



Place and Resources Scrutiny Committee

Date: Thursday, 9 November 2023
Time: 10.00 am
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Shane Bartlett (Chairman), Andy Canning (Vice-Chairman), Rod Adkins, Jon Andrews, Piers Brown, Barry Goringe, Brian Heatley, David Shortell, David Tooke and Bill Trite

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services Meeting Contact 01305 252209 / lindsey.watson@dorsetcouncil.gov.uk

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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Agenda

Item		Pages
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	MINUTES	5 - 10
	To confirm the minutes of the meeting held on 12 September 2023.	
3.	DECLARATIONS OF INTEREST	
	To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.	
	If required, further advice should be sought from the Monitoring Officer in advance of the meeting.	

4. CHAIRMAN'S UPDATE

To receive any updates from the Chairman of the Place and Resources Scrutiny Committee.

5. PUBLIC PARTICIPATION

Representatives of town or parish councils and members of the public who live, work, or represent an organisation within the Dorset Council area are welcome to submit either 1 question or 1 statement for each meeting. You are welcome to attend the meeting in person or via MS Teams to read out your question and to receive the response. If you submit a statement for the committee this will be circulated to all members of the committee in advance of the meeting as a supplement to the agenda and appended to the minutes for the formal record but will not be read out at the meeting. **The first 8 questions and the first 8 statements received from members of the public or organisations for each meeting will be accepted on a first come first served basis in accordance with the deadline set out below.** Further information read [Public Participation - Dorset Council](#)

All submissions must be emailed in full to lindsey.watson@dorsetcouncil.gov.uk by 8.30am on 6 November 2023.

When submitting your question or statement please note that:

- You can submit 1 question or 1 statement.
- a question may include a short pre-amble to set the context.
- It must be a single question and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to 3 minutes to present your question.
- when submitting a question please indicate who the question is for (e.g., the name of the committee or Portfolio Holder)
- Include your name, address, and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.
- all questions, statements and responses will be published in full within the minutes of the meeting.

6. QUESTIONS FROM COUNCILLORS

To receive questions submitted by councillors.

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and

statements received will be published as a supplement to the agenda and all questions, statements and responses will be published in full within the minutes of the meeting.

The submissions must be emailed in full to lindsey.watson@dorsetcouncil.gov.uk by 8.30am on 6 November 2023.

[Dorset Council Constitution](#) – Procedure Rule 13

7. REVIEW OF DORSET COUNCIL'S TOURISM SERVICE 11 - 26

To consider a report of the Service Manager for Growth and Economic Regeneration.

8. NATURAL ENVIRONMENT, CLIMATE AND ECOLOGY PROGRESS REPORT, AUTUMN/WINTER 2023 27 - 64

To consider a report of the Sustainability Team Manager.

9. PERFORMANCE SCRUTINY

A review of the relevant Dorset Council performance dashboard to inform the scrutiny committee's work programme and identify items for deep dives.

The following link is the dashboard for the committee:

[Place and Resources Scrutiny Committee dashboard](#)

Committee members to flag up if any areas for potential review.

Operational – Corporate: Councillors Piers Brown, Barry Goringe and David Shortell

Operational – Place: Councillors David Tooke and Jon Andrews

HR: Councillors Rod Adkins, Andy Canning, Brian Heatley and Bill Tritte

The Chairman, Councillor Shane Bartlett, maintains an overview of all the above areas.

10. CORPORATE COMPLAINTS TEAM ANNUAL REPORT 2022-23 65 - 96

To consider a report of the Senior Assurance Officer Complaints.

11. PLACE AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME 97 - 102

To review the Place and Resources Scrutiny Committee Work Programme.

12. CABINET FORWARD PLAN AND DECISIONS 103 -
126

To review the Cabinet Forward Plan and decisions taken at recent meetings.

The Cabinet Forward Plan and decisions of recent meetings are provided to members of the Place and Resources Scrutiny Committee to review and identify any potential post decision scrutiny to be undertaken, by scheduling items into the work programme to review after a period of implementation.

In addition, to consider the Forward Plan for the Shareholder Committee for the Dorset Centre of Excellence (DCOE).

13. URGENT ITEMS

To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

14. EXEMPT BUSINESS

To consider passing the following recommendation:

Recommendation

That in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in item(s) No 15 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

The public and the press will be asked to leave the meeting whilst the item of business is considered. (Any live streaming will end at this juncture).

