

Cabinet

6 October 2026

Transforming Public Buses and Community Transport Full Business Case For Decision

Cabinet Member:

Cllr J Jeanes, Place Services

Local Councillor(s):

Senior Leadership Team:

J Britton - Executive Director, Economy & Environment

Report author and job title: Owen Clark, Strategic and Policy Team Manager, Highways Engineering and Transport

Email: owen.clark@dorsetcouncil.gov.uk

Statutory Authority:

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1. Executive summary (maximum of 500 words)

- 1.1 In January 2026, Cabinet approved the development of a detailed business case to consider the future of public bus and community transport services in Dorset. The Outline Business Case, reviewed by [Place and Resources Overview Committee in July 2026](#), found that increasing demand for specialist transport, declining commercial bus services, pressures on community transport, an ageing population and ongoing financial constraints require a fundamentally different approach to transport provision.
- 1.2 Public buses and community transport are important to the health, resilience and prosperity of our communities. Its impact is transformational. Better access to services, social interactions, education and employment can positively enhance life chances and opportunity. Transforming our transport is also integral to our council plan ambition of reducing our impact on climate change through modal shift.
- 1.3 The Full Business Case (FBC) sets out that transformation. It proposes a long-term programme to reshape how people access services, opportunities and support across Dorset, creating a more integrated, sustainable and

financially resilient transport system that promotes independence, strengthens communities and reduces reliance on specialist transport where appropriate. In practical terms, the investment will deliver a significantly enhanced Core Route bus network, a new Independent Travel Training service, stronger Community Transport provision, closer integration with health transport and new flexible transport services for rural communities.

- 1.4 The programme has been shaped by engagement with residents, community organisations, transport operators, healthcare partners, and town and parish councils, alongside discussions about Dorset's future role within emerging devolution and regional governance arrangements. This evidence demonstrates a clear need for a transport system that is easier to use, better connected and capable of supporting future social, economic and demographic change.
- 1.5 At its heart, the programme seeks to support behavioural change by enabling more residents to travel independently and confidently using mainstream public transport, community transport and flexible travel options wherever possible. Success will be measured through improved access to education, employment, healthcare, social opportunities and community life, helping people remain active, connected and independent for longer. There is also a real opportunity to make a lasting impact on our transport emissions that represent around 30% of emissions in Dorset. This is in line with our council plan commitments.
- 1.6 The programme is built around three principles: increasing independence and reducing avoidable demand for specialist transport; integrating transport planning and service delivery across organisations; and strengthening transport networks through investment in buses, community transport, transport hubs and flexible rural services. These principles are delivered through six interdependent packages:
 - a) Independent Travel and Demand Management (helping people travel independently)
 - b) Integrated Transport Planning and Coordination (better joining up services)
 - c) Health Transport Integration (improving access to healthcare)
 - d) Core Route Network Enhancement (improving key bus routes)
 - e) Community Transport Capacity and Sustainability (strengthening local community-led transport)
 - f) Rural Flexible Transport (new transport options where regular bus services are not viable)

- 1.7 For residents, this investment means more frequent buses, Saturday services and new strategic routes; new community led transport services; independent travel training supporting people to travel confidently and safely; improved access to health care services; and new flexible transport options for rural areas.
- 1.8 The first major investment will be delivered from summer 2027 through a substantial enhancement of Dorset's supported Core Route Network, including increased frequencies, a full Saturday network and new strategic routes, adding more than 700 journeys each week. This will be accompanied by the phased introduction of a dedicated independent travel training service, expanded community transport provision, closer integration with NHS Dorset transport services and new demand-responsive transport solutions.
- 1.9 The programme represents investment of approximately £67.6 million over seven years, with an estimated net additional funding requirement of £39.3 million after existing budgets, and anticipated match funding sources are taken into account. This scale of investment is required because public and community transport delivers wider social, economic and health outcomes.
- 1.10 Over time, the programme will help shift council funding away from specialist transport provision and towards strengthening the wider transport system. This change supports greater independence and establishes the foundations for long-term transformation across transport, health, social care and SEND services.
- 1.11 The programme should be considered alongside the Parking Review and the recently adopted [Local Transport Plan 2026-2041](#) as part of a wider transport and accessibility strategy for Dorset.
- 1.12 The FBC concludes that this programme provides the strongest strategic fit and most sustainable response to Dorset's transport challenges. It supports future devolution ambitions, strengthens cross-boundary transport planning and provides a pathway towards a more connected, inclusive and independent Dorset. Without this investment residents and businesses will continue to face avoidable barriers to opportunity.

