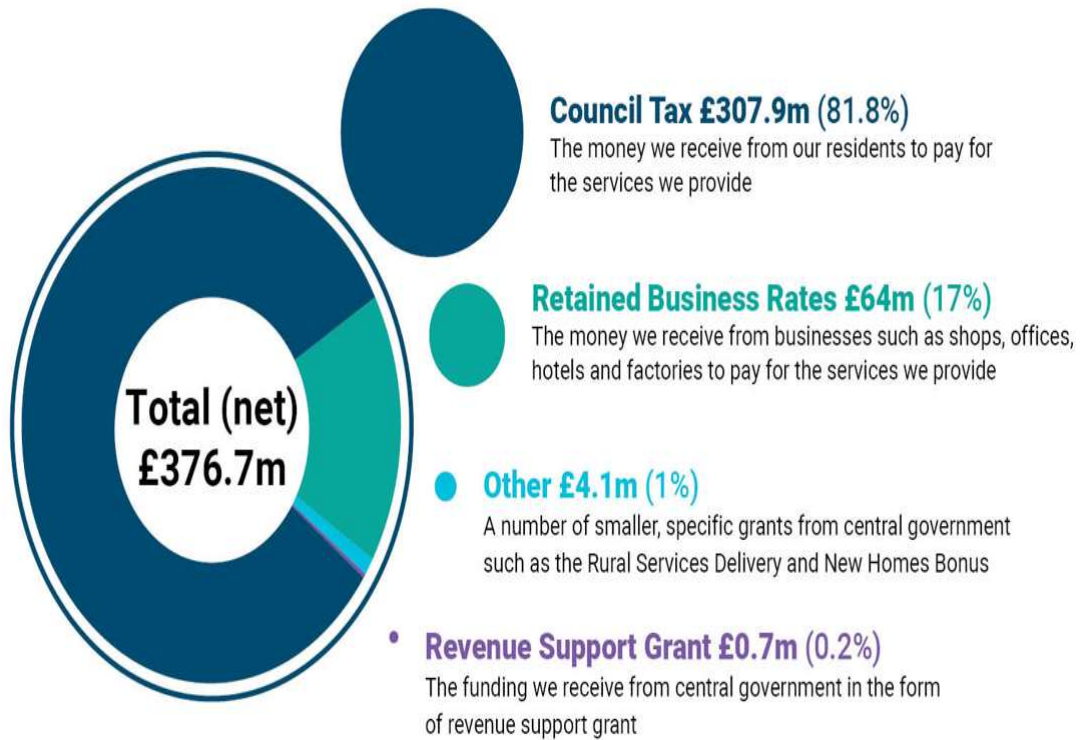
2024/25 Budget Book

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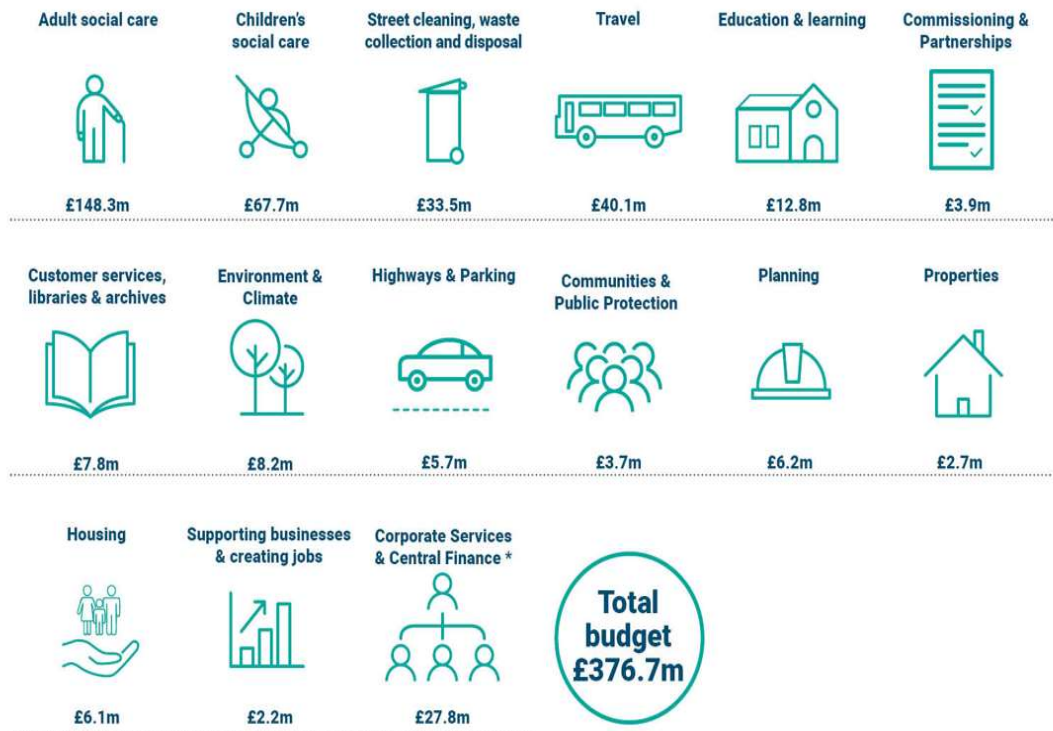
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If you would like this document in a different format, please contact the Head of Strategic Finance, County Hall, Colliton Park, Dorchester, Dorset, DT1 1XJ

2024/2025 - Dorset Council sources of funding



2024/2025 - How will Dorset Council spend its money?



* Includes Revenues & Benefits, Finance, Procurement, Human Resources, IT, Legal and Democratic Services.

Subjective Analysis of Budget 2024/25

	Original Budget		2024-25			Net Budget (2024-25)
	£'000 Pay	£'000 Non-Pay	£'000 Fees & Charges	£'000 Grants /Funding	£'000 Movement in Balances	
People Services - Adults	33,835	214,532	(70,288)	(23,431)	(261)	154,387
Service user related	253	191,016	(55,341)	(16,398)	0	119,531
Adult Care Ops	21,834	330	(4,910)	(106)	0	17,147
Commissioning	5,375	12,549	(4,973)	(4,291)	(261)	8,399
Director Office	799	3,114	0	(736)	0	3,177
Housing	5,158	7,521	(5,063)	(1,900)	0	5,716
Building Better Lives	416	2	0	0	0	418
Corporate Development	33,744	77,510	(12,793)	(64,804)	(2,975)	30,682
Finance & Commercial	12,552	71,343	(9,001)	(64,804)	0	10,090
Human Resources	6,150	354	(2,253)	0	(279)	3,971
Digital & Change	3,102	91	(102)	0	(748)	2,343
ICT Ops	5,848	4,240	(1,320)	0	0	8,768
Director	(88)	155	0	0	0	67
BI & Performance	1,382	19	0	0	0	1,401
Comms & Engagement	1,253	159	(37)	0	0	1,375
Community Grants	386	972	0	0	0	1,358
Chief Executive Office	1,136	173	0	0	0	1,309
Transformation	1,494	0	0	0	(1,494)	0
Climate & Ecological	530	4	(81)	0	(454)	0
Place	73,798	108,169	(65,865)	(5,816)	(311)	109,975
Economy, Infrastructure, Growth	25,910	59,000	(27,511)	(4,799)	(645)	51,955
Place	34,936	37,520	(27,051)	(684)	588	45,309
Customer Services, Libraries, Archives	7,552	2,358	(1,756)	(333)	0	7,822
Directors Office	499	1,687	(1)	0	0	2,185
Assets & Regeneration	4,900	7,605	(9,547)	0	(254)	2,704
People - Children	50,962	54,137	(7,307)	(13,329)	0	84,462
Quality and Assurance	2,922	210	(329)	(19)	0	2,784
Care & Protection	22,379	44,801	0	(4,341)	0	62,838
Commissioning & Partnerships	8,020	(2,882)	(3,314)	(667)	0	1,158
Education & Learning	13,686	3,508	(2,316)	(1,659)	0	13,219
Director's	3,954	8,500	(895)	(6,643)	0	4,916
DSG Recharge	0	0	(454)	0	0	(454)
Legal & Democratic	5,973	2,853	(1,139)	0	0	7,687
Assurance	1,227	585	(61)	0	0	1,751
Democratic & Electoral	1,145	2,118	(136)	0	0	3,127
Land Charges	482	1	(750)	0	0	(268)
Legal	3,119	150	(192)	0	0	3,077
Public Health	4,284	22,859	(13,521)	(13,622)	0	0
Public Health	4,284	22,859	(13,521)	(13,622)	0	0
Central Finance	7,178	10,897	(4,697)	(32,628)	8,748	(10,503)
General funding	5,473	(167)	(697)	(32,516)	(8,122)	(36,030)
Capital financing	0	10,257	(4,000)	0	11,901	18,158
Contingency	0	0	0	0	4,969	4,969
Precepts	0	788	0	(112)	0	676
Retirement Costs	1,705	19	0	0	0	1,725
Total Non Schools Budget 2024/25	209,774	490,957	(175,610)	(153,631)	5,201	376,690
Schools Budget	0	330,108	0	(330,108)	0	0
Budget Requirement 2024/25	209,774	821,064	(175,610)	(483,739)	5,201	376,690
Business Rates Top Up					(63,976)	
Revenue Support Grant (RSG)					(698)	
Council Tax Surplus					(307,876)	
New Homes Bonus					(938)	
Rural Services Delivery Grant					(3,202)	
					<u>(376,690)</u>	

Cost Type Analysis - Budget 2024/25

Cost Type	Original Budget 2024/25 £'000
Internal Charges (Expenditure)	9,467
Authority (Democratic) Costs	1,939
Pay Related Costs	209,774
Premises Related Costs	22,822
Transport Related Costs	35,719
Supplies and Services	445,449
Transfer Payments	133,029
Levies & Precepts	788
Third Party (Contracted Out) Payments	170,906
Net Schools Budget	945
Contingency and Movement in Reserves	5,201
Gross Expenditure	1,036,039

Government Grants (Specific)	-483,739
Income, Fees & Charges	-175,610
Gross Income	-659,349

Budget Requirement	376,690
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Council Tax	307,876
Business Rates	63,976
New Homes Bonus	938
Rural Services Delivery Grant	3,202
Revenue Support Grant	698
Total Funding	376,690

* This includes an estimate for schools and public health budgets

Budget Area		Dorset Council		Node 1000DC	
Service Area	Budget £	Budget Analysis	Budget £		
People - Adults	154,387,356	Internal charges	9,466,895		
Corporate Development	30,681,728	Authority Costs	1,939,325		
Place	109,974,703	Pay	209,773,965		
People - Children	84,462,152	Premises	22,822,503		
Legal & Democratic Services	7,686,976	Transport	35,719,591		
Partnerships	0	Supplies & Services	445,447,589		
Central Finance	-387,192,915	Transfer Payments	133,028,751		
Dedicated Schools Grant*	0	Levies & Precepts	788,200		
		Third party	170,906,199		
		School Budgets	945,300		
		Cost Centre Balances			
		Movement in General Fund	5,200,606		
		TOTAL EXPENDITURE	1,036,038,924		
		Government Grants	-483,738,777		
		Reimburse. & Contrib.	-53,606,496		
		Fees & Charges	-103,151,207		
		Internal Charges	-14,852,196		
		Corporate Income & Expenditure	-4,000,000		
		Funding	-376,690,248		
		Cost Centre Balances			
		TOTAL INCOME	-1,036,038,924		
TOTAL BUDGET	0	TOTAL BUDGET	0		

Human Resources	
Total staff employed	5276
Number of FTE's	4425.09

* please note estimates have been included for the Dedicated Schools Grant. See page 41 for further details.

Budget Area		People - Adults	Node 10001	
Service Area	Budget £	Budget Analysis		Budget £
Adult Care Service Users	119,530,707	EXPENDITURE	Internal charges	650,560
Adult Care Operation	17,147,168		Authority Costs	
Commissioning & Improvement	8,058,679		Pay	33,835,490
Directorate Wide	3,177,258		Premises	1,950,226
Housing	6,055,593		Transport	287,918
Building Better Lives	417,951		Supplies & Services	42,182,759
			Transfer Payments	64,974,811
			Levies & Precepts	
			Third party	104,485,842
			School Budgets	
			TOTAL EXPENDITURE	248,367,606
		INCOME	Government Grants	-23,431,436
			Reimburse. & Contrib.	-28,648,771
			Fees & Charges	-41,002,136
			Internal Charges	-636,953
			Corporate Income & Expenditure	
			Funding	
			Movement in General Fund	-260,954
			TOTAL INCOME	-93,980,250
TOTAL BUDGET	154,387,356		TOTAL BUDGET	154,387,356

Human Resources	
Total staff employed	746
Number of FTE's	667.6

Service Description
The adults and housing directorate is responsible for providing the adult social care and housing services for the residents of Dorset Council

How this budget meets the strategic aims of Dorset Council
<p>Adults and Housings Directorate Plan is closely linked in with the Dorset Council Plan and helps to contribute to delivery of the councils priorities.</p> <p>Strong, Healthy Communities We will work with our partners in Health and Community to create safe spaces, build and maintain strong communities to help people make choices about how they live their lives.</p> <p>Saying Safe and well Working to ensure our residents have a good quality of life, providing them with the information, advice and guidance to live independently, or the care and support they require.</p> <p>Suitable Housing We will work with registered housing providers, community land trusts and local housing partners to deliver suitable and decent housing. We will make sure we have the right housing options, including care homes, extra care, supported living and affordable homes to buy and rent. Economic Growth Adult and social Care and Health is the second largest employment sector in Dorset.</p> <p>Unique Environment We will work with partners to help create sustainable, green and efficient development in the right places.</p> <p>Climate and Ecology We will create sustainable services and new development, such as those within the Building Better Lives Programme that will work towards the council aspirations of a carbon neutral council by 2040</p>

Budget Area		Adult Care Service Users		Node 1000110	
Service Area	Budget £	Budget Analysis		Budget £	
Locality Based	42,316,275	EXPENDITURE	Internal charges	51,300	
Learning Disability	43,022,684		Authority Costs		
Mental Health	3,575,351		Pay	253,434	
Income	-3,597,580		Premises	150,000	
SU Other	34,213,977		Transport		
			Supplies & Services	25,070,279	
			Transfer Payments	62,004,413	
			Levies & Precepts		
			Third party	103,740,066	
			School Budgets		
		TOTAL EXPENDITURE	191,269,492		
		INCOME	Government Grants	-16,397,673	
			Reimburse. & Contrib.	-19,847,258	
			Fees & Charges	-35,493,854	
			Internal Charges		
			Corporate Income & Expenditure		
		Funding			
		TOTAL INCOME	-71,738,785		
TOTAL BUDGET	119,530,707	TOTAL BUDGET	119,530,707		

Service Description
 Social care teams providing adult care assessment; support planning and review work as part of the Local Authorities response to legislative requirements including the Care Act 2016, Mental Capacity Act and Mental Health Act. Staff teams compromise of Social Work; Occupational Therapy; Assessment Support Co-ordinators and Case Support staff to deliver services.

How this budget meets the strategic aims of Dorset Council

Adults and Housings Directorate Plan is closely linked in with the Dorset Council Plan and helps to contribute to delivery of the councils priorities.

Strong, Healthy Communities
 We will work with our partners in Health and Community to create safe spaces, build and maintain strong communities to help people make choices about how they live their lives.

Saying Safe and well
 Working to ensure our residents have a good quality of life, providing them with the information, advice and guidance to live independently, or the care and support they require.

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Unique Environment
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Climate and Ecology
 We will create sustainable services and new development, such as those within the Building Better Lives Programme that will work towards the council aspirations of a carbon neutral council by 2040

Future Years Budget Savings and Improved Outcomes

Working with partners across health and social care to ensure services are delivered in an affordable manner whilst maintaining quality of care and the service provided to the residents of Dorset. Reviewing contracts to ensure best value for money is achieved.

Budget Area		Adult Care Operation		Node 1000111	
Service Area	Budget £	Budget Analysis	Budget £		
General	-349,759	Internal charges	21,100		
Locality Services	8,889,495	Authority Costs			
Specialist Services	3,059,387	Pay	21,833,567		
Principal Social Work	139,187	Premises	12,008		
Principal OT	243,162	Transport	225,579		
LD/MH Integration	3,321,601	Supplies & Services			
Business Strategy	339,594	Transfer Payments	11,282		
Learning Disability	1,504,501	Levies & Precepts			
		Third party	130,015		
		School Budgets			
		TOTAL EXPENDITURE	22,233,551		
		Government Grants	-106,060		
		Reimburse. & Contrib.	-4,405,115		
		Fees & Charges			
		Internal Charges	-504,953		
		Corporate Income & Expenditure			
		Funding			
		Supplies & Services	-70,255		
		TOTAL INCOME	-5,086,383		
TOTAL BUDGET	17,147,168	TOTAL BUDGET	17,147,168		

Human Resources	
Total staff employed	520
Number of FTE's	456.9

Service Description
Social care teams providing adult care assessment; support planning and review work as part of the Local Authorities response to legislative requirements including the Care Act 2016, Mental Capacity Act and Mental Health Act. Staff teams comprise of Social Work; Occupational Therapy; Assessment Support Co-ordinators and Case Support staff to deliver services.

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Future Years Budget Savings and Improved Outcomes
Ensuring the right staff are available at the right times to deliver services ensuring the best outcomes for residents.

Budget Area		Commissioning & Improvement		Node 1000113	
Service Area	Budget £	Budget Analysis	Budget £		
Improvement	1,753,494	Internal charges	492,500		
Commissioning General	141,021	Authority Costs			
General	116,239	Pay	5,375,029		
Commissioning Broker	533,196	Premises	728,242		
Older People	1,341,153	Transport	17,700		
Inclusion & Prevention	1,906,996	Supplies & Services	10,406,382		
Market Shaping	21,840	Transfer Payments			
Mental Health	1,467,922	Levies & Precepts			
Quality Assurance	706,818	Third party	564,386		
Safeguarding Board	70,000	School Budgets			
		TOTAL EXPENDITURE	17,584,239		
		Government Grants	-4,291,250		
		Reimburse. & Contrib.	-4,384,398		
		Fees & Charges	-456,958		
		Internal Charges	-132,000		
		Corporate Income & Expenditure			
		Funding			
		Movement in General Fund	-260,954		
		TOTAL INCOME	-9,525,560		
TOTAL BUDGET	8,058,679	TOTAL BUDGET	8,058,679		

Human Resources	
Total staff employed	91
Number of FTE's	87.2

Service Description
Commissioning and Improvement includes the Commissioning and Quality Team who commission all activity within scope in a robust and evidenced way. The service comprises of commissioning, development and contract management.

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Budget Area		Directorate Wide		Node 1000114	
Service Area	Budget £	Budget Analysis		Budget £	
Directorate Wide	3,177,258	EXPENDITURE	Internal charges	81,130	
			Authority Costs		
			Pay	799,100	
			Premises		
			Transport	3,000	
			Supplies & Services	3,030,175	
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
			TOTAL EXPENDITURE	3,913,405	
			INCOME	Government Grants	-736,147
				Reimburse. & Contrib.	
				Fees & Charges	
				Internal Charges	
		Corporate Income & Expenditure Funding			
		TOTAL INCOME	-736,147		
TOTAL BUDGET	3,177,258	TOTAL BUDGET	3,177,258		

Human Resources	
Total staff employed	5
Number of FTE's	5

Service Description
This contains the budget for the senior managers within the Directorate plus various Directorate wide running costs. Also included in here are funding streams received for Better Care Fund and Improved Better Care Fund.

How this budget meets the strategic aims of Dorset Council

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Budget Area		Housing		Node 1000115	
Service Area	Budget £	Budget Analysis		Budget £	
Housing Standards	617,505	EXPENDITURE	Internal charges	4,440	
Housing Solutions	2,370,305		Authority Costs		
Homelessness Prevention	1,640,220		Pay	5,157,999	
Housing Strategy	637,918		Premises	1,059,976	
Housing Leadership	411,875		Transport	40,139	
Community Safety	377,770		Supplies & Services	3,746,178	
			Transfer Payments	2,959,116	
			Levies & Precepts		
			Third party	51,375	
			School Budgets		
		TOTAL EXPENDITURE	13,019,223		
		INCOME	Government Grants	-1,900,306	
			Reimburse. & Contrib.	-12,000	
			Fees & Charges	-5,051,324	
			Internal Charges		
			Corporate Income & Expenditure		
		Funding			
		TOTAL INCOME	-6,963,630		
TOTAL BUDGET	6,055,593	TOTAL BUDGET	6,055,593		

Human Resources

Total staff employed	123
Number of FTE's	111.5

Service Description

The Housing service provides temporary accommodation for homeless persons as required by legislation which ranges from B&Bs to leased, managed and DC owned accommodation. They oversee the housing standards and licencing requirements which also includes caravan parks, houses in multiple occupation and empty properties.

Homelessness Prevention and the Rough Sleeping Initiative strategies are in place to assist in the reduction of homeless persons and rough sleepers in line with government guidance.

The Community Safety Team also sits within this service providing statutory community safety duties placed on local authorities to include the new Domestic Abuse Act.

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Future Years Budget Savings and Improved Outcomes

Reducing the usage of high cost temporary accommodation to be able to provide suitable sustainable housing for those in need

Budget Area		Building Better Lives		Node 1000116	
Service Area	Budget £	Budget Analysis		Budget £	
Building Better Lives	417,951	EXPENDITURE	Internal charges	90	
			Authority Costs		
			Pay	416,361	
			Premises		
			Transport	1,500	
			Supplies & Services		
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
			TOTAL EXPENDITURE	417,951	
			INCOME	Government Grants	
				Reimburse. & Contrib.	
				Fees & Charges	
		Internal Charges			
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME			
TOTAL BUDGET	417,951	TOTAL BUDGET	417,951		

Human Resources	
Total staff employed	7
Number of FTE's	7

Service Description
The Building Better Lives team over see, amongst others, housing projects to ensure the Dorset Council managed property is suitable, affordable and in the right location.

