



Wednesday, 17 June 2026

Dear Sir/Madam

A meeting of the Bramcote Bereavement Services Joint Committee will be held on Thursday, 25 June 2026 in the Bramcote Crematorium, Coventry Lane, Bramcote, commencing at 6.30 pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Zulfiqar Darr  
Chief Executive

To Councillors: W Major  
H G Khaled MBE  
M Radulovic MBE (Chair)

E Winfield  
J Dawson (Vice-Chair)  
B Everett

## A G E N D A

1. Apologies

To receive apologies for absence and to be notified of the attendance of substitutes.

2. Appointment of Chair

3. Appointment of Vice-Chair

4. Declarations of interest

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

Further information can be found at: [Member Code of Conduct of Broxtowe Borough Council](#)

5. Minutes (Pages 3 - 6)
- To approve the minutes of the previous meeting held on Tuesday, 24 March 2026.
6. Annual Report and Statement of Accounts 2025/26 (Pages 7 - 32)
- To present the Annual Report and Management Statement of Accounts for 2025/26 for consideration by the Joint Committee, in accordance with the vision of working to provide the most professional, compassionate and sensitive services to meet the needs and expectations of people using Bramcote Crematorium.
7. Marketing and Performance Strategy (Pages 33 - 44)
- To provide the Joint Committee with an update on performance and marketing.
8. Work Programme (Pages 45 - 46)
- To consider items for inclusion in the Work Programme for future meetings.
9. Exclusion of the press and public
- The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, of Schedule 12A of the Act.**
10. Bramcote Crematorium Restructure (Pages 47 - 56)

## BRAMCOTE BEREAVEMENT SERVICES JOINT COMMITTEE

TUESDAY, 24 MARCH 2026

Present: Councillor J Dawson, Chair

Councillors: B Everett  
H G Khaled MBE  
W Major  
M Radulovic MBE  
E Winfield

### 31 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 32 MINUTES

The minutes of the meeting held on 15 January 2026 were confirmed and signed as a correct record.

### 33 MARKETING AND PERFORMANCE STRATEGY

The Joint Committee noted the Marketing and Performance Strategy, as presented by the Strategic Business Development Manager.

Members were taken through the cremation figures for March, highlighting an increase in direct cremations.

Members were further advised that the market share had decreased by 0.44% between April 2025 and February 2026. Members were referred to the graph on page 13 of the report, which illustrates the market share achieved.

The Strategic Business Development Manager was pleased to report that 180 members of the public attended the Mothering Sunday event.

The Committee also noted that strategic operational improvements have already delivered a reduction of 91 tons of carbon emissions, equating to a 39% decrease. This reduction covers the period from 1 April 2025 to 28 February 2026, compared with the same period in 2024/25.

The Committee welcomed this significant reduction in carbon emissions.

Members were further updated on the launch of the 'Your Cremation Funeral Service', due to commence at the crematorium on 13 April 2026.

The Committee noted that the impact of the Your Cremation Funeral Service will need to be closely monitored, especially in relation to storage capacity and cremation facilities.

The Committee welcomed the competitive nature of the newly established funeral service.

#### 34 FINANCIAL PERFORMANCE MANAGEMENT UPDATE

The Joint Committee noted the latest financial performance for Bramcote Crematorium for 2025/26, as presented by the Interim Deputy Chief Executive.

Members were taken through the revised estimates for 2025/26, which reflect an updated projection of £534,500 rather than £549,850.

The savings were also highlighted, along with an explanation of where these had arisen from.

Questions were raised regarding employee-related expenses, and clarification was sought on part-time vacant posts and whether these were expected to be filled.

The Committee was advised that several part-time members had left in recent months due to retirement and other employment opportunities. It is anticipated that these positions will be filled on a full-time basis by Autumn 2026, alongside the establishment of the Your Cremation Funeral Service.

Clarification was also sought on the Repairs and Maintenance budget - General and Cremators, including whether the negotiations had concluded and the outcome of discussions. Members were advised that negotiations were close to completion and were updated on the figures relating to the reduction.

#### 35 WORK PROGRAMME

The Joint Committee noted the Work Programme.

**RESOLVED that the Work Programme be approved.**

#### 36 EXCLUSION OF PUBLIC AND PRESS

**RESOLVED that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Schedule 12A of the Act.**

37 UPDATE REPORT ON THE SALE OF PAMELA COTTAGE TO BROXTOWE BOROUGH COUNCIL (HOUSING REVENUE ACCOUNT)

The Joint Committee received an update on the sale of Pamela Cottage to Broxtowe Borough Council.

38 BUSINESS GROWTH

The Joint Committee received a verbal update on the Business Growth report.

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**Report of the Treasurer to the Crematorium**

<b>Annual Report and Statement of Accounts 2025/26</b>
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1. Purpose of Report

To present the Annual Report and Management Statement of Accounts for 2025/26 for consideration by the Joint Committee, in accordance with the vision of working to provide the most professional, compassionate and sensitive services to meet the needs and expectations of people using Bramcote Crematorium.

2. Recommendation

**The Joint Committee is asked to RESOLVE that:**

- 1. The Annual Report and Management Statement of Accounts for the financial year 2025/26 be approved as the basis for generating accounting entries to the two constituent authorities.**
- 2. The accumulated revenue surplus and other investments be retained by the Joint Committee for future use, with the position being reviewed when the 2026/27 revised estimates are considered.**
- 3. Development budgets carry forward requests totalling £31,000, as outlined in the report, be approved and included in the 2026/27 budget.**

3. Detail

Broxtowe Borough Council is the lead authority for all financial matters associated with Bramcote Crematorium and prepares statements to facilitate consolidation of the information into the annual Statement of Accounts of the constituent audited bodies, Broxtowe and Erewash Borough Councils. The expenditure and income overseen by this Joint Committee is subject to statutory audit as part of the main accounts of these Councils. The Annual Report and Management Statement of Accounts for 2025/26 is provided in the **Appendix**.

All information in this report is derived from the final accounts working papers used in preparation of the draft Statement of Accounts for Broxtowe Borough Council which is due to be published on the Council's website on or before 30 June 2026. Erewash Borough Council information will be based on the same working papers and contained in their draft Statement of Accounts to be published by the same date.

The accounts for Bramcote Bereavement Services show a revenue account deficit of £67,203 for the financial year ended 31 March 2026. The deficit on operations for the year was £1,747,235, which was lower than the revised budget approved in January 2025 due to saving on the operational expenses and capital development works. The net surplus for the year was added to the accumulated Revenue Account surplus which on 31 March 2026 amounted to £255,800. Further details are provided in the financial narrative in the accounts.

4. Financial Implications

The comments from the Treasurer to the Crematorium were as follows:

The Annual Report and Management Statement of Accounts for 2025/26 have been prepared in accordance with the Responsibilities of the Treasurer to the Crematorium. The financial implications are included within the report. The accumulated revenue surplus and investments as at 31 March 2026 will be retained for future use in 2026/27 and beyond.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised having regard to economy, efficiency and effectiveness and to ensure public money is safeguarded and accounted for.