2. Recommendation(s)

- 2.1 It is recommended that Cabinet:
 - a) Approves the FBC and endorses the integrated transport programme.
 - b) Approves the phased implementation of the six intervention packages set out in the FBC.

- c) Approves the programme investment profile, recognising that delivery of individual interventions will remain subject to available funding, budget setting processes and any future business case approvals where required.
- d) Delegates authority to the Executive Director for Economy and Environment, in consultation with the Cabinet Member for Place Services, to oversee implementation of the approved programme.

3. Reason for the recommendation(s)

- 3.1 The FBC provides a comprehensive assessment of Dorset's current transport system, future transport needs, alternative options and proposed interventions.
- 3.2 Approval of the FBC will establish the council's long-term transformation of public, community and specialist transport and provide the framework for future investment, commissioning and delivery decisions.
- 3.3 The six intervention packages form a single integrated programme and have been designed to operate together rather than as standalone projects. These interventions enable transformation across transport, health, social care and community resilience.
- 3.4 The programme represents a significant long-term investment and transformation programme. The FBC demonstrates that delivery will require investment over a seven-year period. The programme has been designed to utilise a combination of existing budgets, government funding, external funding opportunities and future investment. Such an investment is transformational, enabling wider social and economic benefits and council priorities to be delivered that extend far beyond transport itself.
- 3.5 Approval of the programme investment profile will enable officers to proceed with implementation planning, and procurement activity whilst recognising that individual elements of the programme will continue to be delivered in line with budget-setting processes and available resources.
- 3.6 Delegating authority to the Executive Director for Economy and Environment will enable efficient programme delivery and provide clear accountability for implementation.
- 3.7 The proposed delegation relates to programme delivery and implementation only. Major policy changes, significant variations in programme scope or future funding decisions will continue to be referred back to Cabinet where appropriate.

- 3.8 Taken together, the recommendations provide the council with a clear and deliverable pathway towards a transport system that is more integrated, accessible, financially sustainable and better aligned with the needs of residents, communities and public services.

4. The Full Business Case

- 4.1 This report presents the Full Business Case (FBC), included in Appendix A, and seeks Cabinet approval to proceed with the proposed programme. The FBC builds upon the findings of the OBC and translates the preferred strategic direction into a defined and deliverable programme of interventions, implementation arrangements, governance structures, funding requirements and performance measures.
- 4.2 The case for change is compelling. Dorset's transport system is experiencing increasing pressure from a combination of factors including declining commercial bus provision, rising demand for specialist transport, increasing costs, a dispersed rural geography and an ageing population. Whilst Dorset Council currently spends approximately £40 million each year through Dorset Travel, over three quarters of this expenditure is concentrated on specialist and statutory transport provision, particularly Home to School and SEND transport. At the same time, many residents continue to experience difficulties accessing employment, education, healthcare and community services, particularly within rural areas. The detailed evidence underpinning the case for change is set out in the FBC and Appendix B – Evidence Review.
- 4.3 The programme reflects issues consistently raised by residents through Community Conversations, Transport Action Groups, Member engagement and stakeholder consultation. Accessible and reliable transport continues to be identified as one of the most important factors affecting access to services, employment, education and community life, particularly within rural areas.
- 4.4 This programme should be viewed as a transformation activity rather than a transport project. It uses transport as an enabling mechanism to support SEND reform, Adult day opportunities transformation, preparation for adulthood, healthcare access, community-led localities pilots and wider service sustainability. The programme therefore seeks to improve outcomes across several council priorities simultaneously rather than focusing solely on transport services.
- 4.5 The programme should also be viewed alongside the Parking Review as part of a wider transport and accessibility strategy for Dorset. The parking review seeks to manage demand, improve use of the parking estate and support town centre vitality, whilst the transport transformation programme improves access to public, community and flexible transport services. Together, they provide a coordinated approach to improving accessibility, reducing transport

barriers and supporting sustainable economic growth, whilst creating opportunities for future investment in Dorset's transport network.

4.6 The proposed programme is built around three core principles that have guided development of both the OBC and FBC:

- reshaping demand by promoting greater independence and reducing unnecessary reliance on specialist transport where appropriate;
- improving integration through stronger coordination across transport services, council functions and partner organisations; and
- strengthening transport supply through investment in public transport, Community Transport and flexible transport services.