Reason for taking the item in private

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

15. Employee turnover in Dorset Council - Exempt 127 -
Para 3 138

To consider an exempt report of the Head of Human Resources.



PLACE AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY 12 SEPTEMBER 2023

Present: Cllrs Shane Bartlett (Chairman), Andy Canning (Vice-Chairman), Jon Andrews, Piers Brown, David Shortell and David Tooke

Apologies: Cllrs Rod Adkins, Barry Goringe, Brian Heatley and Bill Trite

Also present: Cllr Les Fry and Cllr Andrew Parry

Also present remotely: Cllr Jill Haynes, Cllr Laura Beddow, Cllr Cherry Brooks, Cllr Ray Bryan and Cllr Jane Somper

Officers present (for all or part of the meeting):

Chris Matthews (Head of Human Resources), Julian Wain (Strategic Property Advisor), Lindsey Watson (Senior Democratic Services Officer) and John Miles (Democratic Services Officer)

Officers present remotely (for all or part of the meeting):

Matthew Piles (Corporate Director - Economic Growth and Infrastructure)

22. Minutes

The minutes of the meeting held on 4 July 2023 were confirmed as a correct record and signed by the Chairman.

23. Declarations of interest

There were no declarations of interest.

24. Chairman's Update

In response to a request at the last meeting of the committee, the Head of Human Resources provided an overview of levels of sickness absence within the council and the activity being taken forward to support the workforce in remaining fit and well. The full text of the update is provided at appendix 1.

Councillors considered the information provided and comments were made in the following areas:

- Return to work interviews following a period of sickness – work was being undertaken around the validation of data to ensure that there were systems in place to capture data, particularly in the case of remote workers
- Recognition of the impact of the Covid-19 Pandemic

- Benchmarking with similar local authorities – the availability of data to make comparisons between the situation with staff – a benchmarking network with other local authorities was currently being formed to share information
- A further report was to be provided to the committee at the November meeting regarding staff turnover and further information on sickness benchmarking could also be provided.

The Chairman thanked the Head of Human Resources for the update and asked that the thanks of the committee be passed to the team.

25. **Public Participation**

There were no questions or statements from members of the public or local organisations.

26. **Questions from Councillors**

There were no questions from councillors.

27. **Property Strategy and Asset Management Plan Update**

The committee received and considered a report of the Corporate Director for Assets and Property which provided an update on progress in relation to the Property Strategy and Asset Management Plan adopted by Cabinet on 3 November 2020. The committee was invited to review and comment on the progress made in achieving the actions in the plan.

The Portfolio Holder for Assets and Property and the Chairman of the committee thanked Peter Hopkins, former Corporate Director for Assets and Property for his work and contribution to Dorset Council.

Councillors considered the issues arising from the report and during discussion the following points were raised:

- Current surplus freehold and leasehold assets identified for disposal or termination would be subject to separate reports
- Examples were provided of ongoing issues and it was noted that some disposals were complex
- Larger assets would be dealt with through the processes set out in the report and would include consultation with relevant ward councillors. Smaller assets would be dealt with through the Corporate Landlord model
- It was important to ensure that smaller council owned assets were included within the database and maintenance regime. The role of ward councillors in this area was recognised
- There was a request for further information regarding the appointment of Public Intelligence and access to the report produced
- There was a need to consider both the capital value of an asset and the social gain value
- The report by Public Intelligence had confirmed that the right process had been identified and that the council should move forward with it. Assets would be reviewed and ward councillors would be involved

- Examples of the use of the Corporate Landlord model in the areas of libraries and housing were provided. Work was being undertaken to establish user agreements to ensure there was a clear understanding of responsibility and usage
- The relationship between the property and assets team and the service departments was considered and it was noted that there was a need for flexibility within the agreed framework
- There was ongoing engagement with service departments and external partners and regular meetings with Cabinet members to discuss issues
- In respect of RAAC (Reinforced Autoclaved Aerated Concrete) it was noted that there were ongoing surveys with no problems identified to date
- Information provided on business partners working in this area, 'One Public Estate' and the workplace utilisation study
- A question was asked as to whether councillors would be able to access the property database.