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Budget Area		Corporate Development	Node 10002		
Service Area	Budget £	Budget Analysis		Budget £	
Financial and Commercial	10,089,990	EXPENDITURE	Internal charges	44,652	
Human Resources	1,789,050		Authority Costs		
Digital & Change	2,343,054		Pay	33,744,104	
ICT Operations	8,768,220		Premises	1,004,076	
Director's Office	66,824		Transport	67,220	
Business Intelligence	1,401,470		Supplies & Services	9,598,370	
Communications and Engagement	1,375,250		Transfer Payments	66,744,840	
Community Grants	1,357,710		Levies & Precepts		
Chief Executive's Office	1,122,090		Third party	50,740	
Transformation	0		School Budgets		
Climate & Ecological	0		Contingency and Movement in Reserves		
Organisational Development	2,368,070		TOTAL EXPENDITURE	111,254,002	
			INCOME	Government Grants	-64,803,890
				Reimburse. & Contrib.	-3,264,588
		Fees & Charges		-7,330,830	
		Internal Charges		-2,197,770	
		Corporate Income & Expenditure Funding			
		Movement in General Fund	-2,975,196		
TOTAL BUDGET	30,681,728	TOTAL INCOME	-80,572,274		
		TOTAL BUDGET	30,681,728		
Human Resources					
Total staff employed				720	
Number of FTE's				657.86	

Budget Area		Financial and Commercial		Node 1000201	
Service Area	Budget £	Budget Analysis		Budget £	
Revenues & Benefits	2,669,160	EXPENDITURE	Internal charges	28,322	
Strategic Finance	6,285,484		Authority Costs		
Pensions	-468,366		Pay	12,551,704	
Commercial & Procurement	693,470		Premises	1,004,076	
Insurance	910,242		Transport	39,700	
			Supplies & Services	3,525,856	
			Transfer Payments	66,744,840	
			Levies & Precepts		
			Third party		
			School Budgets		
		TOTAL EXPENDITURE	83,894,498		
		INCOME	Government Grants	-64,803,890	
			Reimburse. & Contrib.	-3,096,708	
			Fees & Charges	-5,121,550	
			Internal Charges	-782,360	
			Corporate Income & Expenditure		
		Funding			
		TOTAL INCOME	-73,804,508		
TOTAL BUDGET	10,089,990	TOTAL BUDGET	10,089,990		

Human Resources	
Total staff employed	303
Number of FTE's	267.11

Service Description
<p>Financial Services is split into 6 key areas;</p> <p>Revenue & Benefits responsible for the administration and collection of Council Tax and Business Rates and Benefits</p> <p>Strategic Finance responsible for the delivery of the councils budgets, ensuring accurate forecasting/reporting and the creation/publishing of the annual accounts. Issues the councils invoices, receives and allocate funds accordingly and supports credit control and debt recovery. Processes all 'trade' orders and manages the authorisation, receipting and disputes; ensuring suppliers are paid in line with standard terms. Facilitation of the payment runs for the council.</p> <p>Pensions management of the councils pension scheme</p> <p>Commercial & Procurement ensures the councils purchasing activities are carried out in line with Public Contracts Regulations; ensures out purchasing supports Dorset businesses wherever possible and gives best value for money</p> <p>Insurance receives, manages and resolves insurance claims made against the council.</p> <p>Treasury and Investments manages the Council's cash and treasury arrangements, ensuring there is sufficient funds to pay liabilities as they fall due and investing surplus balances in line with the agreed strategy.</p> <p style="text-align: right;">This service</p>

How this budget meets the strategic aims of Dorset Council
<p>To ensure a balanced budget is achieved, that financial information is reported effectively and challenged accordingly and our accounts are closed down in the appropriate timeframe and in accordance with regulations</p> <p>All payments are made within 30 days</p> <p>All invoices are raised promptly and payment received within 30 days, if not, effective debt management is completed to secure the funds</p> <p>All claims submitted are investigated and challenged/the council defend themselves, where applicable, and seek an agreeable resolution to all valid claims</p> <p>All contracts are procured compliantly to achieve the best value for money and service to the council</p> <p>All Council Tax and Business Rates are issued and payment received and where non payment, take appropriate action to recover funds.</p>

Future Years Budget Savings and Improved Outcomes
<p>Further automation is planned within Invoice processing. Improved debt recovery to reduce write offs and chase more debt, savings will be seen across a number of service areas.</p>

Budget Area		Human Resources	Node 1000202	
Service Area	Budget	£	Budget Analysis	Budget
Operations	637,720		Internal charges	2,370
Management	631,030		Authority Costs	
Advisory Service	520,300		Pay	4,131,440
			Premises	
			Transport	8,100
			Supplies & Services	170,370
			Transfer Payments	
			Levies & Precepts	
			Third party	7,500
			School Budgets	
			TOTAL EXPENDITURE	4,319,780
			Government Grants	
			Reimburse. & Contrib.	-83,550
			Fees & Charges	-1,365,510
			Internal Charges	-802,270
			Corporate Income & Expenditure	
			Funding	
			Movement in General Fund	-279,400
			TOTAL INCOME	-2,530,730
TOTAL BUDGET	1,789,050		TOTAL BUDGET	1,789,050
Human Resources				
Total staff employed				100
Number of FTE's				86.57
Service Description				
Human Resources support the organisation in a number of ways. The team play a central role in helping the Council to become an Employer of Choice, through developing our employer brand and employee offer, amongst other things. The service also provides payroll, employee relations advice, health and safety and occupational health support.				
How this budget meets the strategic aims of Dorset Council				
Through the delivery of the Councils objective to become an Employer of Choice and its approved People Strategy				
Future Years Budget Savings and Improved Outcomes				
Through a budget monitoring and review process, the service will continue to deliver efficiencies whilst providing the best possible service.				

Budget Area		Digital & Change		Node 1000203		
Service Area	Budget £	Budget Analysis		Budget £		
Corporate Director for Digital & Change	145,960	EXPENDITURE	Internal charges	1,140		
Digital Strategy & Design	1,305,874		Authority Costs			
Project Management Office	891,220		Pay	3,101,770		
			Premises			
			Transport	550		
			Supplies & Services	89,200		
			Transfer Payments			
			Levies & Precepts			
			Third party			
			School Budgets			
			TOTAL EXPENDITURE	3,192,660		
			INCOME	Government Grants		
				Reimburse. & Contrib.		
				Fees & Charges	-85,000	
		Internal Charges		-16,500		
		Corporate Income & Expenditure				
		Funding				
		Movement in General Fund	-748,106			
		TOTAL INCOME	-849,606			
TOTAL BUDGET	2,343,054		TOTAL BUDGET	2,343,054		
Human Resources						
Total staff employed				60		
Number of FTE's				58.41		
Service Description						
The digital and change service provides and support the council's websites and supports the transformation of all council services, their processes, approaches and digital systems.						
How this budget meets the strategic aims of Dorset Council						
This budget supports the necessary convergence work post LGR together with forward looking transformation, all aimed at achieving the priorities and objectives in the Council plan.						
Future Years Budget Savings and Improved Outcomes						
Through the work of the directorate leading transformation to all council services are delivered. Leading to improved customer focused, efficient and effective services for the citizens of Dorset.						

Budget Area		ICT Operations		Node 1000204	
Service Area	Budget £	Budget Analysis		Budget £	
ICT Operational Support	8,765,720	EXPENDITURE	Internal charges	9,710	
Recharges	2,500		Authority Costs		
			Pay	5,847,910	
			Premises		
			Transport	8,820	
			Supplies & Services	4,221,830	
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
		TOTAL EXPENDITURE	10,088,270		
		INCOME	Government Grants		
			Reimburse. & Contrib.	-84,330	
			Fees & Charges	-660,730	
			Internal Charges	-574,990	
			Corporate Income & Expenditure		
			Funding		
		Movement in General Fund			
		TOTAL INCOME	-1,320,050		
TOTAL BUDGET	8,768,220	TOTAL BUDGET	8,768,220		

Human Resources	
Total staff employed	118
Number of FTE's	115.27

Service Description
<p>The ICT Operations service provides support services to ICT users, manages the core ICT infrastructure (including network, datacentre and user devices), manages/maintains much of the business and productivity software in use (e.g. Mosaic for social care case management, Microsoft 365) as well as providing application and forms development and data solutions to meet business need.</p> <p>The service is responsible for managing/mitigating and responding to key council risks such as cyber attack and continuity of ICT service provision.</p>

How this budget meets the strategic aims of Dorset Council
<p>The ICT Operations service provides critical enabling services to ensure public service continuity and supports the Council's change and transformation aspirations through enabling technology, underlying communications and collaboration infrastructures and critical risk management services. All public services provided by the Council are reliant on the availability of underpinning technology solutions.</p>

Future Years Budget Savings and Improved Outcomes
<p>The 'Value for Money' review of ICT Operations concluded that the ICT Operations Service provided good value, and is low cost compared with the benchmarking group.</p> <p>The service continues to look for opportunities to reduce costs, in particular in core infrastructure components. The Service has delivered year on year savings from these elements since unitarisation in 2019. There are further cost reductions/avoidance expected for 2024-25, though these are netted off by pricing increases for services.</p> <p>There is potential to reduce costs through rationalisation/contraction of the application portfolio - work is being commissioned to develop more mature understanding of what good looks like for Dorset Council for its application portfolio - the principles agreed collectively by Dorset Council will dictate the level of cost reduction achievable through application portfolio change. This is tied in with our customer, digital and data strategies and the Our Future Council programme.</p> <p>The increasing reliance of technology and ever widening opportunities to use technology and data to underpin digital service transformation presents a very real possibility of pressure to increase spending on technology (potentially offset by reductions in costs elsewhere).</p>

Budget Area		Director's Office		Node 1000206	
Service Area	Budget £	Budget Analysis	Budget £		
Director's Office	66,824	Internal charges	540		
		Authority Costs			
		Pay			
		Premises			
		Transport	1,000		
		Supplies & Services	153,044		
		Transfer Payments			
		Levies & Precepts			
		Third party			
		School Budgets			
		TOTAL EXPENDITURE	154,584		
		Government Grants			
		Reimburse. & Contrib.			
		Fees & Charges			
		Internal Charges			
		Corporate Income & Expenditure			
		Funding			
		Pay	-87,760		
		TOTAL INCOME	-87,760		
TOTAL BUDGET	66,824	TOTAL BUDGET	66,824		

Human Resources	
Total staff employed	1
Number of FTE's	1

Service Description
The role of the Executive Director of Corporate Development is fourfold: 1 We lead corporate policy, strategy and performance 2 We provide support services to the rest of the organisation; 3 We provide front line services (e.g. libraries, land charges, revenues and benefits, customer services, etc);

How this budget meets the strategic aims of Dorset Council
This budget is the operational budget to enable the Executive Director to undertake his duties.

Future Years Budget Savings and Improved Outcomes
This budget is kept under constant review to identify efficiencies.

Budget Area		Business Intelligence		Node 1000207	
Service Area	Budget £	Budget Analysis		Budget £	
Business Intelligence	1,401,470	EXPENDITURE	Internal charges	240	
			Authority Costs		
			Pay	1,382,440	
			Premises		
			Transport	800	
			Supplies & Services	17,990	
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
		TOTAL EXPENDITURE	1,401,470		
		INCOME	Government Grants		
			Reimburse. & Contrib.		
			Fees & Charges		
			Internal Charges		
			Corporate Income & Expenditure		
		Funding			
		TOTAL INCOME			
TOTAL BUDGET	1,401,470	TOTAL BUDGET	1,401,470		

Human Resources	
Total staff employed	26
Number of FTE's	25

Service Description

The Business Intelligence (BI) and Performance Service is a specialist Service providing Business Intelligence, performance information, strategic planning/reporting, policy, research and risk management across Dorset Council. It also holds responsibility for the statutory and operational reporting for the People Directorates.

The Service also supports collaboration with our partners and other public sector organisations by sharing data and insight as part of the wider Dorset system.

How this budget meets the strategic aims of Dorset Council

The BI and Performance Service provides the intelligence and insight to support the development and maintenance of the Council Plan and to inform decision-making across DC. The Service holds responsibility for the provision of a robust strategic Performance Framework for the council which is mapped against each of the strategic aims of DC. Additionally the service provides visibility and reporting around the council's operation

Future Years Budget Savings and Improved Outcomes

The Service continues to refine and automate processes and is currently evolving its Business Intelligence and strategic performance offer. This will see improved added value for DC as the Council's new Data and BI Strategy is developed and rolled-out.

Budget Area		Communications and Engagement		Node 1000208	
Service Area	Budget	Budget Analysis	Budget		
	£		£		
Communications and Engagement	1,375,250	Internal charges	70		
		Authority Costs			
		Pay	1,253,370		
		Premises			
		Transport	1,000		
		Supplies & Services	158,000		
		Transfer Payments			
		Levies & Precepts			
		Third party			
		School Budgets			
		TOTAL EXPENDITURE	1,412,440		
		Government Grants			
		Reimburse. & Contrib.			
		Fees & Charges	-16,540		
		Internal Charges	-20,650		
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-37,190		
TOTAL BUDGET	1,375,250	TOTAL BUDGET	1,375,250		
Human Resources					
Total staff employed			26		
Number of FTE's			22.14		
Service Description					
The communications and engagement service leads on external communications, marketing and engagement activities with a wide range of audiences, and on internal communications with employees and councillors. The service delivers communications functions including media relations, campaigns (across a range of channels), design and print, and brand management. We work with officers at all levels across all council services, with Dorset Councillors, and with a wide range of external partners and stakeholders.					
How this budget meets the strategic aims of Dorset Council					
We build and maintain the council's reputation.					
We support achievement of the council's strategic objectives (as outlined in the Council Plan).					
We build the council's identity and engagement with employees, members, residents, partners and other stakeholders.					
We warn and inform during crisis situations.					
Future Years Budget Savings and Improved Outcomes					
We aim to improve public perception ratings, as monitored through the residents' survey, so that residents feel better informed about Dorset Council services, feel that Dorset Council acts on their concerns, and have increased levels of satisfaction with Dorset Council.					

Budget Area		Community Grants		Node 1000209	
Service Area	Budget £	Budget Analysis		Budget £	
Community Grants	1,357,710	EXPENDITURE	Internal charges	80	
			Authority Costs		
			Pay	385,680	
			Premises		
			Transport	1,000	
			Supplies & Services	970,950	
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
			TOTAL EXPENDITURE	1,357,710	
			INCOME	Government Grants	
				Reimburse. & Contrib.	
				Fees & Charges	
		Internal Charges			
		Corporate Income & Expenditure			
		Funding			
		Movement in General Fund			
		TOTAL INCOME			
TOTAL BUDGET	1,357,710	TOTAL BUDGET	1,357,710		

Human Resources	
Total staff employed	7
Number of FTE's	6.76

Service Description
The Communities and partnerships service leads on all community engagement activities including Equality, Diversity and Inclusion, Food Security, Town and Parish Councils, Armed Forces Communities. We also lead on both statutory and non statutory consultations. We work with officers at all levels across all council services, with Dorset Councillors, and with a wide range of external partners and stakeholders.

How this budget meets the strategic aims of Dorset Council
<p>We build and maintain the council's reputation with our essential voluntary community sector organisations.</p> <p>We support achievement of the council's strategic objectives (as outlined in the Council Plan).</p> <p>We build the council's identity and engagement with statutory and community partners, members, residents, partners and other stakeholders.</p> <p>We enable communities to support themselves and support those who need our support</p>

Future Years Budget Savings and Improved Outcomes
This budget is kept under constant review to ensure we are supporting our communities in the most effective way and to identify efficiencies.

Budget Area		Chief Executive's Office		Node 1000211	
Service Area	Budget £	Budget Analysis	Budget £		
Corporate Management	174,130	Internal charges	1,330		
Chief Executive	257,720	Authority Costs			
Leadership support	690,240	Pay	949,430		
		EXPENDITURE			
		Premises			
		Transport	1,200		
		Supplies & Services	170,130		
		Transfer Payments			
		Levies & Precepts			
		Third party			
		School Budgets			
		TOTAL EXPENDITURE	1,122,090		
		INCOME			
		Government Grants			
		Reimburse. & Contrib.			
		Fees & Charges			
		Internal Charges			
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME			
TOTAL BUDGET	1,122,090	TOTAL BUDGET	1,122,090		

Human Resources	
Total staff employed	18
Number of FTE's	17.74

Service Description
This budget makes provision for the (largely staffing) cost of the Chief Executive's Office, in particular the centralised Leadership Support Team. It also holds the Corporate Management Budget for Council wide subscriptions and funding for development requirements for Senior Leadership Team (SLT) and Corporate Leadership Team (CLT).

How this budget meets the strategic aims of Dorset Council
The Chief Executive is the Council's Head of Paid Service and is accountable to the 82 elected members of the Council for the delivery of the Council's priorities. Individual budget holders have signed off their budgets for 2023/24 and through line management to the Chief Executive they are accountable to him and to elected members for the delivery of services within budget.

Future Years Budget Savings and Improved Outcomes
We continue to look at ensuring we have the right balance of support for the core of the organisation, reflecting the work and priorities of the council, ensuring that outcomes are improving annually.

Budget Area & Budget Holder Transformation		Node 1000213		
Service Area	Budget £	Budget Analysis	Budget £	
Transformation	0			
		EXPENDITURE	Internal charges	
			Authority Costs	
			Pay	1,493,840
			Premises	
			Transport	
			Supplies & Services	
			Transfer Payments	
			Levies & Precepts	
			Third party	
			School Budgets	
			Contingency and Movement in Reserves	
		TOTAL EXPENDITURE	1,493,840	
		INCOME	Government Grants	
			Reimburse. & Contrib.	
			Fees & Charges	
			Internal Charges	
			Corporate I&E	
			Funding	
			Movement in General Fund	-1,493,840
		TOTAL INCOME	-1,493,840	
TOTAL BUDGET	0	TOTAL BUDGET	0	

Human Resources	
Total staff employed	24
Number of FTE's	24

Service Description
Our Future Council programme

Budget Area & Budget Holder		Climate & Ecological		Node 1000214	
Service Area	Budget £	Budget Analysis	Budget £		
Climate & Ecological	0	Internal charges	200		
		Authority Costs			
		Pay	529,950		
		Premises			
		Transport	1,900		
		Supplies & Services	2,300		
		Transfer Payments			
		Levies & Precepts			
		Third party			
		School Budgets			
		Contingency and Movement in Reserves			
		TOTAL EXPENDITURE	534,350		
		Government Grants			
		Reimburse. & Contrib.			
		Fees & Charges	-80,500		
		Internal Charges			
		Corporate I&E			
		Funding			
		Movement in General Fund	-453,850		
		TOTAL INCOME	-534,350		
TOTAL BUDGET	0	TOTAL BUDGET	0		
Human Resources					
Total staff employed					11
Number of FTE's					11

Budget Area & Budget Holder		Organisational Development 0	Node 1000216	
Service Area	Budget £	Budget Analysis		Budget £
Organisational Development	2,368,070	EXPENDITURE	Internal charges	650
			Authority Costs	
			Pay	2,204,330
			Premises	
			Transport	3,150
			Supplies & Services	118,700
			Transfer Payments	
			Levies & Precepts	
			Third party	43,240
			School Budgets	
			Contingency and Movement in Reserves	
			TOTAL EXPENDITURE	2,370,070
			INCOME	Government Grants
		Reimburse. & Contrib.		
		Fees & Charges		-1,000
		Internal Charges		-1,000
		Corporate I&E		
		Funding		
		TOTAL INCOME	-2,000	
TOTAL BUDGET	2,368,070	TOTAL BUDGET	2,368,070	

Organisational Development	
Total staff employed	26
Number of FTE's	22.86

Service Description

Working alongside our managers, teams, and employees we help the council to grow a great place to work by becoming a great organisation where everyone thrives. From a functional perspective this includes our core learning and development offer, talent and work based learning offers, as well as leading our people and wellbeing strategy – all delivered through positive organisational development.

How this budget meets the stratej

Our role is to help create the best possible conditions to enable the council to be an attractive employer externally, great place to work and a high performing organisation all of which ultimately enable us to improve services and outcomes for our communities.

Budget Area		Place Directorate	Node 10003	
Service Area	Budget £	Budget Analysis	Budget £	
Economy & Infrastructure	51,935,171	Internal charges	7,458,433	
Place Services	45,328,869	Authority Costs		
Directors Office	2,184,659	Pay	73,797,542	
Assets & Regeneration	2,704,390	Premises	18,648,401	
Customer Services, Libraries & Archives	7,821,614	Transport	34,169,203	
		Supplies & Services	13,418,669	
		Transfer Payments	5,000	
		Levies & Precepts		
		Third party	34,469,617	
		School Budgets		
		TOTAL EXPENDITURE	181,966,865	
		Government Grants	-5,816,116	
		Reimburse. & Contrib.	-5,033,789	
		Fees & Charges	-51,185,341	
		Internal Charges	-9,645,717	
		Corporate Income & Expenditure		
		Funding		
		Movement in General Fund	-311,199	
		TOTAL INCOME	-71,992,162	
TOTAL BUDGET	109,974,703	TOTAL BUDGET	109,974,703	
Human Resources				
Total staff employed			2379	
Number of FTE's			1935.8	

Budget Area		Economy & Infrastructure		Node 1000301	
Service Area	Budget £	Budget Analysis	Budget £		
Highways	5,719,248	Internal charges	5,111,185		
Planning	4,175,457	Authority Costs			
Dorset Travel	40,048,355	Pay	25,890,492		
Business Support	1,992,111	Premises	5,425,260		
		Transport	30,810,016		
		Supplies & Services	3,009,761		
		Transfer Payments			
		Levies & Precepts			
		Third party	14,643,392		
		School Budgets			
		TOTAL EXPENDITURE	84,890,106		
		Government Grants	-4,799,136		
		Reimburse. & Contrib.	-1,455,579		
		Fees & Charges	-21,192,304		
		Internal Charges	-4,862,916		
		Corporate Income & Expenditure			
		Funding			
		Movement in General Fund	-645,000		
		TOTAL INCOME	-32,954,935		
TOTAL BUDGET	51,935,171	TOTAL BUDGET	51,935,171		
Human Resources					
Total staff employed					999
Number of FTE's					770.46
Service Description					
A wide range of statutory, operational and strategic council services including Planning (including the Local Plan), Building Control, Highways (including Parking) and Transport (Mainstream, SEND and Public services)					
How this budget meets the strategic aims of Dorset Council					
Many of these services are universal and delivered to residents and businesses of Dorset, meeting Economic, Environmental and Climate Change strategic aims.					
Future Years Budget Savings and Improved Outcomes					
Longer term savings will come from completing transformation of the Planning Authority and Parking Services within Highways; from more efficient use of operational assets within Transport, devolution and delivering in partnership with other councils, town/parish councils and community groups; further commercialisation and income generation and pro-active contract management.					