4.7 At its core, the programme seeks to support a gradual shift from transport being organised around specialist provision towards a system where more residents are able to access mainstream public transport, Community Transport and flexible transport options independently and confidently. Success will be measured by greater independence, improved access to opportunity and reduced reliance on bespoke transport arrangements where appropriate.

4.8 The programme is not based on a single intervention or transport mode. It recognises that Dorset's transport challenges are interconnected and that meaningful improvement requires coordinated action across public transport, Community Transport, specialist transport services, health transport and demand management. The six intervention packages include:

- a) Package A will establish a dedicated Independent Travel Training service alongside wider demand management measures designed to support independence and reduce long-term reliance on specialist transport where appropriate.
- b) Package B introduces integrated transport planning and coordination arrangements across the council to improve efficiency, integration and whole-system transport planning.
- c) Package C strengthens collaboration with NHS Dorset and healthcare partners, focusing initially on practical integration opportunities such as referral pathways, shared planning and transport coordination.
- d) Package D enhances Dorset's Core Route Network through increased frequencies, a full Saturday service offer and new strategic routes, creating the public transport backbone that underpins the wider programme.

- e) Package E invests in the resilience and long-term sustainability of Community Transport, supporting providers to play a larger role within Dorset's transport system.
 - f) Package F introduces targeted Demand Responsive Transport services in locations where conventional public transport cannot meet identified transport needs.
- 4.9 Detailed descriptions of each intervention package, including objectives, scope, beneficiaries, expected benefits, delivery arrangements, dependencies and risks, are contained within section 3.2 of the FBC, see Appendix A.
- 4.10 A key objective of the programme is to rebalance how transport resources are used across Dorset. Over time, the council intends to invest more funding into public transport, Community Transport and independent travel opportunities, whilst reducing reliance on high-cost specialist transport provision where this can be achieved safely and appropriately. This is about creating a stronger transport network and supporting more people to travel independently, enabling a gradual shift from reactive, individually commissioned transport towards more sustainable and integrated transport solutions. This approach supports wider priorities relating to preparation for adulthood, independence, community inclusion and long-term financial sustainability.
- 4.11 A strengthened Core Route Network, enhanced Community Transport provision and targeted Demand Responsive Transport services will provide residents with a wider range of transport options. Independent Travel Training and other demand management measures will help more people make use of those services. Integration between Dorset Council services, Community Transport providers and NHS partners will improve coordination and allow resources to be used more effectively.
- 4.12 Examples of what this could mean for residents include:
- a) A young person currently relying on dedicated transport to college being supported to travel independently using public transport.
 - b) A rural resident accessing healthcare appointments through a coordinated network of Community Transport, public transport and health transport services.
 - c) A village community gaining access to employment, local shops, healthcare and education opportunities through improved connections to the Core Route Network.
- 4.13 The programme is also an investment in Dorset's economy. The programme will help more residents shop locally and access employment, education, training, healthcare and volunteering opportunities, supporting a more

inclusive and productive Dorset economy. By reducing transport barriers, particularly for young people, older residents, disabled people and those without access to a car, it will strengthen labour market participation, support local businesses and improve access to opportunities across the county.

- 4.14 The programme will explore opportunities to develop local transport hubs and interchange facilities, including the potential use of council-owned car parks and service centres as locations where public transport, Community Transport and flexible transport services can connect more effectively.
- 4.15 The benefits of the programme are expected to come not only from individual interventions, but from the interaction between them. Together, these interventions create a transport system that is more connected, more flexible and better aligned with the needs of Dorset's residents and communities.
- 4.16 The programme will be delivered through a combination of council-led activity, competitively procured transport services and partnership arrangements. The principal commercial activity is the re-procurement of the supported bus network, which will deliver the enhanced Core Route Network. Community Transport and healthcare transport initiatives will be delivered through partnership models involving local providers, NHS Dorset and other agencies. The commercial approach focuses on long-term partnerships, market development and maintaining sufficient flexibility to respond to future transport needs.
- 4.17 Town and Parish Councils will have an important role in developing community led pilots through local engagement, identification of local accessibility issues and promotion of transport services within their communities. The programme therefore views local councils as delivery partners rather than solely consultees.
- 4.18 The programme will be delivered through the council's transformation governance framework, with oversight provided through the Transformation Office and delivery coordinated through a Beacon Team-style multidisciplinary approach. This reflects the cross-service nature of the programme and recognises that successful delivery depends upon organisational alignment as much as transport investment. Dedicated programme management arrangements will oversee delivery, performance, benefits realisation and partnership working.
- 4.19 Implementation will be phased over a number of years, with delivery aligned to available resources, organisational readiness and funding availability. This phased approach allows the council to deliver early improvements whilst progressively introducing the wider components of the integrated transport system.