At the conclusion of the discussion, the Chairman provided a summary of the key points arising as follows:

- Councillors were assured by the information included within the report, details of the property strategy and that the council had the right processes in place
- A request for a series of webinars to be arranged to keep councillors informed of issues regarding property and assets and information to be included as part of the May 2024 induction – to provide an overview of the strategy and what the council was hoping to achieve – and use of informal cluster meetings with ward councillors where relevant
- Information relating to the appointment of Public Intelligence to be provided to committee members following the meeting and a request as to whether councillors could view the report
- The position with whether councillors were able to access Tech Forge (new cloud-based property database) would be clarified following the meeting
- It was noted that an agile working review was in progress including the use of hot-desking and remote working and was linked to the review of future accommodation requirements
- The strategic plan needed to ensure that duplication was not taking place but recognised the need for flexibility.

The Chairman thanked the Strategic Property Advisor and the team for the work they were undertaking.

28. **Place and Resources Scrutiny Committee Work Programme**

Councillors reviewed the committee's work programme and noted items to be considered at forthcoming meetings. In addition to the items included on the work

programme, an item relating to tourism issues would be brought to the November meeting.

It was noted that Cabinet had asked the committee to undertake a review of car parking charges within the context of the Council's adopted policy and the timescale for consideration of this report would be confirmed.

29. Cabinet Forward Plan and Decisions

Councillors considered the Cabinet Forward Plan and decisions of the meeting held on 25 July 2023, which the committee could use to identify potential areas for post decision review.

Reference was made to the Cabinet decision of 5 September 2023, 'Home in on Housing: Dorset Council's role and response for the new and emerging Housing Strategy' and whether there was a role for scrutiny in this area. The Chairman noted that a discussion would be held with the relevant portfolio holder and officers.

30. Urgent items

There were no urgent items.

31. Exempt Business

There was no exempt business.

APPENDIX 1 - CHAIRMAN'S UPDATE

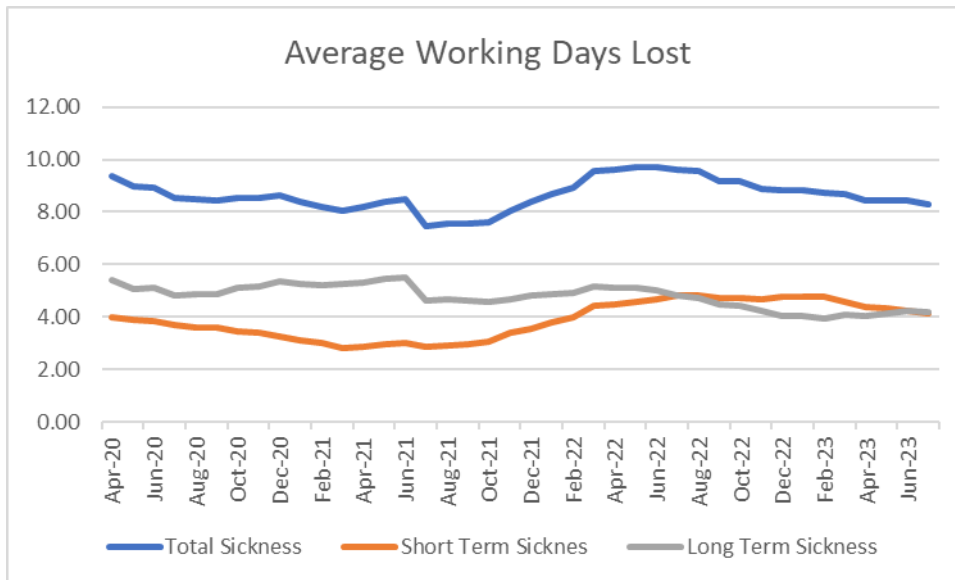
Dorset Council Sickness Absence – August 2023

Introduction

This briefing note provides an overview of levels of sickness absence within the council and the activity being taken forward to support the workforce in remaining fit and well.

Sickness Absence Trends

In line with the national picture, the pandemic introduced unprecedented challenges for Dorset Council, causing a significant disruption in workforce attendance. The implementation of remote working, lockdowns, and quarantine measures directly influenced absenteeism rates. In 2020, the sudden shift to remote work led to a significant reduction in short term absence. However, the pandemic's prolonged nature resulted in an increase in mental health-related absences and burnout, resulting in an increase in long term absence.



Whilst levels of short-term absence have increased to pre-pandemic levels, because of increased social connection and the continued prevalence of Covid, long term sickness absence has reduced, equating to roughly half of overall absence compared to two-thirds in 2021.