Budget Area		Place Services	Node 1000302		
Service Area	Budget £	Budget Analysis		Budget £	
Environment and Wellbeing	8,190,221	EXPENDITURE	Internal charges	1,726,666	
Community & Public Protection	3,661,860		Authority Costs		
Commercial Waste	16,804,229		Pay	34,955,581	
Waste Operations	16,672,559		Premises	5,069,470	
			Transport	3,223,166	
			Supplies & Services	7,446,254	
			Transfer Payments	5,000	
			Levies & Precepts		
			Third party	20,049,105	
			Movement in General Fund	587,981	
			TOTAL EXPENDITURE	73,063,223	
			INCOME	Government Grants	-683,780
				Reimburse. & Contrib.	-2,184,339
				Fees & Charges	-21,454,043
		Internal Charges		-3,412,192	
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-27,734,354		
TOTAL BUDGET	45,328,869	TOTAL BUDGET	45,328,869		

Human Resources	
Total staff employed	980
Number of FTE's	836.98

Service Description
A wide range of operational and strategic council services including waste collection and disposal, fleet management, community and public protection/regulatory services, and environment and well-being.

How this budget meets the strategic aims of Dorset Council
Many of these services are universal and delivered to most households and many businesses such as waste and greenspace management, meeting both environmental and climate change strategic aims.

Future Years Budget Savings and Improved Outcomes
Longer term savings will come from completing convergence restructures in Environment & Well Being and an on-going review of structures across all services.

Budget Area		Customer and Cultural Services	Node	
Service Area	Budget		Budget Analysis	Budget
	£			£
Corporate Director Customer and Cultural Services	145,435		Internal charges	454,933
OFC Programme	-500,000		Authority Costs	
Customer Services	2,654,788		Pay	7,552,192
Libraries	4,551,202		Premises	794,589
Archives & Records Management	970,189		Transport	63,621
			Supplies & Services	1,044,996
			Transfer Payments	
			Levies & Precepts	
			Third party	
			School Budgets	
			TOTAL EXPENDITURE	9,910,331
			Government Grants	-333,200
			Reimburse. & Contrib.	-935,398
			Fees & Charges	-311,606
			Internal Charges	-508,513
			Corporate Income & Expenditure	
			Funding	
			TOTAL INCOME	-2,088,717
TOTAL BUDGET	7,821,614		TOTAL BUDGET	7,821,614

Human Resources	
Total staff employed	268
Number of FTE's	207.41

Service Description

Customer Services: our dedicated customer services team provide a professional first point of contact for people who need information, advice and support across a very broad range of services including Adult Social Care access team, Out of Hours services and dedicated customer access points. This makes it easier for customers to apply, report and pay for services. In addition we set the strategic direction for Dorset Council's customer access, including developing and implementing a one council front door approach, shaping new technologies and embedding our Customer Promise. This will ensure that customers receive a consistent experience when accessing services council-wide via our corporate customer services team and will involve redesigning our processes in many services.

Library Services: are at the heart of our communities, delivered within a network of 23 Dorset Council Managed Libraries and 8 Community Managed Libraries. To ensure we are meeting the needs of our communities and contribute to the Council's Priorities. Our new Library Strategy was developed in partnership with communities and partners to secure a sustainable and modern future library service with a vision looking at 2030 and beyond. Many of our libraries support a community hub approach with customer service points and partner services available to connect residents with relevant council and partner services. We will continue to support pathways into employment by providing vital links and facilities to access new skills and learning. Our libraries cater for the digital age by providing modern IT and supporting the development of digital skills through digital champions. We offer services to housebound residents and have developed our online offer to support access to resources, events and activities after hours.

Archive and Records Management Service: is dedicated to preserving, sharing and celebrating the rich heritage of Dorset and the Council's records. The Joint Archive Service is delivered in partnership with BCP Council and operates within the Dorset History Centre. Dorset History Centre houses Dorset's local archives and local studies library for Bournemouth, Christchurch, Dorset and Poole where we collect, preserve and make documents available to view either via paper, parchment, printed, audio-visual or digital records. We carry out conservation work to support projects relating to history and heritage in Dorset.

Our records management service: is a dedicated corporate function that receives records and supports the creation, use and principles of good records management to shape the development of operational procedures in order to preserve valuable resource and assets.

Our museums advisor: is based at the history centre and supports both BCP and Dorset Councils. We support 28 accredited museums across BCP and Dorset and continue to support all organisations to adapt to the ongoing challenges of Covid as well as support delivery of many far-reaching projects which attract external funding.

How this budget meets the strategic aims of Dorset Council

Customer and Cultural Services provide essential access, information and advice for Dorset residents, visitors and businesses meeting our aim of being a customer focussed council. Our services provide ways for communities to connect and we deliver services, events, activities and access to cultural services that improve health, wellbeing and economic outcomes for families, children and adults. We are the councils 'front door' and ensure that we provide the support that customers need, often at their most vulnerable time of life.

Future Years Budget Savings and Improved Outcomes

We have achieved savings and improved outcomes for customers in 2023/2024 by:

- reviewing structures and making efficiencies across operational delivery
- integrating customer service points within our libraries and local offices delivering access to services where communities need it most
- delivering efficiencies through reorganisation and redesigning the ways we work making use of digital and automation where possible

d) capturing customer insight and community engagement views through surveys and consultation that have shaped and led our strategic and transformational plans

Our future transformation plans for Customer and Cultural Services will be integrated with 'Our Future Council' vision and will be published in 2024, these will be focussed on improving outcomes for customers and communities as well as how we work with others, use existing and new technology and deliver services through efficient operating models.

Budget Area **Directors Office** Node **1000305**

Service Area	Budget £	Budget Analysis	Budget £
Directors Office	2,184,659	Internal charges	700
		Authority Costs	
		Pay	498,819
		Premises	
		Transport	4,000
		Supplies & Services	1,682,511
		Transfer Payments	
		Levies & Precepts	
		Third party	
		School Budgets	
		TOTAL EXPENDITURE	2,186,030
		Government Grants	
		Reimburse. & Contrib.	
		Fees & Charges	
		Internal Charges	-1,371
		Corporate Income & Expenditure	
		Funding	
		TOTAL INCOME	-1,371
TOTAL BUDGET	2,184,659	TOTAL BUDGET	2,184,659

Human Resources	
Total staff employed	3
Number of FTE's	3

Service Description
 Costs of Directors and associated central Place Directorate costs.

Budget Area		Assets & Regeneration		Node 1000306	
Service Area	Budget £	Budget Analysis		Budget £	
Central A&P	-41,939	EXPENDITURE	Internal charges	164,949	
Investment & Development	435,591		Authority Costs		
Build Design Development	208,114		Pay	4,900,458	
Asset Management	969,661		Premises	7,359,082	
Growth & Economic Regeneration	1,132,963		Transport	68,400	
			Supplies & Services	235,147	
			Transfer Payments		
			Levies & Precepts		
			TOTAL EXPENDITURE	12,728,036	
			INCOME	Government Grants	
		Reimburse. & Contrib.		-458,473	
		Fees & Charges		-8,227,388	
		Internal Charges		-860,725	
		Corporate Income & Expenditure			
		Funding			
		Third party	-222,880		
		Movement in General Fund	-254,180		
		TOTAL INCOME	-10,023,646		
TOTAL BUDGET	2,704,390	TOTAL BUDGET	2,704,390		

Human Resources	
Total staff employed	129
Number of FTE's	117.95

Service Description
The Assets and Property service aims to provide and sustain operational and investment property portfolios that are safe, flexible and value for money enabling the Council to deliver its policies and services to our clients, partners, and stakeholders to benefit the residents of Dorset

How this budget meets the strategic aims of Dorset Council
<ul style="list-style-type: none"> * By embedding revenue savings and income generation targets and improving our net financial position and enhance our value for money offer to the council. * Portfolio consolidation, seek to deliver economies of scale and reduce overhead costs across the property portfolio optimising the use and opportunities of the estate. * Seek to maximise Assets & Property contribution to net zero by enhancing the environmental performance of the operational estate by 2030. * Enhance the user experience by implementing major capital and service improvement programmes to benefit our clients, stakeholders, and residents.

Future Years Budget Savings and Improved Outcomes
The Assets & Regeneration department have identified a number of opportunities to deliver wide ranging council efficiencies through Corporate office consolidation and disposal of surplus assets that will deliver a combination of ongoing revenue savings and generation of capital receipts to deliver the right asset in the right place across the County to help front line services deliver to where our residents need the most support.

Budget Area		People - Children		Node 10004	
Service Area	Budget £	Budget Analysis	Budget £		
Quality Assurance	2,783,900	Internal charges	780,400		
Care & Protection	62,838,400	Authority Costs			
Commissioning & Partnerships	1,157,800	Pay	50,961,800		
Education & Learning	13,219,152	Premises	1,207,300		
Director's Services	4,916,400	Transport	1,165,800		
DC-HNB Recharges	-453,500	Supplies & Services	38,607,705		
		Transfer Payments	1,304,100		
		Levies & Precepts			
		Third party	10,126,000		
		School Budgets	945,300		
		TOTAL EXPENDITURE	105,098,405		
		Government Grants	-13,329,153		
		Reimburse. & Contrib.	-2,983,800		
		Fees & Charges	-2,265,200		
		Internal Charges	-2,058,100		
		Corporate Income & Expenditure			
		Funding			
		Movement in General Fund			
		TOTAL INCOME	-20,636,253		
TOTAL BUDGET	84,462,152	TOTAL BUDGET	84,462,152		

Human Resources	
Total staff employed	1226
Number of FTE's	983.22

Service Description

Our 'Dorset Children Thrive' model for delivering Children's Services in Dorset brings together many services and support for children and families into six integrated locality teams across Dorset, supported by a central team of specialist services.

- Locality Teams: Multi-disciplinary teams delivering Early Help, SEND assessment and support, inclusion support, early years setting support and education challenge and support, virtual school, education psychology and Social Work; Whole Family Whole School Approach.
- Commissioning, Partnerships and Quality Assurance: Ensuring there are sufficient high quality, value for money services that meet the needs of children and families in the communities where they live.
- Education & Learning: System leadership in education and learning for Dorset to deliver the best Education for all focused on educational recovery and school improvement, ambitious outcomes for children with SEND, developing a traded offer
- Care and protection: To deliver a high standard of social work and care for Dorset children focusing on right service at the right time, effective permanence plans, fostering and residential care, supporting children at risk of exploitation

Partnership is everything, we know we need to work together to support our children, young people and families. We work with partners on a day to day basis to support children and young people and to deliver our strategic plans and shared vision. Our vision is that 'together we will make Dorset the best place to be a child; where communities thrive, and families are supported to be the best they can be'.

Future Years Budget Savings and Improved Outcomes

A Children's Five Year transformation programme has been developed and commenced in November 2021.

Budget Area		Quality Assurance		Node 1000405	
Service Area	Budget £	Budget Analysis		Budget £	
QA General	496,600	EXPENDITURE	Internal charges	10,300	
QRO & FRO	1,083,700		Authority Costs		
Safeguarding Advisor	350,200		Pay	2,922,200	
Workforce Development	766,100		Premises		
PDSCP	87,300		Transport	54,000	
			Supplies & Services	136,400	
			Transfer Payments		
			Levies & Precepts		
			Third party	8,900	
			School Budgets		
		TOTAL EXPENDITURE	3,131,800		
		INCOME	Government Grants	-19,000	
			Reimburse. & Contrib.	-320,000	
			Fees & Charges	-8,900	
			Internal Charges		
			Corporate Income & Expenditure		
		Funding			
		TOTAL INCOME	-347,900		
TOTAL BUDGET	2,783,900	TOTAL BUDGET	2,783,900		

Human Resources	
Total staff employed	52
Number of FTE's	40.22

Service Description
The service is responsible for a number of quality assurance functions such as auditing activity as well as the statutory functions for reviewing officers for children in care, child protection conferencing and the management of allegations of professionals working with children. Additionally, the service is responsible for workforce development and safeguarding advisory and training functions, including delivering our partnership service improvement plans and the statutory Pan-Dorset Safeguarding Partnership arrangements.

Future Years Budget Savings and Improved Outcomes
This area is in scope within the Children's Five Year transformation programme as agreed November 2021.

Budget Area		Care & Protection	Node 1000406	
Service Area	Budget	£	Budget Analysis	Budget
				£
C&P Management	1,687,800		Internal charges	222,200
Care Leaver	2,216,300		Authority Costs	
ChAD	1,750,700		Pay	22,379,200
C&P Fostering Service	11,045,400		Premises	552,700
Harbour & Rescare	5,203,500		Transport	898,900
CWaD	5,094,100		Supplies & Services	32,002,500
C&P Locality Teams	9,906,900		Transfer Payments	1,304,100
C&P Locality CiC	639,500		Levies & Precepts	
C&P Locality S17	425,600		Third party	9,820,100
Service Agreements	1,692,500		School Budgets	
C&P Locality Wide	23,176,100		Contingency and Movement in Reserves	
			TOTAL EXPENDITURE	67,179,700
			Government Grants	-4,341,300
			Reimburse. & Contrib.	
			Fees & Charges	
			Internal Charges	
			Corporate Income & Expenditure	
			Funding	
			TOTAL INCOME	-4,341,300
TOTAL BUDGET	62,838,400		TOTAL BUDGET	62,838,400
Human Resources				
Total staff employed				493
Number of FTE's				413.00
Service Description				
Care and Protection provides statutory safeguarding, child protection, children in need and children in care services for Dorset's children. The service holds the Children Advice and Duty Service (ChAD) a single front door for children, families and professionals seeking help or protection. The service also supports the fostering service, in house residential childrens homes, The Harbour, care leaver service and children who are disabled services. Help, protection and children in care services are mainly delivered through the locality model alongside early help, education and SEN services.				
How this budget meets the strategic aims of Dorset Council				
The Council has a duty to provide support and care for children in need, child protection and children in care and care leavers.				
Future Years Budget Savings and Improved Outcomes				
This area is in scope within the Children's Five Year transformation programme as agreed November 2021.				

Budget Area		Commissioning & Partnerships		Node 1000407	
Service Area	Budget £	Budget Analysis	Budget £		
Commissioning	2,431,500	Internal charges	209,000		
Business Support	3,104,500	Authority Costs			
Strategic Partnership	132,500	Pay	8,020,000		
Young & Thriving	782,900	Premises	173,400		
Contracts & Services	226,800	Transport	44,200		
Transformation	-5,585,400	Supplies & Services			
Outdoor Education	65,000	Transfer Payments			
		Levies & Precepts			
		Third party	12,600		
		School Budgets			
		TOTAL EXPENDITURE	8,459,200		
		Government Grants	-666,700		
		Reimburse. & Contrib.	-940,900		
		Fees & Charges	-1,485,400		
		Internal Charges	-887,400		
		Corporate Income & Expenditure			
		Funding			
		Supplies & Services	-3,321,000		
		TOTAL INCOME	-7,301,400		
TOTAL BUDGET	1,157,800	TOTAL BUDGET	1,157,800		

Human Resources	
Total staff employed	287
Number of FTE's	208.00

Service Description

The overarching purpose of the Commissioning and Partnerships services is to ensure that there are sufficient high quality, value for money services in place to meet the needs of children and families in the communities where they live. The service is responsible for strategic and operational commissioning (including fulfilling statutory sufficiency duties for the provision of care and for childcare), brokerage of packages of care and education, contract monitoring and quality assurance of externally commissioned services. The service leads on transformation project management and benefits realisation as well as implementing a range of externally grant funded programmes such as the national Supporting Families Programme and the Holiday Activities and Food project. The services is responsible for facilitating multi-agency partnerships including the Strategic Alliance for Children and Young People - delivering the strategic partnership plan; the Strengthening Services Board. The service is responsible for business support services for the whole of the directorate. In addition, the service is responsible for delivering statutory tracking functions for children's participation in education, employment or training and for re-engagement; young carers and matrix leadership of youth work in the county as well as Outdoor Education.

Future Years Budget Savings and Improved Outcomes

This area is in scope within the Children's Five Year transformation programme as agreed November 2021.

Budget Area		Education & Learning	Node 1000408	
Service Area	Budget £	Budget Analysis		Budget £
Education Services	1,247,052	EXPENDITURE	Internal charges	338,700
Purbeck Locality	1,413,200		Authority Costs	
Chesil Locality	3,170,900		Pay	13,686,000
East Locality	2,350,400		Premises	481,200
West Locality	1,359,300		Transport	163,900
Dorchester Locality	1,370,300		Supplies & Services	1,514,952
North Locality	2,308,000		Transfer Payments	
			Levies & Precepts	
			Third party	64,400
			School Budgets	945,300
		TOTAL EXPENDITURE	17,194,452	
		INCOME	Government Grants	-1,659,100
			Reimburse. & Contrib.	-374,600
			Fees & Charges	-770,900
			Internal Charges	-1,170,700
			Corporate Income & Expenditure	
			Funding	
		TOTAL INCOME	-3,975,300	
TOTAL BUDGET	13,219,152	TOTAL BUDGET	13,219,152	

Human Resources	
Total staff employed	386
Number of FTE's	315.00

Service Description
The Education Service deliver the Council's key responsibilities to deliver excellent education, inclusion and SEND to the children and young people of Dorset.

How this budget meets the strategic aims of Dorset Council
This budget supports the local authorities statutory duties under relevant legislation (such as the Education Act 1996, Academies Act 2010, Children and Families Act 2014 and Care Act 2014.) This budget also supports the delivery of the Children, young people and Families Plan and Dorset Education Board priorities, including:
1. To ensure every child is receiving education in an Ofsted 'Good' or 'Outstanding' school and setting.
2. To close the disadvantaged attainment and achievement gap to zero by providing inclusive support for our disadvantaged and vulnerable children so they can achieve alongside their peers in their local school or setting.
3. To ensure that all our children and young people thrive in their education with the skills they need ready for adulthood.

Future Years Budget Savings and Improved Outcomes
This area is in scope within the Children's Five Year transformation programme as agreed November 2021.

Budget Area		Director's Services		Node 1000409	
Service Area	Budget £	Budget Analysis		Budget £	
Director's Services	4,916,400	EXPENDITURE	Internal charges	200	
			Authority Costs		
			Pay	3,954,400	
			Premises		
			Transport	4,800	
			Supplies & Services	8,274,853	
			Transfer Payments		
			Levies & Precepts		
			Third party	220,000	
			School Budgets		
			TOTAL EXPENDITURE	12,454,253	
			INCOME	Government Grants	-6,643,053
				Reimburse. & Contrib.	-894,800
				Fees & Charges	
		Internal Charges			
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-7,537,853		
TOTAL BUDGET	4,916,400	TOTAL BUDGET	4,916,400		

Human Resources	
Total staff employed	8
Number of FTE's	7

Service Description
The central area within Children's Services, supporting the rest of the Directorate.

Future Years Budget Savings and Improved Outcomes
This area is in scope within the Children's Five Year transformation programme as agreed November 2021.

Service Area	Budget £	Budget Analysis	Budget £
DC-HNB Recharges	-453,500	Internal charges	
		Authority Costs	
		Pay	
		Premises	
		Transport	
		Supplies & Services	
		Transfer Payments	
		Levies & Precepts	
		Third party	
		School Budgets	
		TOTAL EXPENDITURE	
		Government Grants	
		Reimburse. & Contrib.	-453,500
		Fees & Charges	
		Internal Charges	
		Corporate Income & Expenditure	
		Funding	
		TOTAL INCOME	-453,500
TOTAL BUDGET	-453,500	TOTAL BUDGET	-453,500

Service Description
 Recharges into DC from the High Needs Block.

Budget Area		Dedicated Schools Grant	
Service Area	Budget £	Budget Analysis	Budget £
Dedicated Schools Grant (estimated)		Internal charges	
		Authority Costs	
		Pay	
		Premises	
		Transport	
		Supplies & Services	330,107,562
		Transfer Payments	
		Levies & Precepts	
		Third party	
		School Budgets	
		TOTAL EXPENDITURE	330,107,562
		Government Grants	-330,107,562
		Reimburse. & Contrib.	
		Fees & Charges	
		Internal Charges	
		Corporate Income & Expenditure	
		Funding	
		TOTAL INCOME	-330,107,562
TOTAL BUDGET	0	TOTAL BUDGET	0

Budget Area		Legal & Democratic Services	Node 10006	
Service Area	Budget		Budget Analysis	Budget
	£			£
Assurance	1,750,997		Internal charges	24,450
Democratic & Electoral Services	3,126,759		Authority Costs	1,939,325
Land Charges	-267,761		Pay	5,972,759
Legal Services	3,076,981		Premises	
			Transport	8,950
			Supplies & Services	862,270
			Transfer Payments	
			Levies & Precepts	
			Third party	18,000
			School Budgets	
			TOTAL EXPENDITURE	8,825,754
			INCOME	
			Government Grants	
			Reimburse. & Contrib.	-154,748
			Fees & Charges	-867,700
			Internal Charges	-116,330
			Corporate Income & Expenditure	
			Funding	
			TOTAL INCOME	-1,138,778
TOTAL BUDGET	7,686,976		TOTAL BUDGET	7,686,976
Human Resources				
Total staff employed				119
Number of FTE's				100.91

Budget Area		Assurance	Node 1000601		
Service Area	Budget £	Budget Analysis		Budget £	
Audit	460,646	EXPENDITURE	Internal charges	550	
Assurance	1,290,351		Authority Costs		
			Pay	1,227,458	
			Premises		
			Transport	1,050	
			Supplies & Services	582,990	
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
			TOTAL EXPENDITURE	1,812,048	
			INCOME	Government Grants	
				Reimburse. & Contrib.	-45,622
		Fees & Charges		-1,900	
		Internal Charges		-13,529	
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-61,051		
TOTAL BUDGET	1,750,997	TOTAL BUDGET	1,750,997		

Human Resources	
Total staff employed	22
Number of FTE's	20.69

Service Description

The Assurance Service is a corporate function supporting the full range of the Council's services:

The Emergency Planning team play an active part in the multi agency Local Resilience Forum and also provide both strategic and tactical advice to the Council's Gold and Silver officers and other parts of the Command and Control structure. Through emergency response, the team will be in contact with the public, partners and internal resources;

The Complaints team is a front facing service, corresponding with the public with regards to both compliments and complaints. The team provide assurance through an independent, responsive, objective and customer focussed 'active listening' approach to complaints. The complaints team are also the key link to the Local Government Ombudsman. A commercial offering is available to schools;

The Information Compliance team is a front facing service working with a wide range of Council services facilitating information requests (incl Freedom of Information and Subject Access Requests) from the public, as well as managing any data breaches that occur, liaising with the Information Commissioners Office where required. The team work across the Council ensuring that we are compliant with data protection legislation;

The service leads on the Council's risk management strategy and facilitates the corporate risk register. It plays a key role in the Council's governance arrangements, including managing the statutory Annual Governance Statement. The service commissions internal audit via the South West Audit Partnership and facilitates fraud and whistleblowing arrangements.