- 4.20 Together, these arrangements provide a clear and proportionate framework for delivering a complex programme of change whilst ensuring that the council retains the flexibility needed to respond to future opportunities and challenges.

5. Alternative options considered

- 5.1 The OBC considered a wide range of options. This assessment demonstrated that Dorset's transport challenges are interconnected and cannot be addressed effectively through individual service improvements alone.
- 5.2 Three broad approaches were considered:
- a) Business as Usual would retain existing arrangements with only minor service changes and routine contract renewals. This option was discounted because it would not address declining public transport provision, rising specialist transport demand, fragmentation between services or increasing long-term financial pressures. Under this scenario, transport barriers affecting access to employment, education, training, healthcare and community participation would persist and, in some areas, worsen over time. Importantly, it would increase the council's exposure to future cost pressures whilst missing the opportunity to use transport as an enabler of wider economic growth, improved health outcomes, greater independence and stronger communities. As a result, the Business as Usual option was judged to carry the greatest long-term financial and service risk.
 - b) Incremental Service Improvement would introduce targeted enhancements to individual services, such as selective bus network improvements, Community Transport investment or policy changes. Whilst capable of delivering localised benefits, this approach would not address the underlying structural issues within the transport system and would provide only limited long-term improvement.
 - c) The Integrated Transport Programme (Preferred Option) combines a package of interventions focused on improving independence, strengthening public and Community Transport provision, enhancing health transport partnerships and improving integration across services.
- 5.3 The programme has been developed following stakeholder engagement involving transport operators, Community Transport providers, Transport Action Groups, Children's Services, Adult Social Care and NHS partners. A summary of the engagement findings is provided in Appendix D – Stakeholder Engagement Summary.
- 5.4 The FBC concludes that the Integrated Transport Programme provides the strongest strategic fit, delivers the greatest accessibility and independence benefits, and offers a long-term response to Dorset's transport challenges.

6. Legal considerations

- 6.1 The council has a range of statutory duties and responsibilities that are directly influenced by the availability, accessibility and effectiveness of transport services. These include responsibilities relating to Home to School Transport, SEND transport, Adult Social Care, equality of access and the promotion of wellbeing and independence. The proposed programme is intended to strengthen the council's ability to discharge these responsibilities in a sustainable and coordinated way.
- 6.2 The FBC does not propose any fundamental change to the council's statutory duties or legal obligations. Rather, it seeks to improve how transport services are planned, coordinated and delivered. The programme is designed to provide greater flexibility, increased accessibility and improved integration whilst ensuring that specialist transport remains available where required by legislation, safeguarding considerations or individual need.
- 6.3 Delivery will support the council's wider responsibilities relating to SEND reform, preparation for adulthood, Adult Social Care transformation, prevention and healthy communities. In particular, improved public transport, Community Transport and Independent Travel Training can help support greater independence and access to opportunities whilst maintaining appropriate support for those who require specialist provision.
- 6.4 Implementation of the programme will continue to be undertaken in accordance with the council's legal responsibilities, including procurement requirements, equality duties, public law principles, safeguarding obligations and relevant transport legislation. Appropriate legal advice will continue to be sought throughout programme delivery, particularly in relation to procurement activity, contract management, partnership arrangements and any future service changes.

7. Financial implications

- 7.1 Appendix E sets out the programme's seven-year financial forecast and the resulting additional investment requirement.
- 7.2 The FBC identifies a total programme cost of approximately £67.6 million over seven years. This represents a significant but phased investment in Dorset's transport system, combining both the continuation of existing transport services and the delivery of new interventions.
- 7.3 The programme will be part-funded through a combination of:
 - existing Dorset Travel budgets;
 - Local Authority Bus Grant allocations;

- developer contributions;
- external grants and future funding opportunities;
- future transport income and budget savings, and
- partnership funding where appropriate.