The Council has approved a code of corporate governance which is consistent with the principles set out in the CIPFA/SOLACE publications Delivering Good Governance in Local Government: Framework. 2016 Edition and also meets the requirements set out in the Accounts and Audit (England) Regulations 2015 Regulation 6(1). The statement has been prepared incorporating the code and legislation.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

Not applicable.

8. Climate Change Implications

There are no climate change implications in relation to this report.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

11. Background Papers

Nil.

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# **Bramcote Bereavement Services Joint Committee**



## **Annual Report and Management Statement of Accounts 2025/26**

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## **Foreword**

Bramcote Crematorium was opened in 1979 as the result of a joint initiative by Broxtowe and Erewash Borough Councils who recognised a need for the provision of cremation facilities easily accessible to people of the area.

A Joint Committee, now known as the Bramcote Bereavement Services Joint Committee, was formed to oversee the planning and building of the Crematorium and subsequently to direct the management of its operation. The original capital cost of the Crematorium was met by equal contributions from Broxtowe and Erewash Borough Councils and the balance of these contributions has since been used to affect most works of enhancement. On occasions where one of the constituent authorities has solely provided the necessary funding, then arrangements have been made to repay such amounts through a redistribution of any revenue surplus within the accounts.

Membership of the Bramcote Bereavement Services Joint Committee comprises elected members from each of the constituent authorities, with the number nominated by each reflecting the populations of the respective areas, which at present are approximately equal.

The Joint Committee directly employs a Strategic and Business Development Manager, a Bereavement Services Manager and other operational staff to run the Crematorium on a day-to-day basis. It also appoints officers of the constituent authorities to provide central and specialist services.

Regular reports are presented to the Joint Committee to ensure latest information is available for strategic and forward decisions.

## Bramcote Bereavement Services Joint Committee

### Annual Report 2025/26

The year ended 31 March 2026 was the forty-fifth full year of operation for Bramcote Crematorium, in which it has continued with its reputation of excellent service to the community. Directly serving the area of the constituent authorities of Broxtowe and Erewash, the Crematorium is also readily accessible to the northern and western parts of the City of Nottingham.

The Joint Committee aims to set cremation fees which are not only competitive with those of surrounding crematoria but also cover the Crematorium's operating costs. The policy in 2025/26 was to charge a standard single adult fee of £975.

The following table shows the number of adult cremations conducted at Bramcote Crematorium during the prior four years by area of origin:

Area	2022/23	2023/24	2024/25	2025/26
Broxtowe	836	780	773	729
Erewash	689	660	583	671
Nottingham	579	584	578	497
Other	375	278	257	215
<b>Total</b>	<b>2,479</b>	<b>2,302</b>	<b>2,191</b>	<b>2,112</b>

The following tables shows the respective cremations fees charged across the local area, including Bramcote Crematorium:

#### Bramcote Crematorium

Service	2024/25	2025/26
Cremation 18 Year Plus	£925	£975
Cremation and Witness Charge	£1,010	£1,065
Direct Cremation	£490	£490
Early Service	£730	£770
Saturday Service	£1,235	£1,300
Memorial Service	£295	£310
Under 18 years old	Nil	Nil

Nottingham City Crematorium (Wilford Hill)

Service	2024/25	2025/26
Cremation 18 Year Plus	£889	£911
Cremation and Witness Charge	£1,078	£1,105
Direct Cremation	£518	£531
Early Service	n/a	n/a
Saturday Service	£1,082	£1,275
Memorial Service	£353	£332
Under 18 years old	Nil	Nil

Gedling Crematorium

Service	2024/25	2025/26
Cremation 18 Year Plus	£1,120	£1,195
Cremation and Witness Charge	n/a	n/a
Direct Cremation	£545	£545
Early Service	£670	£895
Saturday Service	£1,250	£1,195
Memorial Service	£475	£510
Under 18 years old	Nil	Nil

Derby Crematorium (Markeaton)

Service	2024/25	2025/26
Cremation 18 Year Plus	£870	£922
Cremation and Witness Charge	n/a	n/a
Direct Cremation	£560	£588
Early Service	£654	£785
Saturday Service	n/a	n/a
Memorial Service	£219	£262
Under 18 years old	Nil	Nil

## **Bramcote Bereavement Services Joint Committee**

### **Statement of Responsibilities for Financial Matters**

#### Responsibilities of the Joint Committee

The Joint Committee is required:

- to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In the case of the Joint Committee, that officer is the Treasurer to the Crematorium.
- to manage its affairs and to secure economic, efficient and effective use of resources and safeguard its assets.

#### Responsibilities of the Treasurer to the Crematorium

The Treasurer to the Crematorium, as Deputy Chief Executive and Section 151 Officer for Broxtowe Borough Council being the responsible authority for all financial information, will ensure that:

- Good financial management is employed in respect of the Crematorium funds to ensure they are safeguarded at all times and are used appropriately, economically, efficiently and effectively.
- Influence on all material business decisions to ensure financial implications are fully considered including opportunities and risks in line with the financial strategy of the Joint Committee.

#### Financial Reporting

As the regulations have changed over recent years, financial reporting has become more abridged and technical in nature. The Medium Term Financial Strategy sets out targets and budgets and, as with all other Council activities, a regular quarterly monitoring report is presented to various committees. An outturn report is issued in June each year in a similar format and identifying any requests for carry forward of budgets. Variances to budget will be fully visible without technical adjustments.

A full set of statements and notes will continue to be produced to allow each of the Constituent Authorities to consolidate financial information into the Annual Statement of Accounts.

**Martin Paine**  
**Treasurer to the Crematorium**  
**31 May 2026**

## Bramcote Bereavement Services Joint Committee

### Financial Narrative for the Year Ended 31 March 2026

#### Summary of Financial Position as at 31 March 2026

##### Comprehensive Income and Expenditure Statement

The accounts for Bramcote Bereavement Services show a revenue account deficit of £67,203 for the financial year ended 31 March 2026. The deficit on operations for the year was £1,747,235, which was lower than the revised budget approved in January 2026 due to savings on operational expenses and capital development works. The net surplus for the year was added to the accumulated Revenue Account surplus which on 31 March 2026 amounted to £255,800. Further details are provided in the financial narrative in the accounts.

The balance on the Repairs and Renewals Reserve, as at 31 March 2026, was £66,814 with the Donations Reserves stated at £8,819.

The surplus on the provision of services, after net income, was £1,014,364, which included £2,412,035 of asset disposal (land sale) and £871,766 of financing costs that mainly consisted of the £900,000 distribution to the Constituent Authorities in accordance with the revised annual budget.

The capital development relating to car parking was not started in year, so it will be necessary to request a budget carry forward of £27,100 into the 2026/27 financial year. In addition, there is the balance of revenue budget for the Bramcote Direct Cremation Service (£3,900) that is also requested for carry forward into 2026/27.

##### Balance Sheet

Usable reserves reduced to £331,433 (from £497,289 in 2024/25) in line with the increased costs after technical adjustments shown on the Movement in Reserves Statement.

All funds are subject to treasury management at Broxtowe Borough Council.