The Service Manager for Assurance is the Lead Officer on the Dorset Police and Crime Panel, linking in with elected members of both Dorset Council, BCP Council, the Office of the Police and Crime Commissioner and independent members of the Panel.

How this budget meets the strategic aims of Dorset Council

A key objective for the Assurance Service is to embed organisational learning from complaints, breaches, emergency incidents and other risk events leading to the achievement of better outcomes for Dorset's people. It therefore contributes to improving the full range of the Council's priorities. In particular of note, the Emergency Planning Team are leading on Community Resilience for the Dorset Local Resilience Forum, as well as a wide variety of workstreams aimed to protect and provide resilience to communities. This contributes to the "Strong Healthy Communities" priority. In terms of the "Staying Safe and Well" aim, wellbeing is identified as a Service priority and is a regular discussion point at service meetings, with team members across the service engaged in emotive incidents (particularly across the complaints, information compliance and emergency planning teams).

The Service priorities are:

- The wellbeing and development of our teams;
- Assurance over compliance with relevant legislation;
- Supporting our communities;
- Embed a culture of organisational learning and improvement;
- Improve our ways of working (incl technology);
- Seek commercial opportunities

Future Years Budget Savings and Improved Outcomes

Embedding organisational learning from incidents is focussed on achieving better outcomes for Dorset residents, across the whole range of Council services. The Assurance Service is widening its commercial offer to schools to include emergency planning and business continuity support. Following ongoing non-compliance with statutory timescales, the Subject Access Request function has been centralised with the view of consolidating and improving both compliance rates and service delivery in a more efficient and economical way.

Budget Area		Democratic & Electoral Services	Node 1000602		
Service Area	Budget £	Budget Analysis		Budget £	
Members Services	1,953,925	EXPENDITURE	Internal charges	11,200	
HM Lord Lieutenantcy	5,888		Authority Costs	1,939,325	
Chairman Fund	10,000		Pay	1,145,110	
Democratic Services	1,156,946		Premises		
			Transport	5,500	
			Supplies & Services	161,850	
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
			TOTAL EXPENDITURE	3,262,985	
			INCOME	Government Grants	
				Reimburse. & Contrib.	-90,526
		Fees & Charges		-8,800	
		Internal Charges		-36,900	
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-136,226		
TOTAL BUDGET	3,126,759	TOTAL BUDGET	3,126,759		

Human Resources	
Total staff employed	26
Number of FTE's	22.63

Service Description

Democratic Services: the main role of Democratic Services is to support the Council's decision-making processes and governance structure, providing a professional, customer-focused service. The Team ensure that decision-making processes are transparent and accessible, promoting public participation wherever appropriate, and will enable Members to be equipped with the knowledge and skills to make informed decisions. The key functions are

- (1) promoting the Council as a democratic body,
- (2) supporting elected members and providing an appropriate and targeted members learning and development programme,
- (3) supporting and administering the democratic decision making bodies of the Council, and promoting digital access, and
- (4) organising a programme of civic events for the Chairman.

Electoral Services: Electoral Services is a statutory function and aims to increase public awareness of local democracy and maximise voter turnout through public awareness campaigns. The Team seek to communicate with local residents to increase registration of voters, promoting online registration, and ensuring that every eligible person on the electoral register is able to vote. The Team also ensure the efficient and effective administration of local and national elections and referenda, and is responsible for reviewing community governance for all the parishes that fall within the Dorset Council area. The key functions are

- (1) providing a well administered electoral registration function,
- (2) compiling and maintaining an accurate Register of Electors and
- (3) administering effective, efficient and accessible elections and referenda.

How this budget meets the strategic aims of Dorset Council

This budget enables us to meet our key functions that will, in turn, enable us to support the Council in making decisions that enable the Council to meet its strategic aims. We will, where possible, encourage virtual meetings of members and officers to contribute to the climate and ecological & emergency strategy.

Future Years Budget Savings and Improved Outcomes

We are seeking to enable residents to respond to the annual canvass using email which will hopefully enable us to reduce our printing and postage budgets in electoral services. We are also onboarding with the Customer Account portal that will enable us to communicate with our residents more digitally in future. We will also monitor the member travel budget to identify whether any further savings can be made as we work in a more hybrid fashion.

Budget Area		Land Charges	Node 1000603		
Service Area	Budget £	Budget Analysis		Budget £	
Land Charges	-267,761	EXPENDITURE	Internal charges		
			Authority Costs		
			Pay	481,609	
			Premises		
			Transport	500	
			Supplies & Services	130	
			Transfer Payments		
			Levies & Precepts		
			Third party		
			School Budgets		
			TOTAL EXPENDITURE	482,239	
			INCOME	Government Grants	
				Reimburse. & Contrib.	
				Fees & Charges	-750,000
		Internal Charges			
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-750,000		
TOTAL BUDGET	-267,761	TOTAL BUDGET	-267,761		

Human Resources	
Total staff employed	16
Number of FTE's	14.35

Service Description

The Council has a statutory responsibility for maintaining a Local Land Charges Register and for processing local land charges search requests, which are commonly made as part of property purchases. The Land Charges team maintain the land charges register, receive and process all personal or electronic searches of the land charges register (LLC1) and local authority searches (CON29).

The government has a target of a maximum of 10 working days within which these searches should be returned to applicants.

How this budget meets the strategic aims of Dorset Council

This budget includes required staff and other costs of maintaining the register of local land charges and responding to search requests to meet statutory obligations within target timescales set by government. The budget also includes income from charges made to provide search responses.

Future Years Budget Savings and Improved Outcomes

Utilise and continue to refine and harmonise processes within the new Planning System to make full use of the ability to automate processing of searches.

Reduce backlog of searches.

Keep the staff structure under review to ensure continued alignment to customer requirements.

Keep charge rates under review.

Converge and harmonise legacy council land charges registers to ensure all data is within or can be accessed by the new system.

Create a public facing Land Charges Portal to enable customers to submit and pay for searches electronically.

Prepare for a transfer of land charges registers to HM Land Registry (expected mid/end 2024) (the council will remain responsible for maintaining the land charges register providing source documents and responding to enquiries and responding to CON29 local authority searches but processing of LLC1 searches will transfer to the Land Registry).

Budget Area		Legal Services		Node 1000604	
Service Area	Budget £	Budget Analysis		Budget £	
Legal Services	3,076,981	EXPENDITURE	Internal charges	12,700	
			Authority Costs		
			Pay	3,118,582	
			Premises		
			Transport	1,900	
			Supplies & Services	117,300	
			Transfer Payments		
			Levies & Precepts		
			Third party	18,000	
			School Budgets		
			TOTAL EXPENDITURE	3,268,482	
			INCOME	Government Grants	
				Reimburse. & Contrib.	-18,600
				Fees & Charges	-107,000
		Internal Charges		-65,901	
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-191,501		
TOTAL BUDGET	3,076,981	TOTAL BUDGET	3,076,981		

Human Resources	
Total staff employed	55
Number of FTE's	43.24

Service Description
<p>The team supports the Council in the continued day to day delivery of services and in addition provides support transformation programmes and a range of external clients including Tricuro, Dorset and Wiltshire Fire Authority. This includes:</p> <ul style="list-style-type: none"> • The provision of a prompt and efficient legal service, recognising that in all its activity the Council must work within and through the law. • The smooth and efficient operation of member decision making and scrutiny processes and support for elected members in fulfilling their roles. • Ensuring legality and propriety in decision making. • Ensuring compliance with data protection, freedom of information and surveillance legislation.

How this budget meets the strategic aims of Dorset Council
<p>Complete child and adult litigation, Freedom of Information and Data Protection (subject access requests) in accordance with court and/or statutory timescales</p> <p>Provision of prompt and high quality legal advice.</p> <p>Support the Council, Committees, Panels and other bodies.</p>

Future Years Budget Savings and Improved Outcomes
<p>Legal Services</p> <ul style="list-style-type: none"> • Utilise the new Case Management System for Legal Services • Recruit to vacant posts and development of staff to maintain minimal need for external support. • Keep the structure under review to ensure continued alignment to customer requirements. • Review hourly charge rates.

Budget Area		Partnerships		Node 10007	
Service Area	Budget £	Budget Analysis		Budget £	
Public Health	0	EXPENDITURE	Internal charges	508,400	
			Authority Costs		
			Pay	4,284,000	
			Premises	12,500	
			Transport	20,500	
			Supplies & Services	561,643	
			Transfer Payments		
			Levies & Precepts		
			Third party	21,756,000	
			School Budgets		
			TOTAL EXPENDITURE	27,143,043	
			INCOME	Government Grants	-13,622,243
				Reimburse. & Contrib.	-13,520,800
				Fees & Charges	
		Internal Charges			
		Corporate Income & Expenditure			
		Funding			
		TOTAL INCOME	-27,143,043		
TOTAL BUDGET	0	TOTAL BUDGET	0		
Human Resources					
Total staff employed				86	
Number of FTE's				79.7	

Budget Area		Public Health	Node 1000706	
Service Area	Budget £	Budget Analysis		Budget £
LA BCP	-12,676,000	EXPENDITURE	Internal charges	508,400
LA Dorset	-13,622,243		Authority Costs	
Clinical Treatment	9,023,500		Pay	4,284,000
Early Intervention	11,575,000		Premises	12,500
Health Improvement	2,437,800		Transport	20,500
Health Protection	51,000		Supplies & Services	561,643
Public Health	144,000		Transfer Payments	
Resilience	40,000		Levies & Precepts	
Public Health Team	3,026,943		Third party	21,756,000
			School Budgets	
		TOTAL EXPENDITURE	27,143,043	
		INCOME	Government Grants	-13,622,243
			Reimburse. & Contrib.	-13,520,800
			Fees & Charges	
			Internal Charges	
			Corporate Income & Expenditure	
		Funding		
		TOTAL INCOME	-27,143,043	
TOTAL BUDGET	0	TOTAL BUDGET	0	

Human Resources	
Total staff employed	86
Number of FTE's	79.7

Service Description

The shared public health service aims to protect and improve the health and wellbeing of the population of Dorset and reduce health inequalities. This will be achieved through working with partners and influencing system-wide, through commissioning and directly providing services that will improve health and wellbeing in Dorset and by working with other organisations to embed prevention at scale. We will continue to play a role in responding to COVID-19 and other health protection issues in partnership with the UKHSA and local system partners. We commission sexual health services and public health services for children and young people for the whole of Dorset, and drug and alcohol services for the Dorset council area only. We deliver healthy lifestyle services through our LiveWell Dorset team, with additional commissioned services from GPs, pharmacies and other providers such as Slimming World. We have a key role in developing the Integrated Care Partnership Strategy for the ICS.

How this budget meets the strategic aims of Dorset Council

The shared service will support people to stay safe and well through our commissioned services and in house delivery
The shared service will encourage and support work across Dorset that builds strong and healthy communities with the voice of the community at the centre.

Future Years Budget Savings and Improved Outcomes

The shared service is funded through a ring-fenced grant that must be used for public health. Any uplift to the grant will be utilised to expand our children and young people's services, focused on outcomes such as school readiness, physical activity and emotional health; and healthy lifestyle services, leading to reduced smoking prevalence, improved physical activity, fewer people drinking at harmful levels and fewer people who are overweight and obese. In the longer term this will lead to fewer people with long-term conditions such as diabetes and cardiovascular disease, with reductions in the costs of health and social care. For example in 2021 £8.7M of Dorset council spend can be attributed to impacts of smoking (Action on Smoking and Health, 2021)

Budget Area		Central Finance	Node 10008	
Service Area	Budget £	Budget Analysis		Budget £
General Funding	-36,030,234	EXPENDITURE	Internal charges	
Capital Financing	18,157,566		Authority Costs	
Contingency	4,969,258		Pay	7,178,270
Central Finance	-376,690,248		Premises	
Precepts/Levy	676,000		Transport	
Retirement Costs	1,724,743		Supplies & Services	10,108,611
			Transfer Payments	
			Levies & Precepts	788,200
			Third party	
			Movement in General Fund	16,870,233
		Contingency and Movement in Reserves	-8,122,278	
		TOTAL EXPENDITURE	26,823,036	
		INCOME	Government Grants	-32,628,377
			Reimburse. & Contrib.	
			Fees & Charges	-500,000
			Internal Charges	-197,326
			Corporate Income & Expenditure	-4,000,000
			Funding	-376,690,248
		Cost Centre Balances		
		TOTAL INCOME	-414,015,951	
TOTAL BUDGET	-387,192,915	TOTAL BUDGET	-387,192,915	

Service Description
The Central Finance area holds the general budgets for non service specific funding and payments. This includes Council Tax & Business rates income, as well as other general funding/grants payable to the Council. It hold budgets for capital financing, contingency and the payments of precepts and levies.

Budget Strategy and Medium Term Financial Plan (MTFP)

1. Executive summary

- 1.1 This report sets out proposals for Dorset Council's 2024/25 revenue and capital budgets and summarises the Medium-Term Financial Plan (MTFP), which covers the following four years to 2028/29. The report also includes the Capital Strategy and the Treasury Management Strategy.
- 1.2 The budget proposals are built around the priorities identified in the Dorset Council Plan. The development of the budget concludes a significant programme of work and consultation which includes all member briefing sessions as well as cross party task and finish groups on topics approved at the all member briefing sessions. This process provided all members with an opportunity to examine any and all of the budget assumptions and direct access to officers and directorate plans. These took place from September 2023 to January 2024. Following the publication of the proposed budget this was also considered by the Dorset Council Scrutiny Committees on 12 and 17 January 2024. This paper contains details of Cabinet's responses to the matters raised by those committees.
- 1.3 This budget continues to reflect members' priorities of resource allocation into frontline services wherever possible and this is reflected in the areas of growth set out in the analysis in this paper.
- 1.4 This budget is being set against a global economic backdrop of significant inflation, economic volatility and a cost-of-living crisis.
- 1.5 This paper also provides an update on funding announced in the Local Government Finance Settlement issued on 18 December 2023.

2. Financial implications

All covered within the report.

3. Well-being and health implications

None specifically identified in this report.

4. Natural Environment, Climate & Ecology Implications

Included in Appendix 5.

5. Other Implications

Nothing specific.

6. Risk assessment

- 6.1 Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: High
Residual Risk: High

- 6.2 The Council is required to set a balanced budget. The financial climate remains extremely challenging, and the risks therefore remain high for all local authorities as we aim to deliver value for money and financial sustainability in a highly volatile environment.
- 6.3 The Council is currently forecasting an overspend in 2023/24. The Quarter 3 financial management report provides analysis of that estimate and is a separate item on the same Cabinet agenda as this report.
- 6.4 The **provisional** Local Government Finance Settlement was published on 18 December 2023 and, though the Council is still working through the detail of some contained within this, headline conclusions and assumptions are set out in this report.
- 6.5 The short-term nature of the settlement is again a risk and affects our ability to plan for strategic service delivery in the longer term. This Council continues to call for a longer-term, multi-year settlement which would provide greater certainty over resource levels.
- 6.6 Despite the mitigations and the governance framework around strategic and financial performance that the Council has in place, the S151 Officer deems the risk still to be high which, despite Dorset's robust financial position relative to others, principally reflects the national picture and economic conditions affecting all local authorities. Pressures continue to build in the Medium-Term Financial Plan (MTFP) and around the High Needs Block (HNB) of the Dedicated Schools Grant (DSG).

7. Equalities impact assessment

- 7.1 The budget is a framework for the Council to achieve its priorities and the requirement to achieve a balanced budget is delivered through a number of key assumptions, and the delivery of programmes of transformational change.
- 7.2 The overall budget framework has not been the subject of a separate equality impact assessment but the programmes and changes upon which delivery of the budget will depend will themselves be assessed.

8. Appendices

1. High-level consolidated revenue budget summary and directorate budget summaries
2. Council Tax resolution (for the Council report only)
3. Capital Strategy 2024-2029 (for the Cabinet and Council reports)
4. Treasury Management Strategy 2024/25 (for the Cabinet and Council reports)
5. Climate Wheel
6. Response to the issues raised by the scrutiny committees
7. Harbours Advisory Committee budget proposals for 2024/25

8. Flexible use of Capital Receipts Policy for 2024/25-2029/30

9. List of Fees and Charges for 2024/25

9. Background papers

[Medium term financial plan and budget update to Cabinet 7 November 2023](#)

10. Introduction, context and priorities

10.1 The refreshed Dorset Council Plan 2022-24 was agreed by Council in October 2022. The plan is underpinned by five key priorities for 2022-24 and details the steps we will take to deliver our vision to make Dorset a great place to live, work and visit.

10.2 **Driving economic prosperity** - We will support sustainable economic growth across the county, enabling high-quality jobs through improvements to productivity, sustainability, and accessibility, creating great places to live, work and visit.

10.3 **Creating stronger, healthier communities** - We will enable our residents, working with partners, to develop strong networks of support and maintain strong communities. We will focus on the most vulnerable in our communities to improve wellbeing and reduce inequality through collaboration between public services, community leaders, residents and voluntary groups.

10.4 **Creating sustainable development and housing** - We will work with government, registered housing providers, community land trusts and local housing partners to deliver affordable, suitable and decent housing. We will ask for their support to help us promote our climate and ecological priorities by providing sustainable services such as rainwater harvesting, solar panels and other such approaches.

10.5 **Protecting our natural environment, climate and ecology** - We will improve access to, and use of, Dorset's environment in a sustainable way which protects it for future generations.

10.6 **Becoming a more responsive, customer focused council** - We will continue to be responsive, fair and efficient in how we deliver services to our customers by listening and learning from their experiences. We will strive to constantly improve, with an emphasis on innovation and working with you in a collaborative approach.

10.7 Aligned to the Dorset Council Plan, Cabinet has approved the Transformation Plan, which described the approach that the Council is taking to redesigning services, so that the Council's priorities can be met with the funding available.

10.8 The challenge for 2024/25 and beyond continues to be 'How will the Council achieve a balanced budget whilst continuing to provide high quality services for the residents of Dorset?'

11. Environmental volatility and uncertainty and budget assumptions

11.1 Since 2021, inflation has proven extremely volatile, which continues to make it extremely difficult to estimate how current and future inflation and other global events will impact local

authorities. However, we are required by law to set a balanced budget and we must build our MTFP and Budget Strategy with the best information and knowledge we have available and with clarification around the risks involved and the mitigations supporting them.

- 11.2 It should be noted that these are forecasts of what will happen are on top of the base budget that was built for 2024/25.
- 11.3 The approach to inflation for 2024/25 has been to include pay inflation of 5% and to add general inflation of 3.2%. The Council expects a continuation of good contract management practice with suppliers to ensure productivity, efficiency and sustainability are also reviewed at the same time as the scope for price increases. The Council's budgets are essentially cash limited and we cannot therefore afford to award full inflationary uplifts for all service contracts.
- 11.4 As well as general inflation, the budget proposals make provision for further, specific inflation where we know that this is going to be necessary – and in some cases, where we have received specific grant from Government to deliver this, such as the expectations around increases in care markets resulting from increases in the minimum wage. A summary of price increases built into the budget across directorates, in addition to general inflation, is shown in the table below.

	Original 2024/25	Revised 2024/25
Council tax increase	<2%	<3%
Council tax base growth	0.75%	0.94%
Social Care Precept	1%	<2%
Business rates growth	0.50%	27.44%
Pay award	2.00%	5.00%
General inflation	2.50%	3.20%
Increase in fees & charges	2.50%	5.00%
	0%	0%
Employer pension contribution	+£240k	+£240k

12 Fees and charges

- 12.1 An average increase in fees and charges income has also been estimated at 5%, with budgets uplifted accordingly. It is expected that this average increase will be delivered through a mix of price and volume increases, reflecting the Council's ability to influence demand. The average price increase is assumed to be 5%. For some services this means the variation in charges will be higher, and in others it will be lower.
- 12.2 The Council's Fees and Charges Policy was implemented for the 2023/24 Budget and is published on the Council website. [Fees and Charges Policy 2023 - Dorset Council](#).
- 12.3 Implementation and subsequent monitoring to ensure the success of policy objectives is a significant step towards the Council recovering more of its costs and placing less demand on general funding. Increasing income also comes with increased risk, however, especially when operating in a competitive market. As revenues grow, so does risk and the resource required to manage new business efficiently.
- 12.4 A full comprehensive list of the Council's Fees and Charges are included in Appendix 9.