- 7.4 After taking account of existing budgets, and anticipated match funding, the estimated net additional funding requirement is £39.3 million over seven years, equivalent to approximately £5.6 million per annum. This represents the additional investment required to deliver the enhanced transport programme and would need to be considered through future budget-setting processes and funding decisions.
- 7.5 The Core Route Network enhancement programme accounts for the largest proportion of expenditure and represents the principal area of investment within the preferred programme.
- 7.6 Although the programme requires a significant additional funding commitment, it also represents a strategic shift in how Dorset Council invests in transport. The council is seeking to invest more in public transport, Community Transport, flexible transport and Independent Travel Training so that a greater proportion of future transport demand can be met through mainstream and shared transport options. By creating better alternatives and supporting more people to travel independently, the council aims to slow the growth in demand for specialist transport and progressively redirect future budgets towards transport services that benefit a wider range of residents.
- 7.7 Over time, this creates opportunities to improve accessibility, strengthen transport choice and reduce reliance on increasingly expensive individually commissioned journeys. As a result, future transport will increasingly be directed towards public, community and flexible transport services rather than specialist home-to-school, SEND and adult day opportunities transport.
- 7.8 Subject to the requirements of the Road Traffic Regulation Act 1984 and any subsequent Member decisions, any surplus parking income generated through the operation of the parking services may be available to support investment in public and Community Transport. This would provide an opportunity to reinvest transport-related income into transport improvements that benefit residents across Dorset and support delivery of the council's long-term transport transformation objectives.
- 7.9 The programme has also been designed to be phased and scalable. This provides flexibility to align implementation with available funding, organisational capacity and external funding opportunities. Should funding

availability change, the council retains the ability to adjust the pace of delivery whilst maintaining the overall strategic direction of the programme.

8. Natural environment, climate & ecology implications

- 8.1 The climate decision wheel is presented in Appendix F.
- 8.2 Transport is a significant contributor to Dorset's carbon emissions, particularly in rural areas where many journeys are currently undertaken by private car, and few public transport alternatives currently exist. The programme supports the council's climate and environmental ambitions by improving the availability and attractiveness of public transport, expanding Community Transport provision and introducing flexible transport services where conventional provision is not viable. This will provide residents with increased access to sustainable travel options and support a shift away from private vehicle use where practical.
- 8.3 The programme also supports environmental objectives through improved coordination and utilisation of transport resources. Better integration between services has the potential to reduce duplicate journeys, improve vehicle occupancy and reduce unnecessary mileage across the transport system.
- 8.4 Whilst the scale of environmental benefits will ultimately depend upon changes in travel behaviour and passenger demand, overall the programme is expected to support reduced transport emissions and contribute positively to Dorset's wider climate objectives. Environmental outcomes will be monitored through the programme's performance and evaluation framework.

9. Well-being and health implications

- 9.1 Transport is a significant enabler of health, wellbeing and independent living. The evidence gathered during development of the programme demonstrates strong links between transport accessibility, healthcare access, social participation and community wellbeing. It also demonstrates how poor transport access can prevent residents from attending healthcare appointments, participating in social and community activities, undertaking physical activity, maintaining informal support networks and living independently. These barriers can contribute to worsening health outcomes, increased isolation and greater demand for health and care services over time.
- 9.2 The programme is expected to improve access to healthcare facilities, reduce transport-related barriers to appointments and strengthen the role of Community Transport in supporting residents who are unable to access conventional transport services.

- 9.3 The proposed Independent Travel Training service will support greater independence, preparation for adulthood and improved access to education, employment and community opportunities. More broadly, enhanced public transport and Community Transport services will help reduce transport-related isolation and improve access to social, leisure and community activities.
- 9.4 Overall, the programme is expected to contribute positively to health and wellbeing by improving access to services, supporting independence, reducing social isolation and enabling more residents to participate fully in community life. By addressing transport barriers that contribute to poor health outcomes and reduced independence, the programme has the potential to support a more preventative approach to public service delivery and reduce pressure on health and care services over the longer term.