##### Income

The number of cremations in 2025/26 was 2,112. The target number was not achieved in the year and budgeted income from cremation fees was not fully realised by £35,000. Investigation suggests that the increase in the popularity of 'direct cremations' through nationwide providers has had a direct impact on market share and cremation numbers. Discussions with local funeral directors also suggest a decrease in funerals staying in the local area is attributable to this factor.

Other receipts from memorialisation and associated services increased and was £28K higher than revised budget.

### Expenditure

Employee costs included the agreed pay award effective from April 2025, with establishment savings of £11,700 from vacancies which was slightly offset by the cost of the pay award. Pension strain costs of £8,840 shown on the Income and Expenditure Account is reversed out 'below the line' as a technical accounting adjustment.

Energy costs were £29,700 lower than the original budget due to the more fuel-efficient operation of the new cremators. Other running costs were generally lower than anticipated due to operational efficiencies and budget savings made from general repairs and maintenance, repairs to cremators and on other suppliers and services.

## Comprehensive Income and Expenditure Statement

Actual 2024/25 £		Actual 2025/26 £
	<u>Income</u>	
(2,031,012)	Fees and Charges	(2,106,206)
(2,759)	Rent - Pamela Cottage	-
(28,446)	Other Income	(32,178)
<b>(2,062,218)</b>		<b>(2,138,383)</b>
	<u>Expenditure</u>	
479,065	Employee Expenses	494,058
445,640	Premises Related Expenses	390,254
1,415	Transport Related Expenses	1,311
219,115	Supplies and Services	220,747
38,550	Third Party Payments	40,850
157,600	Central, Departmental & Technical Support Services	164,600
123,975	Capital Charges	2,573,799
<b>1,465,361</b>		<b>3,885,618</b>
<b>(596,856)</b>	<b>Cost of Services – Continuing Operations</b>	<b>1,747,235</b>
-	Disposal of Fixed Assets	<b>(2,412,035)</b>
681,892	Financing and Investment Income/Expenditure (Note 2)	871,766
(578,670)	Capital Expenditure Contribution	(1,221,330)
<b>(493,633)</b>	<b>(Surplus) or Deficit on Provision of Service</b>	<b>(1,014,364)</b>
16,000	Measurement of Net Defined Benefit Liability/ (Asset)	27,000
-	(Surplus)/Deficit on Revaluation of Property, Plant and Equipment Assets	(54,159)
<b>16,000</b>	<b>Other Comprehensive Income and Expenditure</b>	<b>(27,159)</b>
<b>(477,633)</b>	<b>Total Comprehensive Income and Expenditure</b>	<b>(1,041,523)</b>

### Movement in Reserves Statement

	Revenue Account Balances £	Donations Reserve £	Repairs & Renewals Reserve £	<b>Total Usable Reserves £</b>	Unusable Reserves £	<b>Total Reserves £</b>
<b>Balance Carried Forward at 31 March 2024</b>	(334,598)	(7,900)	(165,621)	(508,119)	(3,701,229)	(4,209,348)
<b>Movement in Reserves during 2024/25</b>						
(Surplus) or Deficit on provision of services (accounting basis)	(493,633)	-	-	(493,633)	-	(493,633)
Other Comprehensive Income and Expenditure	-	-	-	-	16,000	16,000
<b>Total Comprehensive Income and Expenditure</b>	<b>(493,633)</b>	<b>-</b>	<b>-</b>	<b>(493,633)</b>	<b>16,000</b>	<b>(477,633)</b>
Adjustments between accounting basis & funding basis under regulations (Note 2)	490,079	-	14,384	504,463	(504,463)	-
<b>Net Increase/Decrease before Transfers to Earmarked Reserves</b>	<b>(3,555)</b>	<b>-</b>	<b>14,384</b>	<b>10,829</b>	<b>(488,463)</b>	<b>(477,633)</b>
Transfers to/from Earmarked Reserves	8,330	(490)	(7,840)	-	-	-
<b>Increase / Decrease in 2024/25</b>	<b>4,775</b>	<b>(490)</b>	<b>6,544</b>	<b>10,829</b>	<b>(488,463)</b>	<b>(477,634)</b>
<b>Balance Carried Forward at 31 March 2025</b>	<b>(329,823)</b>	<b>(8,390)</b>	<b>(159,077)</b>	<b>(497,289)</b>	<b>(4,189,691)</b>	<b>(4,686,981)</b>
<b>Movement in Reserves during 2025/26</b>						
(Surplus) or Deficit on provision of services (accounting basis)	(1,014,364)	-	-	(1,014,364)	-	(1,014,364)
Other Comprehensive Income and Expenditure	-	-	-	-	(27,159)	(27,159)
<b>Total Comprehensive Income and Expenditure</b>	<b>(1,014,364)</b>	<b>-</b>	<b>-</b>	<b>(1,014,364)</b>	<b>(27,159)</b>	<b>(1,041,523)</b>
Adjustments between accounting basis & funding basis under regulations(Note 2)	1,081,567	-	98,654	1,180,221	(1,180,221)	0
<b>Net Increase/Decrease before Transfers to Earmarked Reserves</b>	<b>67,203</b>	<b>-</b>	<b>98,654</b>	<b>165,857</b>	<b>(1,207,380)</b>	<b>(1,041,523)</b>
Transfers to/from Earmarked Reserves	6,820	(429)	(6,391)	-	-	0
<b>Increase/decrease in 2025/26</b>	<b>74,023</b>	<b>(429)</b>	<b>92,263</b>	<b>165,857</b>	<b>(1,207,380)</b>	<b>(1,041,523)</b>
<b>Balance Carried Forward at 31 March 2026</b>	<b>(255,800)</b>	<b>(8,819)</b>	<b>(66,814)</b>	<b>(331,433)</b>	<b>(5,397,071)</b>	<b>(5,728,504)</b>

**Balance Sheet  
as at 31 March 2026**

31 March 2025 £		31 March 2026 £
	<u>Long Term Assets</u>	
3,509,109	Property, Plant and Equipment (PPE)	5,338,159
578,670	PPE Works in Progress	-
<b>4,087,779</b>	<b>Total Long Term Assets</b>	<b>5,338,159</b>
	<u>Current Assets</u>	
224,913	Asset Held for Sale	186,913
379,460	Short Term Investments	342,694
174,966	Short Term Debtors	205,243
15,886	Cash and Cash Equivalents	26,056
<b>795,225</b>	<b>Total Current Assets</b>	<b>760,906</b>
	<u>Current Liabilities</u>	
(51,630)	Short Term Creditors	(213,931)
<b>(51,630)</b>	<b>Total Current Liabilities</b>	<b>(213,931)</b>
	<u>Long Term Liabilities</u>	
(21,393)	Long Term Borrowing - Prepaid Cremation	(28,629)
(123,000)	Net Pension Liability	(128,000)
<b>(144,393)</b>	<b>Total Long Term Liabilities</b>	<b>(156,629)</b>
<b>4,686,981</b>	<b>Net Assets</b>	<b>5,728,504</b>
497,289	Usable Reserves	331,433
4,189,691	Unusable Reserves	5,397,071
<b>4,686,981</b>	<b>Total Reserves</b>	<b>5,728,504</b>