13 Provisional Local Government Finance Settlement

- 13.1 The Local Government Finance Settlement was published on 18 December 2023. It followed the publication of a finance policy statement on 12 December 2023 that set out Government's intentions for the Local Government Finance Settlement for the next year.
- 13.2 The Council is still working through the detail of the statement, but the headlines and assumptions we are making and including in the Budget Strategy are set out below and throughout the rest of this report.
- 13.3 Headline information on the Core Spending Power of Local Government as a sector is shown in the table below, for the six financial years for which Dorset Council has been established. More detail follows on the Council's own [provisional settlement figures](#).
- 13.4 There have been headline announcements that Local Government Core Spending Power (CSP) has been increased by an average of 6.5%. This equates to a national CSP uplift of £3.9bn, of which 53% comes from increased Council Tax.
- 13.5 CSP is made up of the following key components.
- 1) Core Settlement - Retained business rates and Revenue Support Grant
 - 2) Council Tax
 - 3) Social Care Grants – e.g. Discharge grant, Better Care Fund
 - 4) Other grants - un-ringfenced grants e.g. Local Services Grant, New Homes Bonus etc.

- 13.6 The [Local government finance policy statement 2024 to 2025 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/local-government-finance-policy-statement-2024-to-2025) confirms that the settlement guarantees an increase in core spending power (CSP) of at least 3% **before** any decision the Local Authority makes about organisational efficiencies, use of reserves, and Council Tax levels. To ensure this 3% uplift the Government has introduced a Funding Guarantee.
- 13.7 Analysis undertaken by the Society of County Treasurers has identified that, where CSP increases by an average of 6.5%, nationally this consists of £1.825bn (47%) of additional grant and £2.078bn (53%) in additional Council Tax.
- 13.8 This means the only way to realise this **full** uplift of 6.5% CSP is to take the maximum flexibilities granted when it comes to raising Council Tax, as this is assumed as part of the calculation. The maximum increase allowed varies by authority type.
- 13.9 All England Core Spending Power

Illustrative Core Spending Power of Local Government:						
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 ⁸
	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	14,559.6	14,796.9	14,809.7	14,882.2	15,671.1	16,562.7
Compensation for under-indexing the business rates multiplier	400.0	500.0	650.0	1,275.1	2,204.6	2,581.3
Council tax requirement excluding parish precepts ^{1,2}	27,767.8	29,226.9	30,308.2	31,922.5	33,984.3	36,062.2
Improved Better Care Fund	1,837.0	2,077.0	2,077.0	2,139.8	2,139.8	2,139.8
New Homes Bonus	917.9	907.2	622.3	556.0	291.3	291.4
New Homes Bonus returned funding	0.0	0.0	0.0	0.0	0.0	0.0
Rural Services Delivery Grant	81.0	81.0	85.0	85.0	95.0	95.0
Transition Grant	0.0	0.0	0.0	0.0	0.0	0.0
Adult Social Care Support Grant	0.0	0.0	0.0	0.0	0.0	0.0
Winter Pressures Grant ³	240.0	0.0	0.0	0.0	0.0	0.0
Social Care Support Grant	410.0	0.0	0.0	0.0	0.0	0.0
Social Care Grant ⁴	0.0	1,410.0	1,710.0	2,346.4	3,852.0	4,544.0
Market Sustainability and Fair Cost of Care Fund	0.0	0.0	0.0	162.0	0.0	0.0
ASC Market Sustainability and Improvement Fund ⁵	0.0	0.0	0.0	0.0	562.0	1,050.0
Lower Tier Services Grant	0.0	0.0	111.0	111.0	0.0	0.0
ASC Discharge Fund	0.0	0.0	0.0	0.0	300.0	500.0
Services Grant ⁶	0.0	0.0	0.0	822.0	483.3	76.9
Grants rolled in ⁷	335.8	338.0	345.1	345.4	480.0	0.0
Funding Guarantee	0.0	0.0	0.0	0.0	133.3	196.5
Core Spending Power	46,549.1	49,337.0	50,718.3	54,647.4	60,196.7	64,099.8

Dorset Council Core Spending Power (CSP) changes

13.10 The table below sets out year-on-year changes in the published CSP figures. The settlement was broadly in line with our expectations.

13.11 Dorset Council's CSP increases by 6.4%, £25.25m, of which £16.73m (66%) is based on the requirement to raise Council Tax.

Illustrative Core Spending Power of Local Government:							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 ¹	Change
	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	43.6	44.3	44.3	44.3	46.6	48.3	1.64
Compensation for under-indexing the business rates multiplier	1.4	1.8	2.3	4.5	7.8	9.7	1.89
Council tax requirement excluding parish precepts ^{1,2}	241.3	251.5	263.9	276.0	290.5	307.2	16.73
Improved Better Care Fund	10.4	12.1	12.1	12.5	12.5	12.5	-
New Homes Bonus	3.8	3.0	1.7	3.8	1.8	0.9	(0.89)
New Homes Bonus returned funding	0.0	0.0	0.0	0.0	0.0	0.0	-
Rural Services Delivery Grant	2.4	2.4	2.5	2.5	2.8	2.8	-
Transition Grant	0.0	0.0	0.0	0.0	0.0	0.0	-
Adult Social Care Support Grant	0.0	0.0	0.0	0.0	0.0	0.0	-
Winter Pressures Grant ³	1.7	0.0	0.0	0.0	0.0	0.0	-
Social Care Support Grant	2.9	0.0	0.0	0.0	0.0	0.0	-
Social Care Grant ⁴	0.0	9.0	9.4	13.3	22.3	26.1	3.78
Market Sustainability and Fair Cost of Care Fund	0.0	0.0	0.0	1.2	0.0	0.0	-
ASC Market Sustainability and Improvement Fund ⁵	0.0	0.0	0.0	0.0	4.0	7.5	3.47
Lower Tier Services Grant	0.0	0.0	0.4	0.4	0.0	0.0	-
ASC Discharge Fund	0.0	0.0	0.0	0.0	1.7	2.9	1.16
Services Grant ⁶	0.0	0.0	0.0	3.1	1.8	0.3	(1.51)
Grants rolled in ⁷	1.1	1.1	1.2	1.2	2.6	0.0	(2.60)
Funding Guarantee	0.0	0.0	0.0	0.0	0.0	1.6	1.56
Core Spending Power	308.7	325.2	337.7	362.7	394.5	419.7	25.25

Settlement Funding Assessment (SFA)

13.12 SFA is the local share of business rates and Revenue Support Grant (RSG). Members will recall that Dorset Council started to receive RSG from 2023/24 financial year. For the 2024/25 settlement, Dorset Council now receives £698k from RSG, an increase of £43k compared to 2023/24.

13.13 Contextually, RSG nationally is being increased by CPI and so was inflated by 6.7% for 2024/25 before grants were rolled in so those that continue to receive it will benefit from this funding growth.

13.17 The Council prepares its own calculations based on local circumstances. These calculations are supported by external validation and modelling to ensure these key aspects of the Council budget are robust. These assumptions also follow the new officer led monitoring programme which has been implemented in 2023/24.

Council tax

13.18 The announcements have confirmed that the limit for a local referendum remains at 3% – so a proposal to increase Council Tax by 3% or more will trigger a local referendum. There is also provision for councils with social care responsibilities to raise the adult social care precept by a further 2%. These changes apply for 2024/25 as well as 2023/24. As stated earlier in this report, the headline increase of Core Spending power is only achieved if Councils make full use of this power.

13.19 These budget proposals include a core Council Tax increase of 2.9985% and an adult social care precept increase of 1.9975%. The proposed total increase is therefore 4.996%, which results in an annual band D Council Tax charge of £2,001.15. This is an increase of around £1.82 per week on the 2023/24 charge. The Council Tax charges proposed for each band for 2024/25, for Dorset Council only, are set out in the table, below.

2024/25	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Core	£1,148.94	£1,340.43	£1,531.92	£1,723.41	£2,106.39	£2,489.37	£2,872.35	£3,446.82
Social Care Precept	£185.16	£216.02	£246.88	£277.74	£339.46	£401.18	£462.90	£555.48
Total	£1,334.10	£1,556.45	£1,778.80	£2,001.15	£2,445.85	£2,890.55	£3,335.25	£4,002.30

13.20 Some further facts about the composition of our Council Tax base which help understand the makeup of households and respective bills are as follows:

- a) 51% of households in Dorset are in Bands A – C.
- b) This is increased to 71% of households when looking at Bands A – D
- c) The number of households receiving Local Council Tax Support (LCTS) are 22,303
- d) This includes 9,673 Pensioners on LCTS.
- e) Single Person Discount applies to 59,315 households.
- f) There are also a range of other reliefs and disregards which provide support depending on who lives in the property, e.g. 1,372 band reductions are awarded where there is a disabled resident.

13.21 Section 14 of this report provides more information about the improvements to LCTS for 2024/25.

13.22 Councils set their Council tax based on the number of 'Band D equivalent properties'. The Council has calculated its tax base as 153,849.7 band D equivalent properties, compared with 152,424 for the previous year, an increase of <1%.

Core Spending Power (CSP) Grants

13.23 The next part of this report details a range of grants which form part of Dorset's Core Spending Power. National and local allocations are included in the earlier table.

Social Care Grant

- 13.24 Nationally, £4.5bn is being made available. More details on Dorset Council's share of the fund are included in the earlier table, which outlines changes to Dorset's Core Spending Power.
- 13.25 This is not new funding and was originally announced in the Autumn Statement in 2022. At the same time it was confirmed that, of the national allocation, £1.877bn (41%) is funded through delays in Social Care Reform relating to charging. This reform was delayed from October 2023 to October 2025. As a result, there is no certainty as to what happens for 2025/26 and, as a result, these grant values cannot be assumed to continue in 2025/26.
- 13.26 For Dorset Council this means £10.7m (41%) of the 2024/25 allocation of £26.1m is at risk as there is no clarity on if or how this funding will be allocated for 2025/26.
- 13.27 As in previous years, it is recommended that the increase in allocation is split 50/50 between the Adults & Housing Directorate and Children's Directorate, to be used in line with the terms of the grant.

Grant funding for discharge

- 13.28 £500m in 2024/25 is being made available nationally. Funds will be pooled through the Better Care Fund (BCF) process. This pooled budget supports joint working across the NHS and Local Government. All of which aims to facilitate better integration of health and social care to achieve better outcomes for people and carers. This is in addition to the existing BCF, rather than repurposing.

Ringfenced grant to Market Sustainability and Improvement Fund (MSIF)

- 13.29 Nationally, £1bn in 2024/25 is being provided in a separate grant for Market Sustainability and Improvement in Adult Social Care. The increase in national allocation is offset by the reduction in 'grants rolled in', which is where last year's MSIF allocation is shown on Dorset Council's allocation. This leaves an increase of £1.2m to provide Market Sustainability and Improvement in 2024/25.

Services grant

- 13.30 DLUHC describe the intention of this grant as "to provide funding to all tiers of local government in recognition of the vital services delivered at every level..."
- 13.31 The Services Grant is being reduced by 84%. Nationally, a reduction from £483.3m in 2023/24 to £76.9m
- 13.32 The distribution of the remaining grant will continue to follow the Settlement Funding Assessment as previously. Dorset's allocation of this grant has been reduced by £1.51m and now amounts to £282k for 2024/25.

New Homes Bonus

- 13.33 The New Homes Bonus will continue in 2024/25. Dorset Council's allocation has been reduced from £1.8m in 2023/24 to £0.9m in 2024/25.

Rural Services Delivery Grant

- 13.34 The national allocation for Rural Services Delivery Grant will remain unchanged. Therefore, Dorset Council's share remains at £2.8m in 2024/25.

Minimum Funding Guarantee

- 13.35 The Minimum Funding Guarantee is given to councils to ensure their Core Spending Power (CSP) "before any decision they make about organisational efficiencies, use of reserves, and Council Tax levels" is at least a 3% increase.
- 13.36 As Dorset's CSP before Council Tax does not rise by the minimum 3%, Dorset is now reliant on the Minimum Funding Guarantee and received £1.6m to provide this 3% increase in CSP.

Public sector pay

- 13.37 Local authority pay is negotiated nationally by the National Joint Council (NJC). For 2023/24 there was an additional £1,925 increase up to spinal column point 43, and an additional 3.88% increase from spinal column point 44. This added around 5% to Dorset Council's overall pay bill.
- 13.38 As noted earlier, for 2024/25 the assumed pay increase is 5%, which amounts to approximately £8.7m and essentially assumes national negotiations will result in broadly the same pay deal again in 2024/25.
- 13.39 The national living wage (NLW) will increase by 9.8% to £11.44 per hour from 1 April 2024. It will apply to people aged 21 and above. It is anticipated that, as in the last two years, the nationally negotiated pay award means that staff on spinal column point (SCP) 1 will continue to be above the national living wage.

Dedicated Schools Grant (DSG)

- 13.40 The Dedicated School Grant (DSG) is a ring-fenced grant, the majority of which is used to fund individual schools' budgets in local authority maintained schools and academies in Dorset, early years nursery entitlement and provision for pupils with high needs, including those with Education Health & Care Plans (EHCPs) in special schools, special provision and mainstream schools in Dorset and out of county. Part of the DSG, the Central Services Schools Block (CSSB), provides funding for Dorset Council to carry out central functions on behalf of pupils in state-funded maintained schools and academies in England.
- 13.41 There are four blocks within the DSG: Schools Block (SB) £246.4m, High Needs Block (HNB) £55.8m, Early Years Block (EYB) £25.9m and Central Services Schools Block (CSSB) £1.9m.
- 13.42 Dorset's DSG provisional allocation is for 2024/25 is therefore £330m before recoupment, including additional grants and the use of the Growth Fund reserve.
- 13.43 The 2023/24 Q2 forecast overspend is £24.6m, thus increasing the cumulative forecast deficit to £60.5m before Safety Valve partner contributions. Adjusting for partner contributions from the DfE and Dorset Council, the cumulative deficit is forecast to be £45.8m.
- 13.44 The Government previously announced the extension to the statutory override for the DSG from 2023/24 to 2025/26. In practical terms this means that the cumulative overspend on the DSG will not fall to be funded from the Council's reserves but will instead continue to be treated as a separate, negative reserve on the Council's balance sheet.
- 13.45 As reported as part of the Quarterly finance reports, the Council has entered into a Safety Valve agreement and is now engaged in discussion as part of the 'Enhanced Monitoring and Support' programme. The deal and ongoing activity aims to reduce the cumulative overspend over time.

14 Local Council Tax support (LCTS) scheme

- 14.1 Each year the Council is required to review its Council Tax Reduction (CTR) Scheme in accordance with the requirements of the schedule 1A of the Local Government Finance Act 1992 and to either maintain the scheme or replace it.
- 14.2 The Council does not need to make any decision in relation to pension age applicants as that scheme is prescribed by Government and is operated by all English authorities in a similar way.

- 14.3 As with all authorities, the Council needs to adopt a CTR scheme for working age applicants and as experienced by the majority of authorities within England, the Council also needs to make changes to the CTR scheme for working age applicants in order to reduce the significant administrative burden placed on the Council by the introduction of Universal Credit.
- 14.4 At Full Council on 14 December 2023 a simplified banded / income approach was approved. The approach has been designed to remove the main problem areas, in particular. (a) The level of support available to the poorest households; (b) The problems with the introduction of full-service Universal Credit; and (c) The significant increase in administration costs due to the high level of changes received in respect of Universal Credit.
- 14.5 The newly approved scheme has a number of features as follows:
- More support shall be given to those households on the lowest of incomes.
 - The changes can only be made to the working age scheme as the current scheme for pensioners is prescribed by Central Government.

There will now be a single unified simple income grid model as shown below:

Discount	Weekly Net Income				
	Single	Couple	Family with 1 dependant	Family with 2 dependants	Family with 3 or more dependants
Band 1* 100%	£0 to £90.00	£0 to £135.00	£0 to £155.00	£0 to £220.00	£0 to £285.00
Band 2 80%	£90.01 to £125.00	£135.01 to £175.00	£155.01 to £195.00	£220.01 to £260.00	£285.01 to £325.00
Band 3 60%	£125.01 to £160.00	£175.01 to £215.00	£195.01 to £235.00	£260.01 to £300.00	£325.01 to £365.00
Band 4 40%	£160.01 to £195.00	£215.01 to £255.00	£235.01 to £275.00	£300.01 to £340.00	£365.01 to £405.00
Band 5 20%	£195.01 to £230.00	£255.01 to £295.00	£275.01 to £315.00	£340.01 to £380.00	£405.01 to £445.00
Band 6 0%	£230.01 +	£295.01+	£315.01+	£380.01+	£445.01+

- 14.6 The recently approved policy increases the highest level of discount to be set at a maximum level of liability (100%), Band 1, and all current applicants that are in receipt of a 'passported benefit' such as Income Support, Jobseeker's Allowance (Income Based) and Employment and Support Allowance (Income Related) will receive maximum discount on the basis that their household income has already been assessed.
- 14.7 All other discount levels are based on the applicant's and partner's, (where they have one), net income.
- 14.8 The scheme allows for variation in household size with the levels of income per band increasing where an applicant has a partner, and / or dependants.

- 14.9 There will be a restriction on support to Council Tax Band E level (any applicant who resides in a property banded F,G or H will have their Council Tax Reduction calculated on a Band E level. Currently there are 240 band F, 79 band G and 1 band H.
- 14.10 Where an applicant has non-dependants living with them, there will be a fixed standard charge of £5 per week per non-dependant. This is a significant change from the existing deductions which can be up to £14.15 per week and the change will significantly assist low income households.
- 14.11 Disability benefits such as Disability Living Allowance and Personal Independence Allowance will continue to be disregarded.
- 14.12 Where any applicant, their partner, or dependant child(ren) are disabled, a further disregard of £50 per week will be given, thereby continuing to provide additional support to those with disabilities.
- 14.13 The following are disregarded:
- a) Carer's Allowance and the Support Component of Employment and Support Allowance will be disregarded.
 - b) Child benefit and Child Maintenance will continue to be disregarded.
 - c) The following elements within Universal credit will be disregarded:
 - i) Housing Element.
 - ii) Disabled Child Element.
 - iii) Carer's Element; and
 - iv) Limited Capability for Work and Limited Capability for Work & Work Related Activity Elements
 - d) The total disregard on war pensions and war disablement pensions will continue.
- 14.14 Extended payments will be removed.
- 14.15 A capital limit of £6,000 with no tariff (or assumed income) will be applied;
- 14.16 Backdating of claims will be allowed for up to 3 months, this is an extension from the existing 1 month provision. The period of backdate will be at the discretion of the Council and would not affect periods prior to 1 April 2024.

15 Flexible use of capital receipts

- 15.1 At Council on 14 December, the Flexible Capital receipts policy for 2023/24 to 2024/25 was approved for the use of up to £2m of capital receipts. In the provisional local government settlement on 18 December 2023, the national policy has been extended to March 2030.
- 15.2 Appendix 8 details Dorset Council's approach to use of capital receipts and contains details of the proposed work plan for 2024/25.

16 MTFP process and budget development

- 16.1 The budget approved in February 2023 showed there was a MTFP gap, including planned savings, of £31.895m from 2024/25 to 2027/28, of which £13.815m arose in 2024/25. Following on from a review of our assumptions and accumulating cost and demand pressures, the budget gap moved on as summarised in the table below, which was presented to Cabinet on 7 November 2023.

Opening budget gap as at 14/02/23	£13,815,097
Council tax increase/growth	(£4,726,897)
Business rates increase/growth	(£3,212,735)
Change in grant	(£1,861,610)
Change in inflation	£5,637,949
DSG recovery plan (now funded from reserves)	(£4,400,000)
Adult's pressures	£3,432,234
Corporate pressures	£2,951,119
Place pressures	£24,463,907
Children's pressures	£5,968,772
Change in central finance pressures	(£840,000)
Adult's savings	(£8,000,000)
Corporate savings	(£1,819,864)
Place savings	(£4,831,000)
Central savings	(£3,600,000)
Draft Budget gap as at 20/10/23	£22,976,973

- 16.2 It was clear that rising demands were having an impact on the MTFP and increased the budget gap from £14m to £23m.

- 16.3 Over the time since then, officers have put in an enormous amount of work to identify further savings and transformation options to help close the budget gap. This information was shared with all members at informal briefings. This work has enabled the budget gap to be closed as follows.

Budget gap as at 7/11/2023	£22,976,973
Savings from Our Future Council	(£12,040,831)
Business rates increase/growth	(£10,313,264)
Council increase/growth	(£1,684,770)
Reduction in Corporate pressures	(£802,357)
Change in inflation	(£711,938)
Increase in Central pressures	£50,500
Reduction in Corporate savings	£169,000
Increase in Place pressures	£441,995
Reduction in Place savings	£892,600
Reduction in central grants	£1,022,092
Budget gap	£0

17 Setting a balanced budget

- 17.1 The November 2023 budget report to Cabinet reflected that all budget work needs process and method, and these must be structured around a framework – in this case, a draft statement of principles – to be used in developing the budget. The principles were intended to be constructed as helpful language to be used to describe how we would do our work to balance the budget and take difficult decisions about how to deliver the priorities and outcomes in the Council Plan. The principles are:

- i) we will not balance the Budget Strategy by using reserves
- ii) resource allocation will be driven by the Dorset Council Plan and priorities
- iii) services should be protected where possible but clearly demonstrate value for money and improved efficiency
- iv) we should seek to maximise the savings from becoming a unitary council
- v) we will develop short-term and long-term transformational savings plans
- vi) we will continue to take an increasingly commercial approach
- vii) we will use best practice around business cases for our decision making and we will be open to invest to save opportunities
- viii) budgets should be realistic to achieve the objectives of the Council and we must hold ourselves to account for their delivery and sound financial management.

18 Summary budget proposals

- 18.1 Analysis of budget movements and savings is set out in the individual Directorate/Service sections of this report and in the appendices. If adopted, this Budget Strategy will deliver a balanced budget in 2024/25 and the following gaps, still to be resolved, for the following years

of the MTFP.