10. 10. Other implications

- 10.1 The programme supports several wider council priorities and transformation programmes beyond transport. It aligns closely with the Communities for All agenda, Adult day opportunities transformation, SEND reform and wider work to improve access to services and reduce inequalities across Dorset. By improving connectivity, supporting independence and enabling more local access to services, the programme contributes to a broader shift towards designing services around people and places rather than organisational boundaries.
- 10.2 Whilst the programme focuses on county-wide transport improvements, delivery will continue to be informed by local circumstances and emerging community priorities. Through ongoing engagement with employers, town and parish councils, Community Conversations and other stakeholder forums, the council will identify opportunities to address local accessibility challenges and strengthen connections between communities, employment locations and the wider transport network. This will include exploring further opportunities to improve connectivity to strategic employment and service locations, such as Dorset Innovation Park, together with major healthcare, education and transport hubs.
- 10.3 The transport transformation programme and parking review are intended to operate as complementary programmes. The transport programme improves alternatives to private car travel, whilst the parking review considers how demand management and parking policy can support wider transport, accessibility and place-based objectives. Together, they represent a coordinated approach to improving how people move around Dorset.
- 10.4 The programme has been deliberately designed to be “Wessex ready”. By creating a more integrated, scalable and strategically planned transport system, Dorset will be better positioned to participate in future devolution

arrangements, regional transport planning and cross-boundary investment programmes. This will help maximise future funding opportunities and improve connectivity across the wider Wessex area.

- 10.5 Taken together, these wider implications reinforce the role of transport as an enabler of economic growth, community wellbeing, public service transformation and place-based delivery. The benefits of the programme are therefore expected to extend well beyond transport services alone, supporting the council's wider ambitions for stronger, healthier and more connected communities.

11. 11. Risk implications

- 11.1 HAVING CONSIDERED: the risks associated with this decision; the level of risk has been identified as:

Current Risk: High

Residual Risk: Medium

- 11.2 The current risk is assessed as high because Dorset's transport system is experiencing increasing pressure from rising specialist transport demand, growing public transport costs, fragile Community Transport provision and continuing accessibility challenges across rural communities. Without intervention, these pressures are likely to increase, placing further strain on council resources whilst limiting access to employment, education, healthcare and community services.
- 11.3 The proposed programme seeks to address these risks through a phased and integrated approach. However, given the scale of the programme, the number of delivery partners involved and the interdependencies between intervention packages, a residual level of risk will remain throughout implementation.

Key Risks and Mitigations

Principal Risk	Mitigation
Affordability and future funding	Phased implementation and annual review
Transport market and operator costs	Early market engagement and contract management
Workforce and delivery capacity	Additional programme resources and phased rollout

Community Transport resilience	Sector support and grant funding
NHS and partner engagement	Partnership agreements and programme governance
Programme complexity	Transformation Office oversight and Beacon Team delivery model

12. 12. Equalities

- 12.1 Transport is a significant equalities issue and plays a critical role in determining access to education, employment, healthcare, community activities and public services. The evidence gathered demonstrates that transport barriers disproportionately affect older people, disabled people, children and young people, low-income households, rural communities and residents without access to a private vehicle.
- 12.2 The proposed programme has been developed with the objective of improving accessibility and reducing transport-related inequalities across Dorset. Examples include:
- a) Independent Travel Training to support greater independence and preparation for adulthood for young people and vulnerable adults.
 - b) Enhanced public transport services providing improved access to employment, education, healthcare and community facilities.
 - c) Strengthened Community Transport provision supporting older residents, disabled people and rural communities.
 - d) Demand Responsive Transport services designed to improve accessibility in areas where conventional public transport is not viable.
 - e) Improved integration between transport services to make journeys simpler, more consistent and easier to access.
- 12.3 The programme does not reduce the availability of specialist transport provision where this is required to meet statutory duties or individual needs. Instead, it seeks to increase the range of travel options available and support greater independence where appropriate.
- 12.4 A draft Equality Impact Assessment has been undertaken, included as appendix G, and will continue to be reviewed throughout the mobilisation and implementation phases to ensure that potential impacts on protected groups are identified and appropriately managed.

13. 13. Appendices

13.1 Supporting evidence accompanying this report includes:

Appendix A – Full Business Case September 2026

Appendix B – Evidence Review

Appendix C – Policy Review

Appendix D – Stakeholder Engagement Summary

Appendix E – Financial Case 7 Year Forecast

Appendix F – Climate Wheel Accessible Table and Recommendations

Appendix G – EQIA

14. 14. Background papers

14.1 Previous Committee Decisions:

a) [Cabinet Decision, Thursday 29th January 2026](#)

b) [Place and Resources Overview Committee, Thursday 9th July 2026](#)

15. Report sign-off

15.0 This report has been through the internal report clearance process and has been signed off by the Director for Assurance & Governance (Monitoring Officer), the Director for Resources (Section 151 Officer) and the appropriate Cabinet Member(s)