### Cash Flow Statement

2024/25 £		2025/26 £
<b>(493,633)</b>	<b>Net surplus/deficit on provision of services</b>	<b>(1,014,364)</b>
(131,351)	Adjustments to net surplus or deficit for non-cash movements	(279,024)
<b>(624,984)</b>	<b>Net cash flows from operating activities</b>	<b>(1,293,388)</b>
629,546	Investing activities	1,283,218
-	Financing activities	-
<b>4,562</b>	<b>Net increase or decrease in cash equivalents</b>	<b>(10,170)</b>
(20,448)	Cash and cash equivalents at the beginning of the reporting period	(15,886)
<b>(15,886)</b>	<b>Cash and cash equivalents at the end of the reporting period</b>	<b>(26,056)</b>

## Defined Benefit Pension Scheme

### Comprehensive Income and Expenditure Statement

	2024/25 £	2025/26 £
<u>Service Cost comprising:</u>		
Service cost	55,000	53,000
Administration expenses	1,000	1,000
<u>Financing and Investment Income and Expenditure</u>		
Net interest expense	4,000	5,000
<b>Total post-employment benefits charged to the Surplus or Deficit on the Provision of Services</b>	<b>60,000</b>	<b>59,000</b>
<b>Other post-employment benefits charged to the Comprehensive Income and Expenditure Statement</b>		
<u>Re-measurement of the Net Defined Liability comprising:</u>		
Return on plan assets (excluding the amount included in the net interest expense)	(25,000)	140,000
Other actuarial gains/(losses) on assets	-	(64,000)
Changes in financial assumptions	247,000	113,000
Changes in demographic assumptions	5,000	(68,000)
Changes in effect of asset ceiling	(241,000)	331,000
Experience loss/(gain) in defined benefit obligation	(2,000)	(479,000)
<b>Total post-employment benefits charged to the Comprehensive Income and Expenditure Statement</b>	<b>44,000</b>	<b>32,000</b>
<b>Movement in Reserves Statement</b>		
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for Post-Employment Benefits in accordance with the Code	(60,000)	(59,000)
<b>Actual amount charged against the General Fund Balance for pensions in year</b>		
Employers' contributions payable to the scheme	81,000	81,000

### Pension Assets and Liabilities Recognised in the Balance Sheet

	2024/25 £	2025/26 £
Present value of the defined benefit obligation	1,686,000	2,197,000
Fair value of plan assets	(2,232,000)	(2,446,000)
<b>Sub Total</b>	<b>(546,000)</b>	<b>(249,000)</b>
Other movements in the liability/(asset)	669,000	377,000
Payment of deficit	-	-
<b>Net liability arising from defined benefit obligation</b>	<b>123,000</b>	<b>128,000</b>

Reconciliation of the Movement in the Fair Value of Scheme Assets

	2024/25 £	2025/26 £
<b>Opening Fair Value of Scheme Assets</b>	<b>2,044,000</b>	<b>2,232,000</b>
Interest income	104,000	131,000
Re-measurement gain/(loss):		
Return on plan assets (excluding the amount included in the net interest expense)	(25,000)	140,000
Other actuarial gains/(losses) on assets	-	(64,000)
Contributions from employer	81,000	81,000
Contributions from employees into the scheme	21,000	21,000
Benefits paid	8,000	(94,000)
Administration expenses	(1,000)	(1,000)
<b>Closing Fair Value of Scheme Assets</b>	<b>2,232,000</b>	<b>2,446,000</b>

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

	2024/25 £	2025/26 £
<b>Opening Balance as at 1 April</b>	<b>1,764,000</b>	<b>1,686,000</b>
Current service cost	55,000	53,000
Interest cost	88,000	97,000
Contribution from scheme participants	21,000	21,000
Re-measurement (gain)/loss:		
Change in financial assumptions	(247,000)	(113,000)
Change in demographic assumptions	(5,000)	68,000
Experience loss/(gain)	2,000	479,000
Past service cost	-	-
Benefits paid	8,000	(94,000)
Unfunded pension payments	-	-
<b>Closing Balance as at 31 March</b>	<b>1,686,000</b>	<b>2,197,000</b>

Local Government Pension Scheme Assets

	2024/25 £	2025/26 £
Cash and Cash Equivalents	122,000	178,000
Equity Instruments	1,388,000	1,578,000
Gilts	185,000	203,000
Other Bonds	144,000	121,000
Property	229,000	200,000
Infrastructure	164,000	166,000
<b>Total Assets</b>	<b>2,232,000</b>	<b>2,446,000</b>

Basis for Estimating Assets and Liabilities

	2024/25 %	2025/26 %
<u>Mortality Assumptions</u>		
Longevity at 65 for current pensioners:		
- Men	20.4	21.2
- Women	23.3	24.2
Longevity at 65 for future pensioners:		
- Men	21.7	22.8
- Women	24.7	25.9
<u>Financial Assumptions</u>		
RPI Inflation	2.95	2.90
Rate of Increase in Salaries	3.95	2.90
Rate of Increase in Pensions	2.95	3.90
Rate for Discounting Scheme Liabilities	5.85	2.90

	Increase in Assumption £	Increase in Assumption £
Longevity (increase or decrease in 1 year)	(70)	72
Rate of increase in salaries (increase or decrease by 0.1%)	(1)	1
Rate of increase in pensions (increase or decrease by 0.1%)	(25)	33
Rate for discounting scheme liabilities (increase or decrease by 0.1%)	32	(31)

## Notes to the Core Financial Statements

### 1. Adjustments between Accounting Basis and Funding Basis under Regulation

	2024/25 £	2025/26 £
<u>Adjustments to Revenue Resources</u>		
Pension Costs	21,000	22,000
Depreciation	(123,975)	(123,764)
Disposal of Non-Current Asset	-	(38,000)
Revenue Expenditure Funded by Capital Under Statute	-	(2,450,035)
Capital Expenditure financed from Capital Grant	593,054	1,221,330
Capital Expenditure financed from Reserve	-	98,655
<u>Adjustments between Revenue and Capital Resources</u>		
Capital Expenditure financed from Revenue	14,384	-
Disposal of Non-Current Asset	-	-
<u>Adjustments to Capital Resources</u>		
Use of the Capital Receipts Reserve	-	2,450,035
<b>Total</b>	<b>504,463</b>	<b>1,180,221</b>

### 2. Financing and Investment Income and Expenditure

	2024/25 £	2025/26 £
Interest receivable and similar income	(22,108)	(33,234)
Interest payable and similar income	-	-
Net interest on the net defined benefit liability/(asset)	4,000	5,000
Distribution to constituent authorities	700,000	900,000
<b>Total</b>	<b>681,892</b>	<b>871,766</b>