	Previous Year Budget 2023-24 £m	MTFP Yr1 2024-25 £m	MTFP Yr2 2025-26 £m	MTFP Yr3 2026-27 £m	MTFS Yr4 2027-28 £m	MTFP Yr5 2028-29 £m
Council tax	292.109	307.876	319.490	331.542	344.040	357.021
Business rates (NDR funding)	50.199	63.976	60.457	60.457	60.457	60.457
Other grants treated as general funding	5.245	4.402	3.420	3.420	3.420	3.420
Total funding	347.553	376.254	383.368	395.420	407.918	420.898
Budget requirement	347.553	376.254	396.867	421.953	447.867	471.850
Budget gap (cumulative)	0.000	0.000	(13.499)	(28.534)	(39.950)	(50.952)

18.2 The proposed directorate budgets are as follows.

	Adjusted base budget 23/24	Draft base budget 24/25	Increase in base after adjustments	%
Adults and Housing	£147,218,371	£154,387,356	£7,168,985	5%
Childrens	£77,760,595	£84,462,153	£6,701,558	9%
Corporate	£35,626,263	£38,368,703	£2,742,440	8%
Place	£86,648,730	£109,974,703	£23,325,973	27%
Central Finance	£299,017	(£10,939,359)	(£11,238,376)	N/A
Total	£347,552,976	£376,253,556	£28,700,580	8%

Council Tax, Business Rates and Central Grants Funding	(£347,552,976)	(£376,253,556)	(£28,700,580)	8%
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18.3 More detail on the directorate budgets is available in the next section.

19 Directorate-level context updates

19.1 This section of the report deals with the budget contexts for each of the Council's directorates.

19.2 Appendix 1 contains a reconciliation of the changes for each Directorate.

Adults & Housing Services

- 19.3 Adults and Housing have had a busy year supporting the system with the rising demand for services with no additional core funding. Through partnership working we are seeking a way forward to rebalance demand and spend across the system to improve resilience and outcomes for people.
- 19.4 The net budget proposed for Adults and Housing Services is an increase of £7.169m, to £154.387m, a net increase of 4.9%.
- 19.5 Adult Social Care and Housing have developed a ten-year plan that will deliver improved outcomes and greater financial sustainability to manage future demand and market sustainability. The programme looks to deliver prevention, short term care, quality, and sustainability through six programmes of work.
- 19.6 Budget increases centre on two main themes for 2024/25; pressures that impact all council services, such as pay inflation, general inflation and cost of increments and pay awards (£6.749m); and specific budget increases for Adults and Housing, totalling £8.420m.
- 19.7 Specific budget increases cover Adult Social Care packages including growth totalling (£6.920m) and additional funding to support the shortfall in Housing subsidy (£1.5m).
- 19.8 The above pressures have been offset by 2024/25 transformation savings (£8.0m), as follows:

Proposal	Description	Value
Market management	For the ASC budget a large part of the financial pressure is created through the expectation of inflationary uplifts. Over recent years our commissioners have worked with care providers to assess "fair cost of care" fee rates, through our commissioning strategies we have also made substantial uplifts over the last 2 years in areas of the market where supply and quality required improvement using government grant funding. Building on this approach for 2024/25, we will continue to target uplifts and containing uplift requests within the amount of government grant available. This will reduce the pull on the wider council budget using an evidence-based discussions on uplifts above the "fair cost of care" rates.	£5.000m
Working age accelerator	Recognising the changing needs of a cohort of people with learning disability as they age, we will be working with them to arrange care that more appropriately responds to their needs, and we expect that this will be possible at lower rates than currently being paid.	£0.500m

HomeFirst accelerator	Building on our first successful year of homecare optimisation, we will continue to develop our out-of-hospital homecare and reablement support offer. Deploying reablement support to all parts of the hospital pathway (pre-attendance, pre-admission, and discharge) we intend to reduce long-term care requirements and to return more people to independence after crisis.	£0.926m
Accommodation with support	These savings are to be delivered by new extra care housing options which come on stream later in the year, which will provide a more cost-effective alternative to residential care.	£0.074m
Commissioned Community Care	Over the past two years we have worked with individuals and providers to better meet people's needs at lower cost, often involving some quite complex care needs and high cost of placement. This includes building on an improving picture of support options available in the county to offer people the chance to move from more expensive out-of-county placements into Dorset. It also includes work with our system partners. This saving anticipates that we continue with that work.	£1.500m

- 19.9 In addition to this, the continuation of grants including Discharge Fund, Market Sustainability Improvement Fund and additional Adult Social Care Grant will support the Adult Social Care budget.
- 19.10 There are risks within all budgets, particularly those demand led services that sit within Adults and Housing services. All modelling and strategic budget planning has been based on the best information and projections available. However, pressures and demands are subject to change, and this can have a significant budgetary impact. Because of the sharp 28% increase in homelessness need and demand, and a broader rise in need for supported, adapted or affordable homes, this requires an expansion of the approach to prevent and relieve homelessness and address a broad spectrum of housing needs. This is so that it succeeds at this scale and finds suitable alternative housing for greater numbers of people in need.
- 19.11 Given the extent of need coming forwards work is underway to recalibrate the current plans to transform the approach to homelessness and to remove the reliance on expensive bed and breakfast accommodation to relieve homelessness. Because of the sharp 28% increase in homelessness need and demand, and a broader rise in need for supported, adapted or affordable homes, this requires an expansion of the approach to prevent homelessness so that it succeeds at this scale and finds suitable alternative housing for greater numbers of people in need.

Children's Services

- 19.12 The overall budget proposed for Children's Services is an increase of £6.7m, to £84.46mm, an increase of 9%.
- 19.13 The Directorate's ambitious, five-year transformation plan is a key component of the 2023/24 budget, along with the Dorset Children Thrive locality model and closer working with partners from various agencies, delivering six priorities, including all children and young people within Dorset having the best start to life.
- 19.14 Partly due to the above Children's Services were awarded Families First for Children Pathfinder (FFCP) Wave 1 status, a two-year project running until March 2025. This project is between the Department for Education (DfE) and three local authorities across England. Dorset will work with local partners to co-design and deliver end-to-end service reform, implementing new Family Help services, child protection arrangements and support for kinship care.
- 19.15 This is the government's children's social care implementation strategy, Stable homes, built on love. It responds to recommendations from the independent review of children's social care, the Child Safeguarding Practice Review Panel report on child protection in England and the Competitions and Market Authority's market study of children's social care provision. The pathfinder will test delivery of key strategy commitments.
- 19.16 Dorset is part of the DfE pathfinder Families first for children (FFC). This provides an extra £4.5m of funding which can be used between July 2023 and March 2025.
- 19.17 Remodelling budgets to deliver these priorities remains a critical activity.
- 19.18 2024/25 will be the fourth year of the Children's Services transformation programme, with projected in-year savings of £4.25m.
- 19.19 Budget increases centre on two main themes for 2024/25; pressures that impact all council services, such as pay inflation, general inflation and cost of increments and pay awards (£5m); and specific budget increases for Children's services, totalling £5.9m.

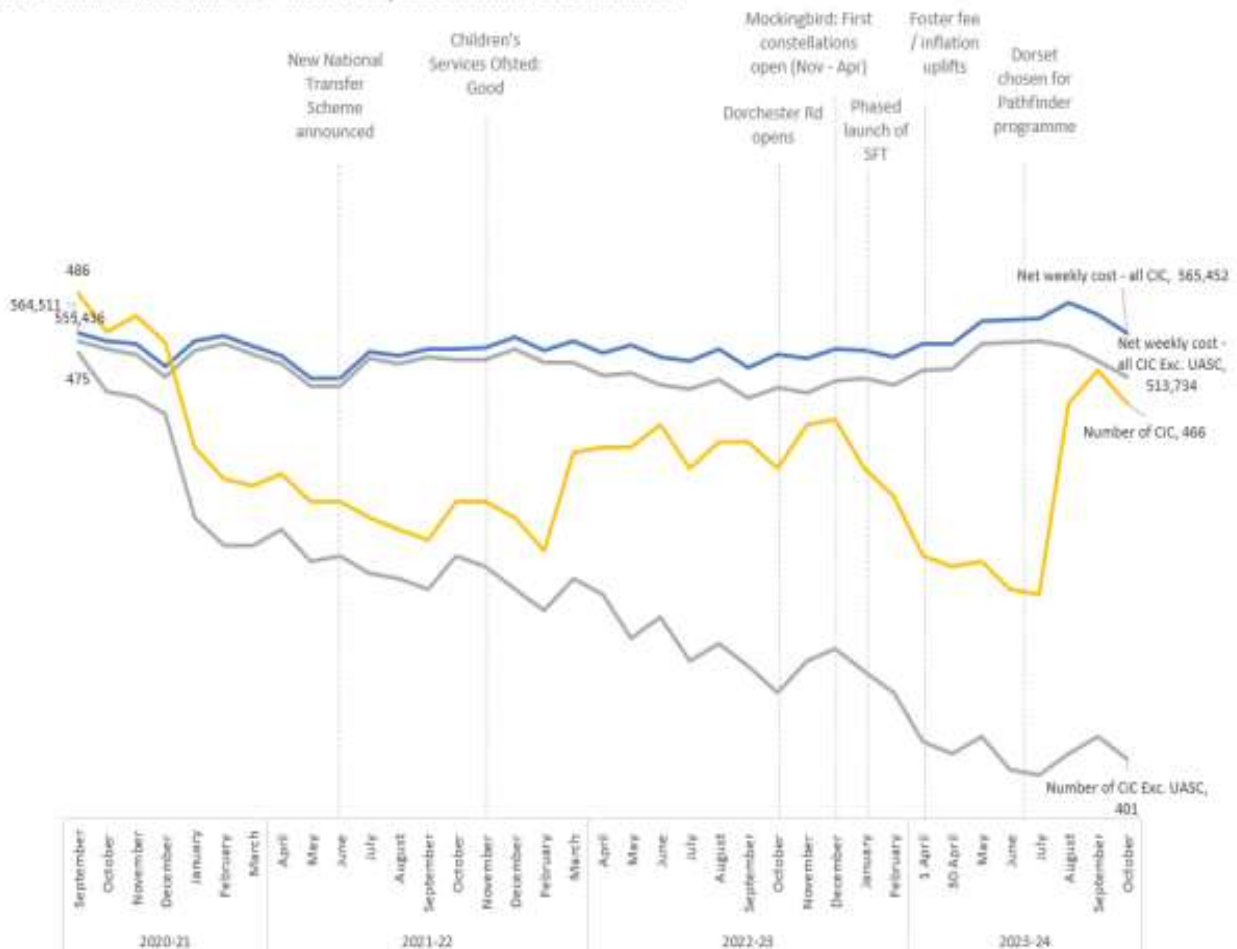
19.20 Specific budget increases cover nine areas designed to support Children's priorities, including the best start to life for all children and young people. A summary is provided in the table below.

Area	Description	£m
Pay related and General changes	As per all Directorates, additional funding for pay awards, increments and other pay adjustments. This also includes fees and charges and gas and electricity changes.	5.01
High Needs Block Recharge update	The School and Early Years Finance (England) Regulations 2022 have been reviewed to identify appropriate expenditure for the HNB recharge. Changes annually.	0.250
Children in Care Financial Growth	Our CiC population is declining, however costs are not reducing at the same level. If numbers of CiC hadn't fallen, then £5m est per annum / work through in the model. Even where our children in care numbers remain stable, it is highly likely we will see unit costs per child increase as a result of inflation and increasing complexity of children's needs.	1.35
Children who Are Disabled Services - Intensive Support Packages	Increased need in support packages for children with complex needs to live at home. This covers overnight short breaks demand and cost pressures.	0.5
Impact of the National Transfer Scheme for Unaccompanied Minors	To help create a service to support our unaccompanied young people.	0.3
Birth to Settled Adulthood Head of Service	Funding required to lead the Birth to Settled Adulthood team, part of the Birth to Settled Adulthood transformation project. This is an essential post required to lead a redesigned service which will provide an improved service to children and young people with additional needs, and in time, create savings/cost avoidance for the Council.	0.11
Financial pressures identified in July 2023	Linked to Children in Care Financial Growth area. Although numbers are travelling in the right direction, the cost (often linked to inflation and complexity) is increasing.	2.0
Local Alliance Group Funding	Funding for the six Local Alliance Groups to permanently receive £100k pa. This was piloted with temporary funding in 2023-24 and it is in line with Pathfinder model. Following the initial temporary roll out of funding to our localities, we are seeing creative local solutions that support our children and young people ensuring they are	0.6

Area	Description	£m
	receiving the right help at the right time, avoiding an escalation in need.	
Traded Services income removal	Due to the increased demand supporting our children and young people with SEND, and to refocus resource into delivering the Safety Valve requirements, the ability to generate income from 'selling' excess capacity within Specialist Teachers, Education Psychologist and related teams has disappeared.	0.6
Growing our own: Student Social Workers	Part of a strategy to have 21 Student Social Worker positions by 2025	0.22

19.21 The Children in Care model has been updated to reflect the cost of the current cohort in 2024/25, assumed new entrants and leavers, inflation and the application of the transformation programme as most transformation projects within Children's affect the Children in Care cohort, historically, now and in the future.

Dorset Council: Children in Care - net weekly cost and number of children



- 19.22 Nationally, Children's Services budgets are under significant pressures. Understanding the national context and identifying appropriate risks is important when setting a budget. There is one clear message; Children's Services nationally are experiencing significant service pressures and will potentially be subjected to a major policy shift within the next 1-2 years.
- 19.23 The County Council Networks (CCN) states the national picture for local authority, and Children's Services budgets:
- "New analysis has revealed that England's largest councils face overspending their budgets by over £600m this year...While all council frontline services are experiencing higher than expected costs, increasing demand and an acute rise in the costs of placing children in care mean in-year spending on children's services is spiralling out of control, with almost half (£319m) of the projected £639m overspend attributable to this service."*
- 19.24 "The number of vulnerable children requiring care has risen dramatically post-pandemic, while inflation and a broken provider market in statutory care placements mean councils face no choice but to pay spiralling fees," said Barry Lewis, the CCN's vice chair and finance spokesperson.
- 19.25 The "broken provider market" is a reference to the scarcity of placements that has resulted in more children placed far from home or in inappropriate placements and driven higher fees, as set out by last year's report on the sector by the Competition and Markets Authority. (Community Care, November 2023).
- 19.26 Dorset does buck this trend though, for example a reduction in children in care, however Dorset Council is not immune to the cost pressures and rises associated. Increasingly, complex care needs are also contributing to the increased budget requirement in 2024/25.
- 19.27 Dorset Council is part of the National Transfer Scheme for Unaccompanied Asylum-Seeking Children (UAS Children). Nationally set thresholds require Dorset to care for 67 unaccompanied children during 2022/23. Home Office funding does not necessarily cover the full costs for supporting these young people, and therefore increased budget is needed to create a team and cover other costs, such as interpreters. We continue to lobby the Home Office for adequate funding to cover actual costs.
- 19.28 In summary, there is still significant risk within the 2024/25 Children's Services budget, including the continued delivery of the ambitious transformation programme, wider demand pressures and complexity, appropriate funding and support from partner organisations and delivery of the Pathfinder programme.
- 19.29 To mitigate some of this risk, ringfenced Social Care grant of £6.4m (before required commitments) has been made available to the Directorate. This grant will provide a degree of stability as Children's services enters what continues to be a very challenging and changeable period.

Place Directorate

- 19.30 The overall budget proposed for the Place Directorate is an increase from £86.8m in 2023/24 to £109.975m in 2024/25, an increase of £23.3m or around 27%.
- 19.31 At the time of writing, the quarter 3 2023/24 forecast for the (in-year) Place Directorate net expenditure is an overspend of circa £14.6m. More detail is available in the quarterly finance management reports presented to Cabinet. The main themes reported are:
- a) Inflation linked expenditure that is higher than budgeted across all areas but particularly waste services where the payment of inflation is a legal contractual requirement
 - b) Income forecast not achieving the budgeted level due to economic factors, weather and visitor numbers to Dorset being lower than previous years.
 - c) Some savings targets not achieved
 - d) Market conditions and market prices
 - e) Central government changes
- 19.32 The 2024/25 budget rebases a number of budgets to deal with these issues where local action or other agreed mitigation has not addressed the shortfall.
- 19.33 The main components of the budget increase are:
- a) pay awards and other related central adjustments £6.7m
 - b) general inflation allowance at 3.2% £1.6m
 - c) increased fees and charges income (£2.5m)
 - d) service specific pressures £22.1m
 - e) savings proposals (£4.538m)
- 19.34 Within the service specific pressures, the significant numbers are as follows:
- a) Realignment of Dorset Travel including SEND transport £12m
 - b) Realignment of Car Parking budget £3.5m
 - c) Realignment of Waste recycle budget £1.1m
 - d) Realignment of Planning income budget £0.9m
 - e) Anticipated removal of DFE funds for joint use leisure centres £0.73m
 - f) Cost of POPS (Persistent Organic Pollutants) £0.5m

Dorset Travel

19.35 The realignment of Dorset Travel budgets comes about after a number of years of increasing costs. The financial pressure of home to school transport has been a significant national problem in recent years, and has been well documented, most recently in the County Councils Network report 'From Home to the Classroom: making travel to school services sustainable'. Transport contracts have increased by 8% year on year since 2015. The increase of cost is two years of exceptional increases due to fuel, driver and market pressures which have increased the budget by £12m. The budget rebase is necessary for a balanced Dorset Travel budget in 2024/25.

Parking

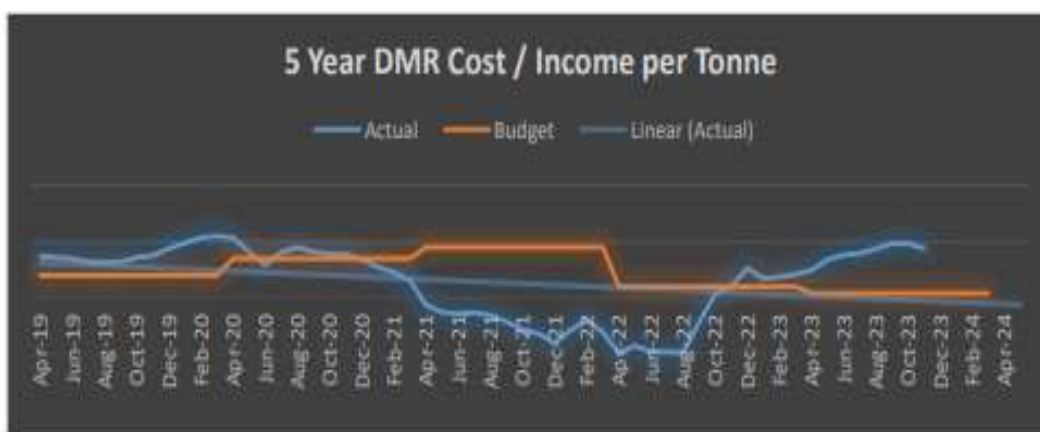
19.36 In recent years the budgets put forward by the Directorate for car parking have been too optimistic given the level of fees and charges. As a result the budget is proposed to be realigned to reflect the level of income expected based on the current fees and charges. The pressure from re-basing car parking income includes:

- a) Rebase of 23/24 income shortfall £2.5m
- b) Pressure as a result of not applying the required increase as set out in the fees & charges policy for discretionary charges £0.6m.

19.37 As always with car parking income, this figure can be impacted by many variables such as weather and the wider economic conditions. Summer 2023, in terms of rainfall, was the worst for a decade, which affected the predicted summer income. The service has put forward growth of £3.5m for realignment.

Recycling

19.38 The cost paid or income received for our collected recyclable waste Dry Mixed Recyclate (DMR) is dictated by national and international market conditions. The chart below shows the volatility of the recyclate price over recent years. A budget realignment of almost £1.1m is proposed to reflect the current, relatively high, costs being incurred for disposal which, even at this higher cost, remains cheaper than disposal costs of residual waste.



Planning income

19.39 The Planning income budget needs realignment by circa £1.65m. However, the statutory aspect of planning fees is controlled by central government, and price uplifts have recently been increased. It is estimated that the uplift in prices as determined by the government could offset circa £750k of the budget realignment needed, which is why this shows as £0.9m in the table above.

DfE funding

19.40 Joint use leisure centres are partly funded by the Department for Education (DfE). There is an expectation that the DfE will be reducing its financial contribution for 2024/25 and onwards. Therefore, if operating costs remain the same, Dorset Council could be facing a shortfall of circa £730k in DfE contributions. Discussions with DfE are not finalised at the time of writing and officers have submitted an application to DfE which if accepted would mitigate the impact.

Persistent Organic Pollutants (POPS)

19.41 The introduction of new processes at Household Recycling Centres (HRCs) to deal with Persistent Organic Pollutants (POPS) is being undertaken by our HRC contractor in order to comply with latest government requirements. The estimated cost is £0.5m.

Place – savings

19.42 Savings are included in the budget proposals.

19.43 £0.331m is a saving in relation to withdrawal from QE Leisure Centre, as previously agreed by Cabinet on 1 March 2022, withdrawal from the Joint Use agreement would take place on 31/03/2024, noting that the Council would support the Foundation Trustees during the transitional period including the release of £150k for the all-weather pitch, and noting that there is a good level of alternative provision in the area.

19.44 Place Directorate has put forward a partial contribution of £5m to offset the growth within the directorate.

a) Economic Growth and Infrastructure: savings of	£2.055m.
Additional income assumptions in Planning	£0.777m.
Business support reduction in salaries	£0.085m.
Vacancy management/sickness management target	£0.484m.
Use of network development funds of	£0.125m.
Additional permitting and other income in Highways	£0.200m.
Changes in car parking income assumptions	£0.384m.
b) Place services: savings of	£2.347m.
Assumptions for reduction in agency cost	£0.159m.

Proposed saving from efficiencies within the continued operations of street cleaning	£0.350m.
Assumed changes in waste costs/prices	£0.355m.
Assumed reduction in vehicle parts costs	£0.030m.
Vacancy management/sickness management target	£0.170m.
Additional trade waste assumption	£0.350m.
Additional garden waste assumption	£0.200m.
Realignment of vehicle fuel budget	£0.250m.
Ash dieback cost reduction/contribution	£0.080m.
FCERM savings	£0.029m.
Apprentices savings	£0.054m.
Various income line uplifts	£0.174m.
Other	£0.146m.

- c) Customer and Cultural service: savings of £0.457m. Planned through Our Future Council transformation, vacancy management, income and various operational efficiencies.
- d) Assets and Regeneration: savings of £0.141m. Planned through vacancies and a reduction in the Repairs and Maintenance (R&M) budget.

19.45 The £0.5m of savings include reduced forecasts for growth to net the total down to £4.538m, make up the balance of £5m. Detail of these mitigations are included in the earlier description of the growth.