Mental health related absence continues to be the biggest contributor to long term sickness absence across most directorates, with the Place directorate having proportionately more Musculoskeletal related long-term absence compared to other directorates, which is not unexpected due to the physical nature of roles within the directorate (i.e., Waste Collection, Highways etc.).

Action

Levels of attendance are monitored as part of the Council’s Performance Management Framework, with appropriate commentary provided at a directorate level to provide a better understanding of cause and action.

Supporting employees to remain well and at work is a key priority for the council, as reflected by the inclusion of specific actions in this area within the council’s People Strategy Delivery Plan.

Each directorate has developed an employee wellbeing plan, working closely with employees to identify activity that can be taken forward to help people stay well. This includes a range of activity, including the delivery of specific mental health training and increased promotion of routes to support.

Having skilled, experienced, and confident managers in place to support colleagues is crucial and a range of opportunities to develop skills and experience in this area have been developed and introduced. The Council’s Leadership and Management Development Academy, accessible to all managers in the Council, includes a range of modules to help increase awareness of good practice. The Council’s HR Advisory Team have also delivered face-to-face sessions with managers in areas experiencing high levels of sickness absence, to ensure full

awareness of our policy and procedure and to help increase the confidence of managers in its application.

A key element of the Council's Attendance Management Procedure is the need for an interview to take place when employees return to work from any absence. This ensures that employees are well supported and that any actions can be identified and implemented to help ensure attendance can remain as high as possible. Levels of return to work interview completion are monitored as part of the council's performance scorecard, with current completion rates sitting at 86%. Work is underway to validate the data and identify areas for improvement.

Duration of meeting: 10.05 - 11.37 am

Chairman

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Place and Resources Scrutiny Committee

9 November 2023

Review of Dorset Council's Tourism Service

For Review and Consultation

Portfolio Holder: Cllr S Gibson, Economic Growth and Levelling Up

Local Councillor(s): All

Executive Director: J Sellgren, Executive Director of Place

Report Author: Jon Bird
Job Title: Service Manager, Growth and Economic Regeneration
Tel: 01305 221895
Email: jon.bird@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

This report provides an overview of how Dorset Council is driving and supporting its visitor economy through the work undertaken by its tourism team, Visit Dorset. It gives detail on the infrastructure in place to support this work and outlines the importance of tourism to Dorset's economy. The information is for review and consideration by the Place and Resources Scrutiny Committee. The key subject areas in this report were highlighted as being of particular interest to the Chairman of the Scrutiny Committee.

Recommendation:

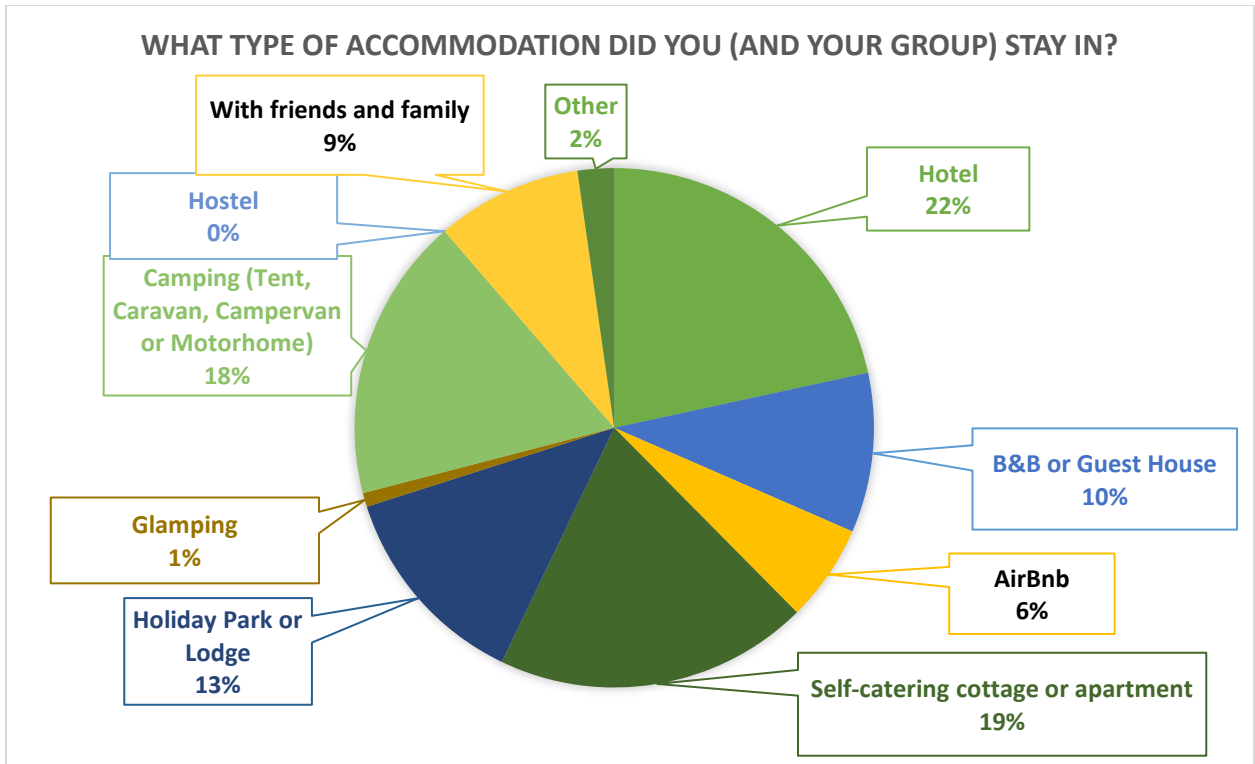
That the committee notes and comments on the information provided in this report.