3. Property, Plant and Equipment

	Land and Buildings £	Vehicles, Plant and Equipment £	Total £
<u>Original Cost/Valuation</u>			
At 1 April 2025	3,444,000	1,527,507	4,971,507
Enhancement / Additions	-	1,319,985	1,319,985
Revaluation	-	-	-
Disposals	-	-	-
Indexation	(151,841)	-	(151,841)
Impairments	-	-	-
<b>As at 31 March 2026</b>	<b>3,292,159</b>	<b>2,847,492</b>	<b>6,139,651</b>
<u>Depreciation/Impairments</u>			
At April 2025	(128,750)	(754,978)	(883,728)
Depreciation for the year	(77,250)	(46,514)	(123,764)
Revaluation	-	-	-
Indexation	206,000	-	206,000
Disposals	-	-	-
<b>As at 31 March 2026</b>	<b>-</b>	<b>(801,492)</b>	<b>(801,492)</b>
<b>Net Book value as at:</b>			
<b>1 April 2025</b>	<b>3,315,250</b>	<b>772,529</b>	<b>4,087,779</b>
<b>31 March 2026</b>	<b>3,292,159</b>	<b>2,046,000</b>	<b>5,338,159</b>

Analysis of Property, Plant and Equipment

<b>Asset Description</b>	31 March 2025 £	31 March 2026 £
<u>Land and Buildings</u>		
Crematorium Buildings	2,961,250	2,948,602
Crematorium Land	354,000	343,557
	<b>3,315,250</b>	<b>3,292,159</b>
<u>Vehicles, Plant and Equipment</u>		
Mercury Abatement Equipment	22,279	-
Columbaria	900	-
Charging Bier	8,793	7,694
Children's Memorial Area	13,553	9,035
Lecterns and Curtains	2,493	1,662
Epilog Upgrade	3,519	1,760
Heat Exchange	6,181	5,494
Buggy Grounds Vehicle	3,995	3,196
Cremator Reline and Health	24,230	16,154
Car Park	31,249	30,427
Door Repair and Maintenance	5,599	3,732
Cremator	620,970	1,940,955
Audio System	28,768	25,891
	<b>772,529</b>	<b>2,046,000</b>
<b>Total Property, Plant and Equipment</b>	<b>4,087,779</b>	<b>5,338,159</b>

4. Short Term Debtors

	31 March 2025 £	31 March 2026 £
Funeral Directors	131,458	183,590
Other payments	43,509	21,653
<b>Total Short Term Debtors</b>	<b>174,966</b>	<b>205,243</b>

5. Cash and Cash Equivalents

	31 March 2025 £	31 March 2026 £
Cash in hand	80	60
Bank current accounts	15,806	25,996
Cash in transit	-	-
<b>Total Cash and Cash Equivalents Balance</b>	<b>15,886</b>	<b>26,056</b>

6. Short Term Creditors

	31 March 2025 £	31 March 2026 £
Local Authorities	(4,058)	-
Other Bodies	(47,573)	(213,931)
<b>Total Short-Term Creditors</b>	<b>(51,630)</b>	<b>(213,931)</b>

7. Unusable Reserves

	31 March 2025 £	31 March 2026 £
Revaluation Reserve	(1,792,603)	(1,800,895)
Capital Adjustment Account	(2,520,088)	(3,724,176)
Pension Reserve	128,000	123,000
<b>Total Unusable Reserves</b>	<b>(4,189,691)</b>	<b>(5,397,071)</b>

7a. Revaluation Reserve

	2024/25 £	2025/26 £
<b>Balance at 1 April</b>	<b>(1,841,061)</b>	<b>(1,792,603)</b>
Upward revaluation of assets		(54,159)
Impairment	-	-
Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services	48,458	45,867
<b>Balance at 31 March</b>	<b>(1,792,603)</b>	<b>(1,800,895)</b>

7b. Capital Adjustment Account

	2024/25 £	2025/26 £
<b>Balance as at 1 April</b>	<b>(2,520,089)</b>	<b>(1,988,168)</b>
<u>Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:</u>		
Charges for depreciation and impairment of non-current assets	123,764	123,975
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	38,000	-
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure	(1,319,985)	-
	<b>(3,678,310)</b>	<b>(1,864,193)</b>
Adjusting amounts written out of the Revaluation Reserve	(45,867)	(48,458)
<b>Net written out amount of the cost of non current assets consumed in the year</b>	<b>(3,724,177)</b>	<b>(1,912,651)</b>
<u>Capital financing applied in the year:</u>		
Capital expenditure charged against the General Revenue Balance	-	(607,438)
	-	<b>(607,438)</b>
<b>Balance as at 31 March</b>	<b>(3,724,177)</b>	<b>(2,520,089)</b>

7c. Pensions Reserve

	2024/25 £	2025/26 £
<b>Balance at 1 April</b>	<b>128,000</b>	<b>123,000</b>
Remeasurement of the net defined liability/(asset)	16,000	27,000
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	60,000	59,000
Employer's pensions contributions and direct payments to pensioners payable in the year	(81,000)	(81,000)
<b>Balance at 31 March</b>	<b>123,000</b>	<b>128,000</b>

8. Cash Flow Statement – Operating Activities

The cash flows for operating activities include the following items:

	2024/25 £	2025/26 £
Interest received	(22,108)	(33,234)
Interest paid	-	-

9. Cash Flow Statement – Investing Activities

	2024/25 £	2025/26 £
Purchase of property, plant and equipment, investment property and intangible assets	607,438	1,319,985
Purchase or use of short-term investments	22,108	(36,766)
<b>Total Investing Activities</b>	<b>629,546</b>	<b>1,283,219</b>

10. Cash Flow Statement – Financing Activities

	2024/25 £	2025/26 £
Other receipts from financing activities	-	-
Other payments for financing activities	-	-
<b>Total Financing Activities</b>	<b>-</b>	<b>-</b>

11. Capital Expenditure and Capital Financing

	£
<u>Expenditure</u>	
Operational Assets	
Cremator	1,319,985
Non Operational Assets	
Capital Salaries	-
<b>Total Expenditure</b>	<b>1,319,985</b>
<u>Financing</u>	
Grants	1,221,330
Repairs and Renewals Reserve	98,655
<b>Total Financing</b>	<b>1,319,985</b>

12. Investments

	2024/25 £	2025/26 £
Repairs and Renewals Reserve	159,077	66,814
Revenue	220,383	275,880
<b>Total Investments</b>	<b>379,460</b>	<b>342,694</b>

**Joint report of the Interim Deputy Chief Executive and the Strategic and Business Development Manager****Marketing and Performance Strategy**1. Purpose of Report

To provide the Joint Committee with an update on performance and marketing.

2. Recommendation

**The Joint Committee is asked to note the report and to RESOLVE to approve that an additional £10,000 be allocated to the annual marketing budget in 2026/27.**

3. Detail

Analysis is carried out each month to establish the market share for the services held at Bramcote Crematorium. In addition, data is collated to provide the Joint Committee with the most recent details regarding service performance. Further details are provided in the **Appendix**.

Bramcote Bereavement Services has recently launched its 'Your Cremation' service. Its immediate popularity has demonstrated that this service is required 'at need'. Further promotion is vital to the success of the service, ensuring that families are aware and can make informed decisions to choose Your Cremation as their funeral service provider. In order to expand the marketing campaign, a further budget allocation of £10,000 for marketing is required in 2026/27 to continue the growth of the project.

4. Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer were as follows:

The Bramcote Crematorium Medium-Term Financial Strategy identifies cremation fee income as one of the highest rated risks in terms of the Crematorium achieving its objectives. Any variation in the number and type of cremations completed will have a direct impact on the Crematorium's income budget and overall financial performance. For example, a potential decrease of 100 cremations at the full-service fee could reduce revenues by almost £100k.