19.46 It should be acknowledged that the budget as proposed has uncertainty in some areas, meaning that it is not risk-free. The major issues for volatility remain unchanged:

- a) Income via fees and charges are often dependant on the wider economic landscape.
- b) SEND Transport costs will be subject to volumes of children in the system as well as their specific requirements.
- c) Recyclate waste is a global commodity and is subject to market fluctuation, with our costs pegged on a monthly basis.
- d) Achievement of savings will be subject to the ability to pause recruitment sufficiently long enough to achieve vacancy targets.
- e) Income uplifts of 5% (as corporately mandated) are not always achievable where there are existing contractual/legal arrangements which conflict.
- f) Limiting inflation uplifts to 3.2% across the board may not always be achievable.
- g) New legislation being introduced without new burden funding, for example the removal of charging for DIY waste at HRC's
- h) Some existing tactical savings (as implemented in prior year budgets) still need resolution and these include:-
 - i. car parking income at County Hall
 - ii. a review of a significant quantity of leases where tenants are holding over and where rent reviews and/or uplifts haven't been applied
 - iii. a reduction in the cost of interim staff in Assets & Regeneration

- i) Some transformation savings will require investment in new technology or new solutions to achieve new ways of working or development of customer platforms. These will be subject to business case approval.

19.47 There are a number of items in the list above which have been identified as having the possibility of a significant influence on the budget. As these are known, it is therefore crucial that within the directorate robust action plans are put in place to ensure the risks which have been foreseen, are closely monitored and mitigated.

19.48 The Joint Archives Board met on the 8 November 2023 and set out the 2024/25 budget considerations. The proposals are based on assumptions and principles that are consistent with those used for the rest of the Dorset Council budget. The recommendation was agreed that the Joint Archives Service face a "standstill" budget. That assumption has been built into the overall Dorset Council 2024/25 budget assumptions.

[JAB Nov 2023 Budget Monitoring and Budget 2024-25 Report.pdf \(dorsetcouncil.gov.uk\)](#)

Public Health Dorset

19.49 Public Health Dorset is a shared service established to provide public health functions to the two unitary authorities, Dorset Council and BCP Council. In order to fulfil statutory duties to improve health and wellbeing, and reduce inequalities in health, both Councils receive a ring-fenced grant from the Department of Health and Social Care. This is passed to councils via the DLUHC. The grant must be used to provide mandated public health services, but it can also be used to support wider interventions to improve health and wellbeing.

19.50 Each of the Councils retains part of the grant to deliver services outside the scope of the shared service agreement, but still within grant conditions.

19.51 When announcing the 2023/24 Grant allocations, Local Authorities were advised of an **indicative** allocation for 2024/25 of £15.288m equating to £39.53 per head based on population projections.

19.52 On 7 December 2023 the joint board agreed that the growth in this allocation would be retained by each respective partner Council. Each partner received delegation to the Director of Public Health in consultation with the Portfolio holders and section 151 officers to allocate towards enhancing service delivery in line with the conditions of the grant i.e. to support public health outcomes in each Council.

Corporate Services

19.53 The overall budget proposed for Corporate Services is an increase of £2.7m, to £38.369m.

19.54 The proposals incorporate identified budget pressures of £4.1m partially offset by cost reductions of £1.4m. The increase is largely related to pay, pension and inflationary changes together with reductions in some income streams. Further details are identified in Appendix 1.

19.55 Corporate Services consists of the Corporate Development Directorate, Business Insight, Intelligence and Communications, and the Legal and Democratic Services teams.

19.56 From January 2024 Customer and Cultural services will move from the Place Directorate to the Corporate Development directorate. Budgets will be realigned and reported on in the Quarter 4 2023/24 financial management report.

19.57 The role of Corporate Services is fourfold:

- a) to set strategic direction and support performance, strategy and delivery
- b) to provide direct support and services to residents (e.g., the Revenues and Benefits team and the Land Charges Service)
- c) to support the rest of the organisation so they can provide the best services they can within financial and legal constraints.
- d) to provide those essential corporate & democratic services required of a Council of our size and scale.

19.58 During 2023/24 the department has continued to provide crucial services which have enabled the Council to function as well as continuing to deliver significant front-line response including business grants, enhanced business rates reliefs, and other national initiatives.

20 Transformation and savings opportunities

20.1 Work continues to identify savings and transformation over the longer term for continuing input into the MTFP and the Budget Strategy. This work is regularly reviewed through the relevant Boards and Committees.

20.2 As part of setting the 2024/25 budget a required saving from the Our Future Council transformation programme is £12m.

- 20.3 In November 2022, cabinet endorsed "Our Future Council" transformation programme to support the council in delivering a balance budget, as set out in the medium-term financial plan. The Council committed to transforming the way council services operate through use of technology, improving how systems operate, enabling customers to self-serve, through improved online access, and by reviewing our existing and future use of assets. This is aligned with the council's priority of 'becoming a more responsive and customer focused council'.
- 20.4 Through this programme the council aims to move beyond convergence and comprehensively review how it is organised and how we could work even more closely with our communities and partners. Central to this 7-year transformation plan is a renewed emphasis on our priorities, customers, and communities, with a resolute commitment to placing people and outcomes above our internal organisational boundaries and bureaucracy.
- 20.5 Recognising any major transformation programme will require time to deliver during 2024/25 any non-delivery will be underwritten by use of reserves. This may seem like stating the obvious, as any overspend experienced in a financial year which cannot be offset elsewhere during the year ultimately results in a drawdown of reserves. The reason for including this statement in the report is to be explicitly clear with the Council that this will be required in the event the savings requirement is not achieved in-year.
- 20.6 The Council has a track record of delivering significant savings since becoming a Unitary, as evidenced by the report to Cabinet in September 2023 outlining savings delivered so far are in excess of £96m. This track record of delivery provides a level of assurance that the required OFC savings are achievable.
- 20.7 There have been well documented instances of Local Authorities setting transformation targets which have for one reason or another not been delivered. This is therefore a commitment which cannot be made lightly, and in the event that the savings requirement is not met by the time the Council sets it's 2025/26 budget, then these savings will need to be made another way. This offer of an effective 'underwrite' is for 2024/25 only.
- 20.8 This underwrite, provides a financial buffer to allow the work to be brought forwards and delivered during 24/25, with the full year effect being realised in 25/26 at the latest.
- 20.9 Therefore, to allocate up to £12m reserves in this way is seen as temporary, not recurrent.

21 Risk

General uncertainty, the pandemic and a single-year settlement

- 21.1 There is risk in any set of budget proposals. Like every council – and Government itself - we are facing a number of potential scenarios each of which carry varying levels of volatility and uncertainty in our planning assumptions. Whilst Government has provided some policy ambition for 2024/25, these aims will be subject to the regular process of consultation as well as national and global events between now and when the next settlement is announced.
- 21.2 The Council is limited in what can be done at this stage to mitigate much of the environmental and economic risk, but we will remain focused on delivery of the work programmes required to support services to Dorset's residents, within the budget available. Continuous monitoring of the agreed budget will be key to ensuring we keep abreast of the operating environment and make important, well-informed, timely decisions about our activities and their consequences.
- 21.3 As the following risks have been somewhat foreseen, it is crucial that the Council continues to develop and deploy appropriate mitigation measures if these risks, or new risks materialise.

Inherent volatility in demand

- 21.4 The continued economic uncertainty means there remains considerable risk around our planning assumptions for growth in demand and pressure on costs. The funding proposals set out in this paper provide for reasonable forecasts of growth in demand for Adults' Services and Children's Services but both locally and nationally, demand for people services continues to challenge capacity and budgets.

Transformation and savings risks

- 21.5 Included within the proposals are a £12m savings requirement to be delivered. As mentioned earlier in the report there is an inherent risk in any transformation programme or other tactical savings plan in ensuring the right work is done in sufficient time to realise savings in line with the plan. These things are not always entirely within the Council's control – some will involve consultation; others require specific resources to be deployed to deliver them. As we saw during the pandemic and have continued to see during 2023/24 with Dorset being required to respond to National initiatives sometimes these plans cannot be delivered because officer time and effort is reprioritised elsewhere on urgent but unplanned activities that arise.

Inflation

- 21.6 For the purposes of this report, references to inflation are typically referring to the Consumer Prices Index (CPI) produced by the Office for National Statistics (ONS). This tracks how prices have changes in the 12 months prior.
- 21.7 There is also still significant inflationary pressure in the economy. The November 2023 inflation rate eased to 3.9% and opinion remains divided on whether this is a shorter-term, temporary phenomenon, or whether it will be longer-term, and sustained. Either way, it is important for the Council to include an element of price increases in its financial plans although we cannot provide for all of this because our budgets are effectively cash limited.
- 21.8 Whilst inflation has eased, this does not mean prices are reducing. Prices are still continuing to rise, just more slowly. This is a subtle, but significant point when setting a £376m budget.
- 21.9 As an example, based on ONS figures, a service which cost £100m in November 2021, if increased by CPI 10.7% would cost £110.7m in November 2022. By November 2023 CPI now means this costs £115m. Therefore, the cost has effectively increased by 15% over 24 months. This demonstrates the level of pressure faced when setting the 2024/25 budget.

Cost in Nov'21 (£)	CPI Nov'22	Cost in Nov'22 (£)	CPI Nov'23	Cost in Nov'23 (£)
100	10.70%	110.70	3.90%	115.02
300	10.70%	332.10	3.90%	345.05
375	10.70%	415.13	3.90%	431.31

- 21.10 Our approach to inflation to provide for general inflation at 3.2% and further specific inflation within service budgets where we know there will be particular pressures. It will be necessary for us to continue to carry out effective contract management so that we ensure that a robust and value for money approach is taken to supplier increases. We cannot afford to simply increase contract prices by inflation. We will work positively with our supply chain to discuss all aspects of contract performance – including pricing – but this must be within the context of overall affordability within the Council's budget. It is also the reason that we are recommending that some of the unallocated funding from the settlement is added to contingency for the time being.

High Needs Block

- 21.11 Dorset Council, like many other authorities nationally, has an accumulated overspend on the High Needs Block (HNB) of the Dedicated Schools Grant (DSG).
- 21.12 The Regulations in place to provide for the current accounting treatment of this deficit were due to fall away on 1 April 2023 but this has now been deferred until 1 April 2026. The immediate risk of this overspend falling to the Council to fund has therefore subsided but longer-term risk remains that the overspend will fall to be funded by councils.
- 21.13 As mentioned earlier in the report Dorset Council is already implementing an ambitious plan to deliver additional, high-quality capacity and to achieve outstanding provision within the budget envelope, but this will take time as well as the resources the Council has already committed to the programme. Dialogue with DfE continues as part of the government's national Safety Valve programme.

Future national strategy implementation

- 21.14 There is considerable risk around the implementation of future national strategies for care services. We know that adult social care cap and associated reforms have been deferred to October 2025 but as we have seen, additional funding is still being provided, as mentioned earlier the financial implications are not clear.
- 21.15 There are further reforms which will impact on the MTFP in due course and these will be built into the Council's financial model as and when more policy and financial detail is available.

Risk management and reporting

- 21.16 The Council has robust governance and reporting processes around risk and concerns around containing expenditure within the budget can be escalated through this framework at any time. The S151 Officer is required to provide assurance as part of the Budget Strategy, and this is set out later in this report.
- 21.17 The S151 Officer will continue to commission SWAP to review the work that has been done to underpin the assurance statement that is given in this budget report and that will be reported to the Audit and Governance Committee in due course.

22 Reserves, balances, contingency and resilience

General funds

- 22.1 The balance of Dorset Council's general fund closed at £34.75m on 31 March 2023. Any overspend in the current year will impact on that balance unless it is financed via the use of other reserves.
- 22.2 In 2018 the Shadow Council commissioned an independent report from the Chartered Institute of Public Finance and Accountancy (CIPFA) which recommended that the Council should retain a **minimum of 5%** of its budget requirement as a general fund reserve. The S151 Officer recommends this approach is continued for 2024/25 and with reference to the net budget requirement calculation set out in Appendix 1, Cabinet is recommended to agree a **minimum level** for the general fund of £18.8m.
- 22.3 However, as in previous years with similar risk and volatility of planning assumptions, prudence would suggest a need to hold a higher level of general reserves to provide for risks which are not mitigated through specific, earmarked, reserves. Cabinet is therefore recommended to continue to set a level of general reserve at 10% of its budget requirement. This 10% recommendation sets an operating range therefore be set between £18.8m to £37.6m. Outside of these parameters, intervention will be required to lower or raise the general fund balance.
- 22.4 As reported in the 2022/23 outturn [report](#) General Fund reserves have increased from £28.2m as at 31st March 2020 to £34.75m as at 31 March 2023. An update on the reserves position as at 31st March 2024 will be included in the 2023/24 outturn report presented to Cabinet in the summer of 2024. The increase in General Fund reserves demonstrates the continued commitment to this prudent financial management.

Other reserves and reserves strategy

- 22.5 As well as the general fund, the Council has other earmarked reserves which are earmarked for a specific purpose. Typically, these are set aside to mitigate against specific risks that may arise during the year or beyond or they are restricted to only being used for a specific purpose e.g. s106 balances. These reserves cannot be repurposed without impacting on the mitigation they provide against the risk profile of the organisation. A fuller narrative on risks and reserves was provided as part of the 2022/23 outturn [report](#) to Cabinet and no change to those reserves is proposed at this stage other than for the general fund.
- 22.6 As reported in the 2022/23 outturn [report](#) earmarked reserves have increased from £85.4m as at 31st March 2020 to £140.9m as at 31st March 2023. An update on the reserves position as at 31st March 2024 will be included in the 2023/24 outturn report presented to Cabinet in the summer of 2024.

22.7 In its policy announcement on 12 December, Government signalled its intention to sustain focus on the levels of councils' reserves, particularly given the substantial increases in balances seen at some councils during the pandemic years. The Government will explore a potential user-friendly publication on local authority reserves, using data currently collected through the local authority revenue expenditure and financing (outturn) statistics. The exact use to which this information will be put remains uncertain at this stage.

Contingency budget

22.8 It is prudent for any organisation to set a contingency budget to provide for unforeseeable circumstances arising during the year. The key is to set the contingency budget as accurately as possible, so it strikes a good balance between allowing the organisation to manage risk whilst not causing a diversion of material funds away from front line services where there are clearly continuing pressures.

22.9 For 2023/24, the contingency budget was set at £8.6m and provided for some fairly specific risks around inflation and pay award costs being in excess of funding provided in services own base budgets. These risks remain, although as part of the proposed 2024/25 budget a number of these risks and reasons for using the contingency in 2023/24 have now been provided for as part of rebasing some elements of the budget in 2024/25. As a result there is the potential to prudently reduce the amount required in the contingency budget. Therefore, it is recommended that the Council sets the contingency budget at £5m.

Resilience

22.10 The proposed level of the general fund, the specific, earmarked reserves available, and the contingency budget all support resilience alongside a robust budget process that has taken place during the budget setting process.

22.11 The Council is also continuing to develop its value for money framework and reports are regularly taken to Audit & Governance Committee on this subject. Value for money is a key and continuing cornerstone of good governance and it is essential that it is embedded in every financial decision we make. Given the financial pressures that are building in the system, and continuing price and demand pressures on the Council's budgets, value for money is essential in managing what are essentially cash-limited funds whilst delivering excellent value services for residents.

23 Capital programme

- 23.1 The Council's capital programme has been significantly impacted by inflation in the construction sector which continues to cause delays to work.
- 23.2 Increases in the Minimum Revenue Provision budget (MRP) and Interest Paid budget have been factored in to the 2024/25 revenue budget to meet the needs of the existing capital programme. Since the capital programme was set, interest rates have continued to rise which has meant the revenue impact to the capital programme has increased.
- 23.3 At this stage, the S151 Officer is therefore advising against further projects being approved as part of the budget setting process. If the Council proceeds within the currently agreed capital total, there will be no further pressure on the revenue budget in 2024/25.
- 23.4 Given the finite resources, both in terms of financial resources as well as capacity within staff/contractor resources the Capital programme over the short term is essentially fully committed.
- 23.5 However, there are opportunities to deliver additional projects through exploring the following options:
- a) **Self-funding** – projects which deliver future reduced costs or generate income that are at least equal to the financing costs of the delivery are able to be added to the programme without putting further pressure on central financing costs. Examples of this could include housing projects where the cost of spot purchasing short term temporary accommodation is more expensive than the fixed financing costs and ongoing property management costs.
 - b) **Increased capital receipts** – the capital programme assumes £10m of receipts over the 5-year plan. In the event that additional capital receipts are realised, this can be used to fund further capital delivery without incurring additional interest costs.
 - c) **Changes to interest rates** – The UK is currently experiencing much higher interest rates than have been seen in recent years. At the time of writing 30 year borrowing via PWLB is in excess of 5%. If interest rates were to materially reduce, this would reduce the financing costs associated with capital programmes. This could mean the current budgets for interest payable, could then be allocated to new projects as the Council could afford higher levels of capital spend.
 - d) **External contributions** – projects which are fully or partially funded by external contributions (grants, S106/CIL, developers' contributions etc.) all have reduced financing costs as these external contributions reduce the amount of money required to be borrowed to deliver the scheme.

23.6 The Capital Strategy and capital programme for the MTFP period, which totalled almost £350m, was agreed by Cabinet in March 2023. Since that date there have been further updates, so the programme as at Q3 of 2023/24 stands at £372.9m for the next five years, as summarised in the table below.

Capital Programme	Forecast	Total Budget				
	2023/24	2024/25	2025/26	2026/27	2027/28	Total Budget 23/24-27/28
Full external funding	7,227	14,656	485	95	0	22,463
Partial external funding	58,485	28,026	0	0	0	86,511
Partial external funding	0	33,503	23,652	28,838	0	85,993
Council funded	19,781	43,219	26,302	(6,278)	(10,400)	72,624
Funded from other Reserves	0	0	0	0	0	0
Capital Receipts Applied	2,000	5,000	1,000	1,000	1,000	10,000
Minimum Revenue Provision	10,588	11,566	12,966	14,116	17,000	66,236
Self Funded	698	13,375	11,565	2,565	914	29,117
Spend & financing profile revision		(30,000)	30,000			
Total funding	98,779	119,345	105,970	40,336	8,514	372,944

23.7 The budget movements in 2023/24 are outlined in the table below;

Directorate	01/04/2023	Adjustments	Re-profiling	New funding	31/12/2023
	£,000	£,000	£,000	£,000	£,000
Adults & Housing	17,346	4,220	-15,202	4,916	11,280
Childrens	17,580	152	-12,720	6,480	11,492
Place	95,501	-8,683	-41,940	27,028	71,907
Corporate	4,978	12,012	-13,390	500	4,100
Total	135,405	7,702	-83,252	38,924	98,779

23.8 The spend to date against the 2023/24 capital budget is shown below:

Project spend	No. of projects	Project Budget	Actual spend	Variance	% Spent
		£,000	£,000	£,000	
Adults & Housing	18	11,280	8,876	2,404	79%
Childrens	18	11,492	8,205	3,287	71%
Place	150	71,907	47,976	23,930	67%
Corporate	10	4,100	1,466	2,634	36%
Total	196	98,779	66,523	32,256	67%

23.9 There are likely to be further projects and programmes that arise during the year through funding from external resources, and these will be incorporated into the programme and reported to Cabinet each quarter.

23.10 Members may wish to note the proposals to continue with a capital contingency budget and a minor works budget. Both of these currently work well and allow flexibility to address unforeseeable pressures that arise in the year without recourse to Cabinet in advance.

24 Engagement with and scrutiny of the budget

24.1 The proposals set out in this Budget Strategy and MTFP have been developed over a considerable period. The Council operates a ten-year, rolling financial model and this is consolidated into a five-year MTFP, the first year of which is the budget. Although the proposals for 2024/25 have therefore been some time in the making, it is in the year of preparation that any budget proposals come under most scrutiny.

24.2 In order to make the development of the budget inclusive, there have been a number of cross-party engagement sessions for all members as well as specific budget task and finish groups which have taken place during the year. There are also specific directorate-focused arrangements in place for Portfolio Holders and Lead Members and any member can ask questions or request information about financial management at any point.

24.3 As well as quarterly financial reports to Cabinet to keep all members abreast of budget development, there is also a separate and specific paper on early stages of budget process, principles and strategy which went to Cabinet in November 2023. Following this, was a good level of member engagement before during and after the two informal briefing events that took place prior to the meeting of the People and Health Scrutiny Committee and the Place and Resources Scrutiny Committee on 12 & 17 January 2024. Feedback from both Committees along with Cabinet responses is set out in Appendix 6.

24.4 Cabinet has received all of these, post-scrutiny proposals for consideration and recommendation to full Council in February 2024.

25 Consultation, communication and equality

25.1 The 2024/25 budget proposals are driven by the Dorset Council Plan and priorities. The Plan was initially agreed by Council in February 2020 following wide consultation with partners, the public, local businesses, Town and Parish Councils, employees, and other stakeholders throughout Dorset. More than 1,600 responses were received through the consultation, and these were used to shape - and continue to shape - the new Council's priorities, as reflected in the budget proposals and MTFP.

25.2 As an integral part of the Council's budget planning, the process of setting Council Tax involves consultations with major precepting authorities, including the Office of the Police and Crime Commissioner, the Dorset and Wiltshire Fire and Rescue Service, and local precepting authorities such as town and parish councils. During this budgetary procedure, the Council engages with these preceptors to thoroughly understand and incorporate their individual budget requirements. These consultations specifically focus on proposed plans for Council Tax levels and the respective precept needs of the preceptors.

25.3 This collaborative approach ensures that Council Tax rates are set in a manner that aligns not only with the Council's financial strategy but also takes into account the needs of the

preceptors within our community.

- 25.4 The Executive Director for Place also leads consultation with the business sector and managers throughout the organisation share information regularly with businesses in the supply chain to ensure they are aware of and can contribute to the conversations around priorities and resources.