Reason for Recommendation:

To provide a detailed report to the Place and Resources Scrutiny Committee to enable a review of the work of Dorset Council's tourism team and the support it provides to the local visitor economy. The report outlines how the work of the team delivers on the corporate priorities of making Dorset a great place to live, work and visit.

1. The Dorset Visitor Economy

- 1.1 Tourism is a key sector for the Dorset economy valued at approximately £1bn, providing a Gross Value Added of £0.8bn and supporting around 24,000 jobs in the Dorset Council area. In 2019, 17 million visits were made to Dorset as either a day trip or overnight stay.
- 1.2 A thriving visitor economy helps contribute towards delivering the key Dorset Council objectives of ensuring that Dorset is a great place to live, work and visit. Income generated from visitors supports facilities that benefit Dorset residents and improves their sense of place. It also raises valuable income for the council, for example through its car parks, to help maintain services.
- 1.3 The full economic impact report for the whole county of Dorset and the breakdown of the different areas within the county can be found here [Microsoft PowerPoint - Dorset & Districts 2019 \(simpleviewinc.com\)](https://www.simpleviewinc.com). This research was conducted by the South West Research Company.
- 1.4 Dorset's main visitor groups are families with young children who visit during the main summer months and older couples who tend to visit out of the main holiday season. Younger couples and groups looking for unique, good quality experiences in Dorset are strong and growing markets.
- 1.5 Dorset's main domestic markets have traditionally come from London, the South-East and the Midlands, although recent research, summarised below, also indicated that visitors were travelling from all over the country. During the pandemic, visitors were more likely to originate from across England, however the more recent cost of living crisis has resulted in more visitors from neighbouring counties as people aim to keep travel costs low.
- 1.6 Strong overseas markets to Dorset include Germany, the Netherlands, and the USA.
- 1.7 Visit Dorset commissioned the National Coastal Tourism Academy to carry out a consumer survey for Dorset between March and April 2023. The survey had a sample size of 2,359 respondents and gave a valuable insight into visitor behaviour and sentiment.
- 1.8 The chart below taken from the report illustrates the breadth of accommodation available in Dorset and indicates that all types are used by visitors.



1.9 Below is a short summary of some of the other key findings from the report:

- The main motivation for visiting Dorset was for relaxation, quality time with friends or family and to sightsee or explore
- 97% of respondents were satisfied with their break in Dorset
- 90% thought that their holiday was either excellent or good value for money
- 74% said they would definitely return to the same location in Dorset
- 59% would like more locally sourced food and drink on their holiday in Dorset
- 78% claimed that reducing their carbon footprint of making more sustainable choices on holiday was important
- In 2023, price was the top factor influencing consumer bookings, closely followed by scenery and landscape. The cost of living crisis meant that 43% of respondents were looking for special offers and discounts to combat the impacts and 67% felt the need to be cautious with spending.
- Dorset has a high level of loyal, repeat visitors, that visit all year round. They stay in a range of visitor accommodation from hotels, self-catering, camping and staying with friends.
- The majority of visitors travel to Dorset by car
- Respondents represented every county of England and 28% of survey respondents were from within Dorset demonstrating a significant and

important sector of local residents who enjoy spending time within their own county.