5. Legal Implications

The comments from the Monitoring Officer / Head of Legal Services were as follows:

There are no direct legal implications arising from this report.

6. Human Resources Implications

Not applicable.

7. Union Comments

Not applicable.

8. Climate Change Implications

The climate change implications are contained within the report.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

There is no requirement for an Equality Impact Assessment.

11. Background Papers

Nil.

## Appendix

**Marketing**

The success of the marketing strategy will be determined by the positive impact that is achieved on measurable goals, which form the Key Performance Indicators (KPIs).

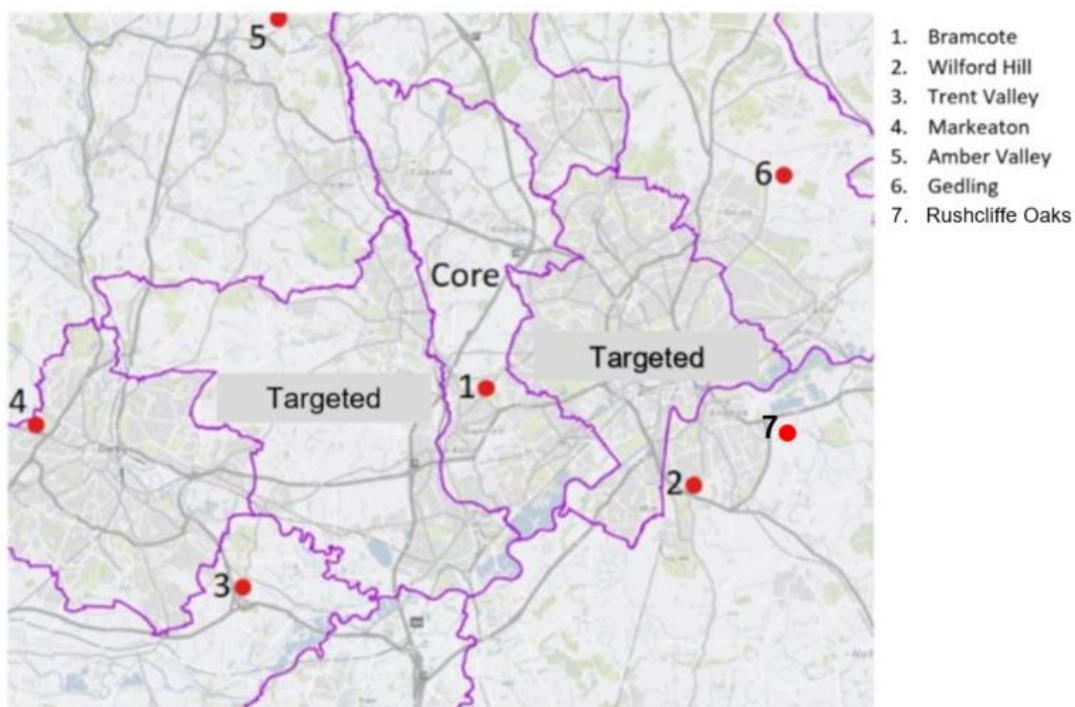
Analysis is carried out monthly to establish the market share for the services held at Bramcote Crematorium. For every cremation held at the Crematorium, this will involve recording the district where each of the deceased lived set against the overall death rate for the corresponding district. The market share can then be calculated.

The target markets for the Crematorium are grouped into:

- Core area (Broxtowe area)
- Targeted area (Erewash and Nottingham City, due to close proximity of competitors)
- Out of area (surrounding areas).

The term 'core area' refers to the region where the Crematorium is expected to attract the vast majority of custom based on being the primary service provider within that area. The term 'targeted area' is the marketing term for an area that companies compete with each other to develop, sell, or control. The term 'out of area' refers to the area where attracting custom from that region will be a challenge based on factors such as the proximity and competitors.

The map below shows the designation of the areas together with the competitor's locations.



This report will be crucial to determine where to focus the marketing strategy and efforts. The Crematorium should have a greater percentage of the market share in its core area, with the percentage decreasing in the targeted area and out of area where other crematoriums operate.

The following activities have been undertaken as part of raising the profile of the Crematorium in both the core and targeted area:

- Continuation of increased exposure and messages through social media channels.
- Weekly discussions with funeral directors to look at potential improvements with the services offered.
- Discussions ongoing to create exclusive service contracts with Funeral Directors.
- Launch of 'Your Cremation' a project which will see Bramcote Bereavement Services becoming the crematorium of choice in both core and targeted areas.
- Attendance at nationwide seminars to network and investigate new opportunities within the industry.

### **Performance**

The table below details the number of fee charging cremations on a year-by-year basis. The number of fee charging cremations facilitated at Bramcote Crematorium between 1 April 2025 and 31 March 2026 in the core, targeted and out of area has decreased by 79 compared to the same period 2024/25, resulting in 2,112 fee charging cremations.

The decrease in numbers can be attributed to the popularity of direct cremation services, with further details included later in this report.

Month	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
April	300	226	180	166	221	186
May	280	184	212	195	197	192
June	183	239	227	181	192	176
July	176	179	180	197	202	187
August	178	177	215	162	158	154
September	181	192	176	165	149	159
October	199	193	194	196	169	160
November	217	224	217	178	170	152
December	259	195	193	190	178	183
January	222	217	252	246	199	189
February	303	224	214	196	183	194
March	267	228	219	230	173	180
Total	2,765	2,478	2,479	2,302	2,191	2,112

### Types of Services breakdown

The table below shows the different types of cremations which have taken place. The key for the data in the table is as follows:

- **Full Service:** A regular 60-minute service and cremation.
- **Committal Service:** The service was held at a church/chapel first, then a short service and cremation.
- **Direct Service:** A regular cremation but where there is no service.
- **Attended Direct Service:** A regular cremation involving a 15-minute service at our direct times with limited mourners and eulogy delivered by the Bramcote Bereavement Services team.
- **Hospital Body:** The Cremation of a body received direct from the hospital.
- **Hospital Body Part:** The Cremation of a body part received direct from the hospital.
- **Morning Sunrise Service:** A regular cremation involving a 60-minute service only at 9:00am in the Serenity Chapel.