26 S151 Officer assurance

- 26.1 Part 2 (Section 25) of the Local Government Act 2003 requires officers with responsibilities under s151 of the Local Government Act 1972 to make a statement regarding the robustness of estimates and the adequacy of reserves at the time the budget is set.
- 26.2 There are also other safeguards aimed at ensuring local authorities do not over-commit themselves financially. These include:
- a) the Chief Financial Officer's powers under section 114 of the Local Government Act 1988, which requires a report to the Cabinet and to all members of the local authority if there is or is likely to be unlawful expenditure or an unbalanced budget;
 - b) the Local Government Finance Act 1992, which requires a local authority to calculate its budget requirement for each financial year, including the revenue costs which flow from capital financing decisions. The Act also requires an authority to budget to meet its expenditure after taking into account other sources of income. This is known as the balanced budget requirement;
 - c) the Prudential Code, introduced under the Local Government Act 2003, which has applied to capital financing and treasury management decisions;
 - d) the assessment of the financial performance and standing of the authority by the external auditors, who give their opinion on the Council and the value for money it provides as part of their annual report to those charged with governance.
- 26.3 The robustness of the budget critically depends on the maintenance of a sound financial control environment including effective financial management in each of the Council's service directorates. Dorset Council's scheme of financial management sets out the responsibilities of all those involved in managing budgets and incurring commitments on behalf of the Council. The revised financial strategy statement is also a key document in setting out financial management arrangements, responsibilities and strategy for the Council.

- 26.4 Whilst financial projections are based on realistic assumptions, known demand and well-formed models, some budgets are subject to a degree of estimation error as actual expenditure can be determined by factors outside of the Council's control, for example demand for provision for adults with complex needs. Some activity is also subject to more volatility and things can change very quickly and unexpectedly.
- 26.5 It is also generally not appropriate or affordable to increase budgets simply to reflect overspends in current or previous years. A reasonable degree of challenge to manage within the resources available is necessary and monitoring of expenditure, in order to take corrective action if necessary, is particularly important during a time of budget reductions.
- 26.6 The Council has well-developed arrangements for financial monitoring during the year. Budget performance is reported quarterly through the Cabinet and scrutinised by a number of other committees, including Audit & Governance Committee. There is also a well-defined model of finance staff working as business partners alongside service managers to support financial management and control. The Council's financial management system also operates on a self-service basis, enabling all officers to interrogate financial information at any point in time.
- 26.7 Finance business partners routinely report to Directorate Leadership Teams each month and the S151 Officer meets weekly with the Cabinet Member for Finance, Commercial & Capital Strategy. There is also an officer group - Capital Strategy and Asset Management Group (CSAM) - that monitors progress against the current capital programme and deals with the pre-Cabinet governance arrangements for managing the bidding and financing process for all capital expenditure proposals to Cabinet.
- 26.8 Member involvement in budget development has been extensive again this year, particularly through meetings of the Performance Leadership Board, regular update reports to the Portfolio Holder, Leader and Deputy Leader, the wider Cabinet and in all-member briefings as well as the task and finish groups.
- 26.9 The budget itself has also been subjected to all-councillor scrutiny, firstly through two briefing sessions, led by Portfolio Holders and Executive Directors, then more formally through the People and Health, and the Place and Resources Scrutiny Committees which were held in January 2024. These budget proposals have therefore been developed by the Council's officer group, led by the Executive Directors, and with significant input from members, and co-ordination by the finance team. In order to gain further assurance about the affordability of the Council's strategy and plans, each Executive Director is taking personal responsibility for their budget through a formal sign-off process which will also form part of their performance assessment during the year.

26.10 I also consider the levels of reserves, as set out earlier in this report, to be adequate for the risks that the Council is currently able to anticipate. The deferring of the end date of the Regulations around the DSG overspend is helpful in providing this assurance but the longer-term risk remains and the Council is focused on delivering the conditions of the Safety Valve agreement which will eventually remove this risk.

26.11 Despite the steps taken to gain assurance and the processes, controls and monitoring that the Council has in place, the challenge and complexity of managing activity and associated expenditure within these estimates should not be underestimated. Against the backdrop of the events of the last two and a half years, and our inability to be more certain over funding arrangements beyond the first year of our MTFP, the future will therefore remain challenging and balancing future years' budgets will require sustained transformation. Continued, close monitoring – as referenced in our processes, above - will be required during the year and prompt action will be needed if performance and forecasts vary materially from budget.

27 Summary and conclusions

27.1 The financial climate remains extremely challenging. Although the Spending Review will allow us to make progress in many key areas of transformation and service improvement, a single-year settlement for local government still hampers our ability to invest effectively in future service strategy.

27.2 There are clearly still challenges ahead meaning the Council started planning for 2024/25 early to develop and implement robust plans to fit within our assumed budget envelope and to keep all members well informed around budget development and strategy.

27.3 Members of the two scrutiny committees have considered the information in the draft budget proposals as part of their scrutiny processes and their feedback and recommendations are set out in Appendix 6 for Cabinet's consideration.

27.4 Whilst I believe these budget estimates to be robust and that reserves are adequate, significant risk remains due to the global economic environment.

Aidan Dunn
Executive Director of Corporate Development

Capital Programme

Capital Programme	Forecast	Total Budget					Total Budget 23/24-27/28
	2023/24	2024/25	2025/26	2026/27	2027/28		
Full external funding	7,227	14,656	485	95	0	22,463	
Partial external funding	58,485	28,026	0	0	0	86,511	
Partial external funding	0	33,503	23,652	28,838	0	85,993	
Council funded	19,781	43,219	26,302	-6,278	-10,400	72,624	
Funded from other Reserves	0	0	0	0	0	0	
Capital Receipts Applied	2,000	5,000	1,000	1,000	1,000	10,000	
Minimum Revenue Provision	10,588	11,566	12,966	14,116	17,000	66,236	
Self Funded	698	13,375	11,565	2,565	914	29,117	
Spend & financing profile revis		-30,000	30,000				
Total funding	98,779	119,345	105,970	40,336	8,514	372,944	

Annex 1 – Capital Programme

98,779	119,345	105,970	40,336	8,514	372,944
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Project Name	2023/ 24	2024/25	2025/26	2026/27	2027/28	Total Project Budget (Up to 27/28)
Parley West Link	0	4,518	0	0	0	4,518
Weymouth BMS	4	0	0	0	0	4
Weymouth Breach Analysis	0	0	0	0	0	0
Weymouth Tidal Defence scheme	10	0	0	0	0	10
Harbour Walls Condition survey	1	0	0	0	0	1
Lyme Regis Environmental Plan phase 4	119	118	0	0	0	237
Durlston Pleasure Grounds	0	0	0	0	0	0
Ultrafast Broadband	0	0	0	0	0	0
Riverbank Improvement Works - Parkdean	0	0	0	0	0	0
Dorset Innovation Park - MoD Battle Lab	0	0	0	0	0	0
Decarbonisation Main Fund	2,191	0	0	0	0	2,191
Chiswell FCERM Strategy Scoping Study	107	0	0	0	0	107
Fibre Hub	0	0	0	0	0	0
PHNWS Cliff Monitoring Scheme	135	135	0	0	0	270
Chesil Sea Wall Study	14	0	0	0	0	14
West Bay Sediment Tracer Study	34	0	0	0	0	34
Rural 5G	0	0	0	0	0	0
Weymouth Harbour & Esplanade FCRM Scheme	0	0	485	0	0	485
Swanage Town Coastal Defences OBC	120	120	0	0	0	240
Safer Streets Round 4	75	75	0	0	0	150
Air Quality LSSG	21	22	0	0	0	43
Eastworth Road LEAP	200	0	0	0	0	200
Milldown Nature Reserve Extension	6	0	0	0	0	6
Wimborne Market	30	90	0	0	0	120
Slop Bog access improv. (Heathland Infr)	9	0	0	0	0	9
Bridport Gateway A	0	0	0	0	0	0
Access improv. Purbeck (Heathland Infra)	223	0	0	0	0	223
Wards Drove / ND Trailway	52	53	0	0	0	105
Swanage Beach Renourishment Scheme (OBC)	268	220	0	0	0	488
Weymouth FCRM OBC	880	180	0	0	0	1,060
EDDC Wimborne Riverside LAP	0	0	0	0	0	0
Adhoc Coastal	0	0	0	0	0	0
Gigahub Connectivity	290	0	0	0	0	290
ITS (Traffic Signals) Asset Replacement	77	258	180	0	0	515
Farm Projects	0	0	0	0	0	0
Local Transport Plan programme of works	27,998	5,670	5,670	5,670	0	45,008
Project Name	2023/ 24	2024/25	2025/26	2026/27	2027/28	Total Project Budget (Up to 27/28)
Parley Cross	0	354	2,999	0	0	3,353

DWP Infrastructure - Blandford site	329	11,477	0	6,999	0	18,805
SOCA Board programme	2,454	4,754	3,000	9,433	0	19,641
Broadband Schemes	250	2,248	0	0	0	2,498
Purbeck Gateway	63	114	28	0	0	205
Weymouth Harbour Walls C & D	95	95	0	0	0	190
High Street Fortuneswell	0	123	0	0	0	123
Development Projects	150	450	186	0	0	786
Lyme Regis Environmental Plan phase 5	959	2,460	0	0	0	3,419
Weymouth Quay Regeneration Project WPBC	3,786	0	0	0	0	3,786
Relocatable Housing Wareham & Bridport	0	0	0	0	0	0
Healthy Homes Dorset	0	81	0	0	0	81
EDDC Sewage Treatment Works Infrastructure Renewal	194	294	0	0	0	488
North Quay redevelopment	540	540	0	0	0	1,080
Gillingham Principal Street Final	0	0	0	0	0	0
Building retrofit programme - Energy Efficiency measures	0	500	1,250	525	0	2,275
A354 Corridor Transport Improvements	10	50	40	872	0	972
B3078 Julian's Bridge, Wimborne – pedestrian and cycle link	5	351	1,944	0	0	2,300
Piddlehinton G&T site pitches	0	958	0	0	0	958
Electric Vehicle charging Infrastructure - on DC Property	200	125	125	125	0	575
Weymouth Transport Improvements	750	2,250	0	0	0	3,000
Electric Vehicle Charging Points - on public property	340	781	0	95	0	1,216
Rough Sleepers Accommodation Programme Phase 2	262	0	0	0	0	262
Bridport Gateway B	84	84	0	0	0	168
Levelling Up	0	0	0	0	0	0
South East Dorset Bike Share	200	0	0	0	0	200
Gore Clump Safety Scheme	75	916	0	0	0	991
A351 Wareham Access Improvement	125	275	1,100	0	0	1,500
Upton Safety Scheme	13	427	310	0	0	750
Maumbury Cross Junction Improvement	0	950	0	0	0	950
A357 Embankment Stabilisation	1,370	0	0	0	0	1,370
Dorchester Road/Mercery Road, Weymouth	55	0	0	0	0	55
Schools Access Initiatives	202	115	317	318	0	952
Relocation of Dorchester Learning Centre	0	0	0	0	0	0
E&E minor capital works	0	0	0	0	0	0
006738 - Dorset Innovation Park, Quadrant 2 - Light Industrial Units	4,441	16	0	0	0	4,457

Project Name	2023/ 24	2024/25	2025/26	2026/27	2027/28	Total Project Budget (Up to 27/28)
Children's minor capital works	16	0	0	0	0	16
Children's modular urgent works programme	64	65	0	0	0	129
Weymouth Relief Road	0	1,350	1,349	0	0	2,699
County Buildings minor capital works	0	0	0	0	0	0
Raise/Mosaic	200	201	0	0	0	401
Property Improvements Programme (R&M)	6,182	6,000	6,000	0	0	18,182
Dorset Council Fleet Replacement Programme	6,146	9,838	4,890	0	0	20,874
DWP Containers & Infrastructure	940	800	800	800	0	3,340
Weymouth Harbour Walls (W&PBC)	887	888	0	0	0	1,775
DTEP	150	187	0	0	0	337
North Dorset Business Park	41	41	0	0	0	82
SOCA Residential Sufficiency	43	0	0	0	0	43
East Street/Damory Court Street, Blandford	200	0	0	0	0	200
A30 Kitt Hill/Marston Road, Sherborne	0	0	0	0	0	0
Buxton Road, Weymouth	42	0	0	0	0	42
Slipway Extension and Storage Solutions	23	0	0	0	0	23
Compulsory Purchase of Long Term Empty Property	192	193	0	0	0	385
ICT Housing Software	73	73	0	0	0	146
Acquisition of temporary accommodation	467	466	0	0	0	933
Aster Hostels	34	34	0	0	0	68
Dinahs Hollow	129	1,079	3,183	0	0	4,391
Minor capital works (Property Improvements)	340	940	600	600	500	2,980
St Mary's School Shaftesbury	500	0	0	0	0	500
SEND capital strategy	6,434	11,079	5,000	3,214	0	25,727
Capital Contingency	415	3,245	2,000	2,000	0	7,660
Moors Valley Adventure Golf	63	0	0	0	0	63
Crematorium Improvements - Overflow Provision	13	13	0	0	0	26
Car Parking Ticket Machines	1,094	300	0	0	0	1,394
Improvements to Carey Outdoor Education Centre	127	128	0	0	0	255
Improvements to Leeson House	24	224	0	0	0	248
Rushcombe First School Boundary Safety Works	0	0	0	0	0	0
Demolition of 9-11 High St Fortuneswell, Portland	0	85	0	0	0	85
New Building for Dive Compressor and Stock Room for Shops	0	0	0	0	0	0
Weymouth Hotel Balconies	30	90	0	0	0	120

Project Name	2023/ 24	2024/25	2025/26	2026/27	2027/28	Total Project Budget (Up to 27/28)
Children's Foster Parents Adaptations	0	0	0	0	0	0
Customer Access points in Libraries £280k	0	0	0	0	0	0
East Dorset Household Recycling Centre	0	0	0	0	0	0
Cranborne Middle School Classroom Accommodation Replacement	190	191	0	0	0	381
Minor Capital Works Coast Protection	0	752	596	0	0	1,348
Converging Customer Services - key ICT applications	0	275	0	0	0	275
Bridport Harbour boat stack	0	202	0	0	0	202
Children's Residential Sufficiency Programme	250	0	0	0	0	250
ICT Minor Capital Works & Projects	2,096	2,471	2,250	0	0	6,817
Replacement Weighbridge - Hybris Business Park	0	0	0	0	0	0
Weymouth Bowl Acquisition (2021/22 bid)	105	0	0	0	0	105
Capital Leverage Fund	240	155	155	0	0	550
Investing in cycleways and traffic control assets	360	720	360	360	0	1,800
Weymouth Dorchester Bike Share	0	400	0	0	0	400
Sewerage Treatment Services Improvement works A	0	100	148	0	0	248
QELC -Capital Maintenance works	365	366	0	0	0	731
Sea defence works at Sandsfoot Castle, Weymouth	31	81	0	0	0	112
Beaucroft School - replacement modular classroom	420	0	0	0	0	420
Ferndown Highways Depot	0	0	0	0	0	0
Gibbs Marsh Highways Depot - Surfacing of Depot yard	35	35	0	0	0	70
Installation of ANPR at HRC sites	0	0	0	0	0	0
Maintenance of Cycleways and Traffic Control Equipment	33	392	360	360	0	1,145
31SC - Bridport Road/Williams Avenue, Dorchester	25	25	0	0	0	50
East Street, Blandford	0	0	0	0	0	0
Hanham Rd, East of Allenvie Rd, Wimborne	4	0	0	0	0	4
Remote Monitoring Upgrade Works	0	0	0	0	0	0
Travel & Transport software procurement	0	0	0	0	0	0
Climate Schemes	300	542	806	1,091	0	2,739
Streetlighting schemes	499	600	575	575	0	2,249
Memorial Project County Hall	0	0	0	0	0	0
High East Church Street	25	25	0	0	0	50
Active Travel fund	0	0	0	0	0	0
Former District Council Assets	75	275	245	0	0	595

Project Name	2023/ 24	2024/25	2025/26	2026/27	2027/28	Total Project Budget (Up to 27/28)
Replacement - Upgrading of Sign Shop Equipment	81	0	0	0	0	81
Investing to Save in Highway's Infrastructure Assets 2027/28	0	0	0	0	7,100	7,100
Compliance with EPC Legislation	112	338	0	0	0	450
Gibbs Marsh Highways Depot	84	0	0	0	0	84
West Bay Harbour Wall Emergency Works	638	730	0	0	0	1,368
Council Farms: Electrical and Heating Renewal	36	108	0	0	0	144
Sewerage Treatment Services Improvement Works B	0	1,204	1,308	938	0	3,450
Dorset Centre of Excellence - Property Improvement Programme (Strategic)	117	117	0	0	0	234
Greenhill Chalets	0	643	0	0	0	643
Contribution towards the Replacement of the QE Leisure Centre Artificial Pitch	150	0	0	0	0	150
North Quay Archaeology	0	290	0	0	0	290
North Quay Planning Consent for Scheme and Demolition	70	70	0	0	0	140
Westport House Refurbishment	252	756	0	0	0	1,008
Public Toilets - Footfall Counters	33	33	0	0	0	66
Furzehill - Former East Dorset District Council Offices	1,305	0	0	0	0	1,305
Purbeck Sports Centre -Squash Court Conversion	38	39	0	0	0	77
Verwood Hub - Installation of a Softplay Centre	0	400	0	0	0	400
County Hall Capital Works	250	1,290	0	0	0	1,540
Monkton Park - Old Radio Station	0	0	0	0	0	0
Wimborne Developments	0	500	2,000	3,000	0	5,500
Children's Services - Residential Sufficiency	117	352	0	0	0	469
Improvement to Site and Facilities Carey Outdoor Education Centre	0	0	0	0	0	0
Dorset Centre of Excellence - Phase 2	312	5,688	600	0	0	6,600
Innovation Park Capital Programme	200	3,759	5,300	0	0	9,259
Replacement of Parking Machines	0	0	0	0	0	0
Housing Capital Project Fund	15	2,122	1,965	1,965	314	6,381
Capital Funding for Annual Developments (housing)	0	1,500	1,500	0	0	3,000
Acquisition of Long-Term Empty Properties	0	1,200	600	600	600	3,000
Healthy Homes - additional 22/23 support	0	0	0	0	0	0
Dorset History Centre - extension/redevelopment	0	0	0	0	0	0
LAHF - Ukraine & Afghan Refugee Housing	7,071	1,395	0	0	0	8,466
Shared Prosperity Fund Capital	223	565	0	0	0	788
Adults Care Home	329	9,675	7,996	0	0	18,000

Project Name	2023/ 24	2024/25	2025/26	2026/27	2027/28	Total Project Budget (Up to 27/28)
Family Hubs	125	2,875	0	0	0	3,000
Installation of new PV	100	231	250	250	0	831
Ecological Investment Opportunity	0	0	0	0	0	0
Milborne St Andrew Traffic Management	2	0	0	0	0	2
School Streets	10	90	0	0	0	100
Low Carbon Dorset	378	479	0	0	0	857
DCIA Wessex	250	250	0	0	0	500
Swanage & Durlston Bay Cliff Management	210	0	0	0	0	210
Blandford Bus Stop Improvements	19	0	0	0	0	19
Rural Prosperity Fund	370	1,110	0	0	0	1,480
Lewell Bridge	50	100	0	0	0	150
04PC - Station Road, West Moors	100	0	0	0	0	100
52PC - Station Road, West Moors	100	0	0	0	0	100
HI9081 Abbotsbury Road and B3154 Chickerell Road Junction Improvement	5	278	0	0	0	283
Tilly Whim	2,202	0	0	0	0	2,202
LUF Weymouth Peninsula	1,422	10,084	0	0	0	11,506
LUF Weymouth North Quay	1,316	2,804	0	0	0	4,120
LUF Weymouth New Bond Street	573	3,427	0	0	0	4,000
Giddy Green Footpath	27	0	0	0	0	27
Single Homelessness Accommodation Project	349	0	0	0	0	349
B2SA Specialist Housing Development Fund	0	2,000	2,000	0	0	4,000
ERP Replacement	0	5,500	5,500	0	0	11,000
Bridport Connect - Demolition	0	170	0	0	0	170
Dorset History Centre	0	0	0	546	0	546
Spend & financing profile revision	0	-30,000	30,000	0	0	0
Programme Totals	98,779	119,345	105,970	40,336	8,514	372,944

Reserves at 31/3/23

	Balance 1 April 2022 £'000	Income and / or Transfers £'000	Payments and / or Transfers £'000	Balance 31 March 2023 £'000
General Fund				
(a) Financial strategy	17,487	180	(11,979)	5,689
(b) PFI Reserves	7,727	324	(1,074)	6,977
(c) Insurance Reserve	6,370	4,308	(6,031)	4,648
(d) Trading Account Reserves	293	37	(27)	303
(e) Transformation Fund	5,800	3,050	(2,748)	6,103
(f) Other Reserves	9,707	4,868	(5,160)	9,415
(g) Repairs & maintenance	145	-	(3)	142
(h) Unused Grant Funds	36,858	22,423	(18,559)	40,722
(i) Infrastructure related	11,966	609	(1,716)	10,859
(j) Innovation	783	103	(164)	722
Sub-total	97,136	35,902	(47,461)	85,580
(k) Section 31 Grant Reserve	41,360	-	-	41,360
(l) Public Health inc Covid funding	8,004	2,518	(6,080)	4,442
(m) DSG recovery plan funding	10,000	3,500	(5,000)	8,500
(n) Covid	1,294	202	(472)	1,023
Total Revenue Reserves	157,794	42,122	(59,013)	140,905

Medium Term Financial Plan - Summary

	Previous Year Budget 2023-24	MTFP Yr1 2024-25	MTFP Yr2 2025-26	MTFP Yr3 2026-27	MTFS Yr4 2027-28	MTFP Yr5 2028-29
	£m	£m	£m	£m	£m	£m
Council tax	292.109	307.876	319.490	331.542	344.040	357.021
Business rates (NDR funding)	50.199	63.976	60.457	60.457	60.457	60.457
Other grants treated as general funding	5.245	4.402	3.420	3.420	3.420	3.420
Total funding	347.553	376.254	383.368	395.420	407.918	420.898
Budget requirement	347.553	376.254	396.867	421.953	447.867	471.850
Budget gap (cumulative)	0.000	0.000	(13.499)	(26.534)	(39.950)	(50.952)