The full report can be found here: [England's Coast Consumer survey \(simpleviewinc.com\)](http://simpleviewinc.com)

2. **The Role of Visit Dorset**

- 2.1 The Visit Dorset Tourism team forms part of the Growth and Economic Regeneration Service within the Assets and Regeneration division. The team comprises of 5 full time equivalent staff and is the Destination Management Organisation (DMO) for Dorset. DMOs are organisations responsible for the development, marketing and support of England's tourism destinations.
- 2.2 Visit Dorset works with tourism businesses and local, regional and national partners including VisitEngland, the national government body for tourism, to support and grow the visitor economy in the Dorset Council area. The team represents over 400 businesses that pay an annual membership to Visit Dorset, as well as supporting the work of the wider tourism industry across the county.
- 2.3 The team aims to balance the economic benefits of tourism without compromising the quality of life enjoyed by residents and the county's unique environment.
- 2.4 The team promote Dorset as a high-quality visitor destination through a wide range of channels and lead on:
 - The development of www.visit-dorset.com; this is core to all tourism activity and is a comprehensive source of tourism information from all sectors of the visitor economy. It is recognised as the leading official destination website for Dorset, receiving 2.1 million annual visits.
 - Destination and place marketing for Dorset including: digital, social media, print and tourism related PR (public relations) and media activity.
 - Co-ordinating research projects to help support the industry and guide activity e.g.annual economic impact surveys.

- Supporting tourism businesses to grow and thrive; signposting training and skills opportunities to the Dorset tourism industry, organising business events and supporting the Dorset Tourism Awards
- Promoting and encouraging sustainability throughout the tourism industry with the aim of supporting the council's Climate and Ecology Strategy

3. **Visit-dorset.com and digital marketing**

- 3.1 The key tool for Visit Dorset promotional activity and tourism business support is the visit-dorset.com website, which was rebuilt on a new platform in 2021. The website ensures that Dorset is showcased to its full potential and offers the visitor a means to easily plan and book a holiday or day trip to Dorset.
- 3.2 Visit-dorset.com is a successful destination site and achieves over 2.1 million visits per year. The site is provided by Simpleview, an international website provider with clients across America and Europe. Visit Dorset was the first European client to move to the American platform with its superior functionality and is recognised as a leading destination site within the UK. The team recently won an award at the Simpleview annual summit in recognition of innovative use of digital content.
- 3.3 The team manage a range of social media platforms which alongside the website enable year-round digital promotion of Dorset to different target markets. Currently Visit Dorset has 41,376 followers on Facebook, 39,158 on Instagram, 18,463 on X as well as a presence on Tik Tok and YouTube. Facebook and Instagram followers have seen a strong growth over the last 3 years of 68% and 134% respectively. There are 23,267 subscribers to the Visit Dorset monthly e-newsletter.
- 3.4 The team are contracted to manage town websites for Sherborne and Lyme Regis on behalf of the Town Councils and will be launching a site for Swanage Town Council in early 2024. The town websites provide good value for money for the town councils as they benefit from the functionality of the main Visit Dorset site at a highly discounted cost as they sit under the main Visit Dorset site.

4. **The Visit Dorset financial model**

4.1 In 2023/24 the tourism service has a net forecast cost to the council of c.£270,000, as it is generating approximately £100,000 of income annually post-pandemic. This compares favourably with the budgeted net cost of £277,000, as both expenditure and income have reduced in recent years. Most of the income comes from tourism businesses paying a membership fee to feature on the visit-dorset.com website and work with the team. Income is also derived from offering promotional services to other organisations within Dorset such as town councils and Business Improvement Districts (BIDs).