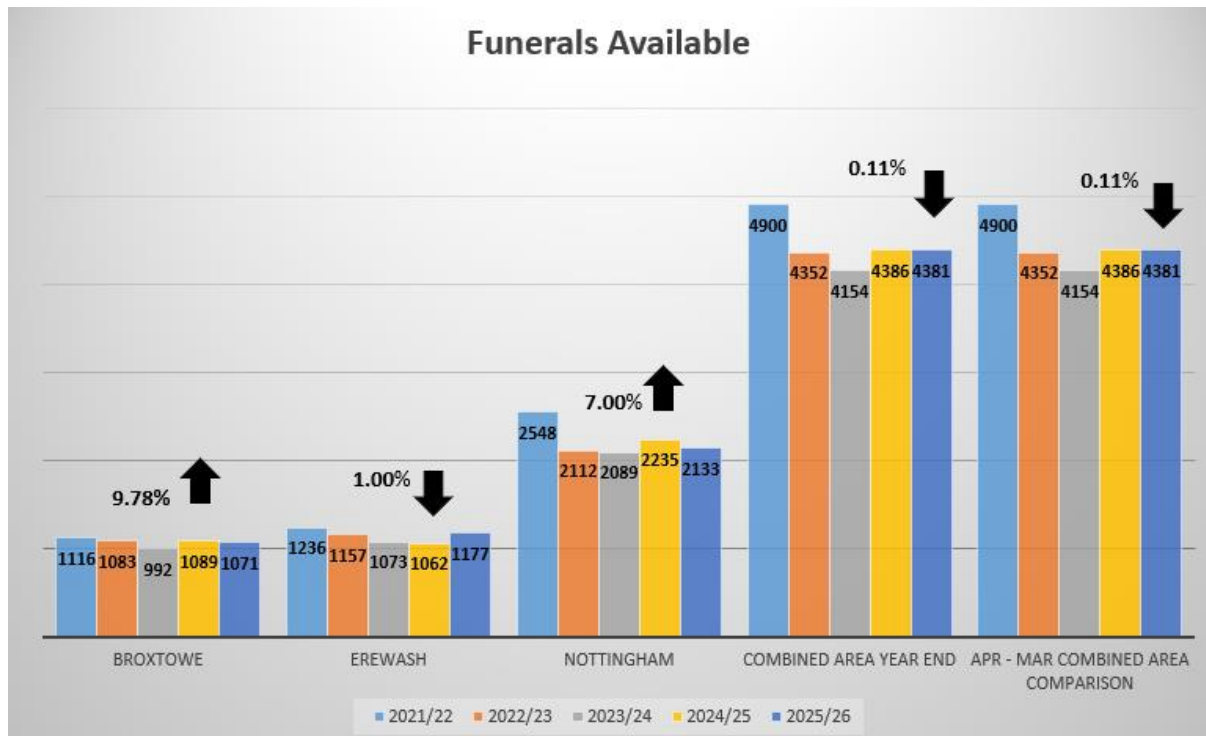
	2024/25	2025/26
Full Service	1,849	1,811
Committal Service	88	84
Direct Service	82	110
Attended Direct Service	35	54
Hospital Body	19	28
Hospital Body Part	1	1
Morning Sunrise Service	11	9
Children Funeral Fund	31	15
<b>Total Cremations</b>	<b>2,191</b>	<b>2,112</b>

### Death rate and funerals available

The death rate is collated from the following website:

<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/datasets/monthlyfiguresondeathsregisteredbyareaofusualresidence>

Funerals available for cremation in the core and targeted area between 1 April 2025 and 31 March 2026 has decreased by 0.11% compared to the same period 2024/25. The graph provided below illustrates the data gathered from registered deaths in Bramcote Bereavement Services core and targeted areas.



Between 2025 and 2035, the Office of National Statistics (ONS) expect generally falling death rates due to improving mortality rates, with projections showing increased life expectancy. Data published indicates a reduction in the death rate of 8.6% in the UK over this period.

**Market Share**

The overall market share in the core and targeted areas has decreased by 0.70% in the period 1 April 2025 to 31 March 2026 compared to the same period 2024/25 from 44.10% to 43.40%.

Investigation suggests that the increase in popularity of direct cremation services through nationwide providers has had a direct impact on market share and cremation numbers. Discussions with local Funeral Directors also suggests a decrease in funerals staying in the local area is attributable to this factor. With the purchase of a crematorium in North Nottinghamshire by Pure Cremation, the market share may see further reductions.

With the Bramcote Bereavement Services launch of ‘Your Cremation’ it is anticipated that the service will mitigate the number of cremations being facilitated by nationwide providers.



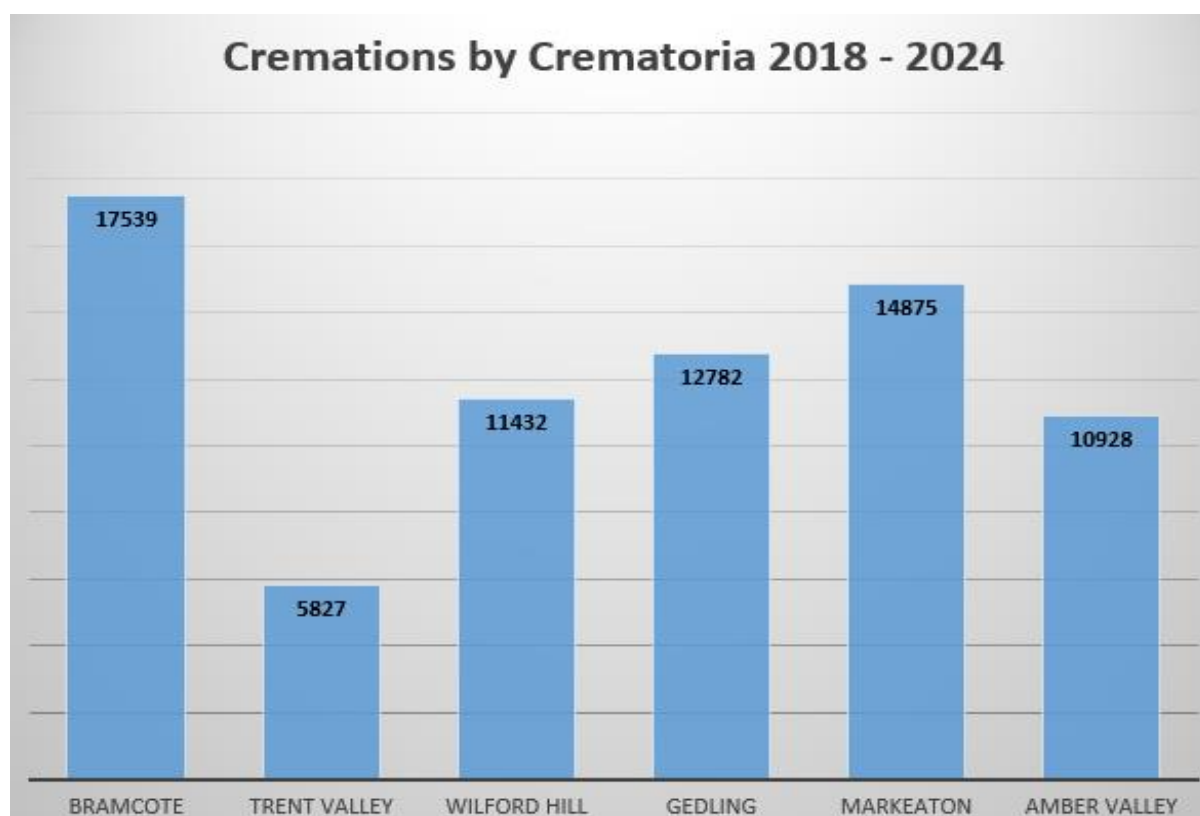
**Cremations by Crematoria**

The table below details the number of cremations on a year-by-year basis since 2018 by local crematoria, the graph details the total numbers in the same period.

The data highlights the reduction in cremations at four of the six local crematoriums. Amber Valley and Trent Valley both operate their own funeral director business which enhances the number of cremations at their facilities.

Pure Cremation began operating December 2018 and from January 2019 to January 2025 had seen an increase of business of 512%. This has resulted in 14,530 cremations being facilitated at their crematorium in Andover. This figure does not consider Pure Cremations facilitated at other crematoria. Pure Cremation have now purchased Barnby Moor Crematorium in North Nottinghamshire. The data confirms the erosion of cremation numbers and the impact Pure Cremation has on funerals staying in the local area. It also highlights the current market trend moving more towards the direct cremation market.

Year	Bramcote	Trent Valley	Wilford Hill	Gedling	Markeaton	Amber Valley
2018	2,639	182	1,816	1,371	2,593	1,489
2019	2,530	592	1,753	1,444	2,101	1,434
2020	2,703	857	1,913	1,648	2,305	1,644
2021	2,580	955	1,705	1,631	2,042	1,544
2022	2,462	950	1,636	1,949	2,045	1,763
2023	2,318	1,127	1,440	2,431	1,932	1,453
2024	2,307	1,164	1,169	2,308	1,857	1,601



### **Community Events**

Future Community events Bramcote Bereavement Services will deliver in 2026:

- Father's Day – Sunday, 21 June 2026
- Open Day – Saturday, 18 July 2026
- Christmas Service of Remembrance – Friday, 4 December 2026.

### **Pre-Paid Cremation Plans**

Bramcote Bereavement Services has sold 54 'Pre-paid Cremation Service Plans' since its launch in late 2024 (including three that were subsequently cancelled and refunded). Four plans have since been redeemed in 2025/26, with their value being brought into the general cremation fees income.

The total value of plans held on account, as at 31 March 2026, was £28,629 plus £5,049 collected in administration and other fees. The notional value on investment interest earned on these plans across the whole period of sales is £968.

### **Your Cremation**

Bramcote Bereavement Services launched 'Your Cremation' on 13 April 2026. The new service has attracted nationwide interest from other local authority crematoria, resulting in meetings being arranged to share the experience of becoming a funeral service provider.

The Bramcote Bereavement Services Strategic and Business Development Manager will be attending the annual three-day Institute of Cemetery and Crematorium Management (ICCM) Seminar in September where a presentation will be delivered to attendees.

Your Cremation has been well received and gains traction with its popularity.

### **Your Cremation ‘At Need’**

At the time of writing this report, 22 families ‘at need’ have instructed Your Cremation as their funeral service provider, with 20 funerals with cremations having taken place and a further two deceased received and in care with funerals to take place shortly.

The table below details the type of funeral service delivered and associated revenue generated.

	Service Provided	Revenue Generated
Direct Cremation	10	£9,950
Intimate Service	7	£8,400
Celebration Service	3	£5,685
<b>Total Your Cremations Completed</b>	<b>20</b>	<b>£24,035</b>
Currently in our care	2	£2,890
<b>Total Your Cremations</b>	<b>22</b>	<b>£26,925</b>

### **Your Cremation Pre-paid Service**

Ten weeks since its launch, Bramcote Bereavement Services has sold 58 ‘Your Cremation Pre-paid service certificates’. This includes 39 Direct Cremation, 12 Intimate and 7 Celebration Service.

The total value of certificates held on account, as at 22 May 2026, was £66,060 plus £14,500 collected in administration and other fees. The average age of the person to be covered by the scheme at time of purchase is 75 years.

To serve those experiencing loss now, ‘at need’, further promotion is critical to the success of the service, ensuring families are aware and can make the informed decision to choose Your Cremation as their funeral service provider. In order to expand the marketing campaign currently adopted, a further £10,000 in financial year 2026/27 is required to continue the growth of the project.

Bramcote Bereavement Services have received compliments and thanks for the Your Cremation service delivered to bereaved families.

- *Thanks so much for this, and your kind words. You have all been great and it’s much appreciated. I wasn’t up to replying yesterday but have taken much comfort in how well you have cared for her and supported me.*
- *The service was incredible, from start to finish even from the first phone conversation. As much as it was a sad time you out did all my expectations! You gave my dad an amazing send off ! So thank you.*

- The process from start to finish was so easy, quick and sensitive. It was compassionate and caring and met expectations beyond belief. With it being a more affordable approach to a service / cremation, we expected this to reflect in the price, but we couldn't be more grateful for the respectful and beautiful service and process from Richard and the bereavement team.*

*Everything was thoroughly explained and planned out and took away the stressful aspect. All pricing and extras were clear and there was no hidden costs that tend to come with a service / cremation.*

*Would really recommend Richard and the team, and the 'Your Cremation' option as not only is it more affordable and more intimate, but the level of care and respect will exceed anyone's expectations".*

*Thank you again Richard for all your time and for giving mum a beautiful service.*
- ██████████ and I would just like to thank you for arranging and conducting the funeral of our uncle ██████████. We both found the service to be a very moving and emotional way to see off a much-loved family member. Everyone that attended has remarked how wonderful the service was. The setting was beautiful and your words wonderfully encapsulated ██████████ life. We mentioned to you prior to the ceremony that ██████████ wanted a relaxed and somewhat humorous send-off and you got that spot on. Our wishes were met on the day and you removed all of our concerns about the administration and organisation of his funeral.*

*Arranging a funeral is obviously not something that we are familiar with, or comfortable doing. But we found the guidance given by you and your staff to be greatly comforting at a difficult time. The whole experience, from the initial meeting to the ceremony on the day was a tremendously positive one and we would like to greatly thank you and your staff for giving William such a perfect send off. Please pass on our thanks to all your staff and, of course, to yourself.*
- Hiya Louise, just wanted to say again how thankful we all are for your help with dad's service on Friday. You made the whole experience so much calmer and put us at ease.*

### **Strategic Operational Improvement**

In order to improve energy efficiency and reduce gas usage, changes were made to the operations of the cremators. Between 1 April 2025 and 31 March 2026 energy costs amounted to £47,301 compared to £106,972 during the same period in 2024/25. A reduction of £59,671 has been achieved.

As detailed in the table below current efficiency data has already seen a reduction in emissions of 94 tons of Carbon which equates to a 38% reduction. This is over the period 1 April 2025 to 31 March 2026 and compared to the same period 2024/25.

	KWh	tCO2e
1 April 2024 to 31 March 2025	1,327,014	243
1 April 2025 to 31 March 2026	816,929	149
Reduction (units)		94
Reduction (percentage)		38%

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**Joint report of the Interim Deputy Chief Executive and the Strategic and Business Development Manager**

<b>Work Programme/Schedule of Meetings</b>
--

1. Purpose of Report

To consider items for inclusion in the Work Programme for future meetings.

2. Recommendation

**The Joint Committee is asked to CONSIDER the Work Programme and the Schedule of Meetings and RESOLVE accordingly.**

3. Detail

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

22 October 2026	
14 January 2027	
11 March 2027	
24 June 2027	

4. Financial Implications

Comments from the Head of Finance Services were as follows:

There are no financial implications.

5. Legal Implications

Comments from the Head of Legal Services were as follows:

The terms of reference are set out in the Council's constitution. It is good practice to include a work programme to help the Council manage the portfolios.

6. Background Papers

Nil.

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