5. Working in Partnership

- 5.1 Working in partnership with a variety of organisations is an important element of the work of the team. This collaboration enables an efficient use of limited resources and gives Dorset a voice at a regional and national level. Visit Dorset works with neighbouring authorities and across the south west to encourage spend across the region. Some examples include a major government domestic marketing campaign during the pandemic 'Enjoy Summer Safely', encouraging international visits and working together to co-ordinate south west wide influencer and PR trips.
- 5.2 Visit Dorset forms part of the Great South West Tourism Partnership (GSWTP) which consists of tourism leads from across the south west. The partnership meets fortnightly with the Head of Tourism for the Department of Media, Culture and Sport (DCMS) and VisitEngland. The partnership is key to co-ordinating regional marketing campaigns, collaborative impact surveys and joint lobbying to Government for industry support.
- 5.3 In 2021 the Great South West Tourism Partnership produced a regional strategy '[Towards 2030: Reimagining the Visitor Economy in the South West](#)'. This ambitious prospectus sets out priorities to drive economic growth in the region and focuses on key themes of seasonality, productivity, accessibility and sustainability.
- 5.4 The Great South West Tourism Partnership was awarded the Outstanding Achievement Award at the South West Tourism Awards for its support to businesses across the south west during the pandemic.
- 5.5 Visit Dorset works with the Dorset Tourism Association (DTA), a CIC trade organisation, representing tourism on the Dorset LEP with a remit to support and enable the delivery of its Dorset wide strategy. The DTA is a collaborative partnership with each sector of the visitor economy represented on the board alongside local authority officers and tourism

brief holders across the Dorset Council and Bournemouth, Christchurch and Poole (BCP) Council areas. The role of the DTA board is primarily to inform and to enable discussion and sharing of ideas across all sectors of the visitor economy, rather than being a delivery body. It is a valuable source of intelligence for the two local authorities on issues affecting the industry, which can then be fed back to the regional partnership, VisitEngland and government. Feedback directly from the industry is also very useful for the Visit Dorset team to inform marketing and business support activity.

- 5.6 The team works with BCP tourism colleagues to ensure a joined-up approach to tourism activity across the whole of the county. Both council teams are committed to promoting Dorset as a unique, high quality and accessible destination and are working together on a new government delivery model for tourism destinations – Local Visitor Economy Partnerships – explored further in section 6.2.

5.7 Local Partnerships

- 5.8 The team recognises the important role of Dorset’s many local organisations which are essential to help bind Dorset’s tourism industry together and collectively support the local visitor economy. Visit Dorset has built up a strong brand reputation over many years for being the lead tourism organisation to work with within the county to ensure successful partnership working.
- 5.9 Visit Dorset is contracted by Sherborne, Lyme Regis and Swanage Town Councils to provide them with their own town websites (microsites) using the visit-dorset.com website platform. The team has also established partnerships to provide marketing services to other towns and BIDS including Dorchester, Wimborne, Weymouth and the North Dorset tourism group as well as organisations such as the Dorset Museums Partnership and the Arts Development Company.

6. Key Issues and challenges

- 6.1 Tourism is a significant, competitive, and diverse sector of the economy, which is subject to a variety of challenges, many of these are external and beyond our control. By working in partnership and across the many other services and agencies that have an impact on tourism delivery, the team can help to guide and shape how the Dorset tourism service is delivered. There are some key challenges currently impacting on tourism service delivery that are highlighted below.

6.2 Local Visitor Economy Partnerships

- 6.3 In 2021 the Government commissioned an independent review of Destination Management Organisations (DMOs) across England. DMOs, such as Visit Dorset, are organisations responsible for the development, marketing and support of England's tourism destinations. Visit Dorset co-ordinated a response for the call for evidence from Dorset Council. [Background details to the review](#) are provided.
- 6.4 The results of the independent review indicated that there were 208 DMOs across England with varying size, structure and support. The Government response to the review in July 2022 recommended a new 3 tier system of DMOs:
- Tier 1: Destination Development Partnerships (DDPs) – c.15-20 of these eventually. One currently being piloted in the North East.
 - Tier 2: Local Visitor Economy Partnerships (LVEPs) – c.40 of these public/private partnerships. 25 LVEPS have been accredited since April 2023.
 - Tier 3: Non-accredited small, localised destination management and marketing organisations.
- 6.5 BCP and Visit Dorset are applying to become the joint Tier 2 LVEP for Dorset and are working with VisitEngland to meet the criteria. There is no other suitable organisation in Dorset that fits the LVEP criteria and neither local authority can become a Dorset LVEP on its own. A key part of the criteria for becoming an LVEP is to be able to demonstrate destination management by bringing together all elements of the local visitor economy to enable a strong public/private sector partnership. The two Dorset authorities would lead the LVEP activity but would work collaboratively with the Dorset Tourism Association and other private and public sector organisations within Dorset.
- 6.6 There are key benefits of Visit Dorset and BCP working together to form an LVEP. As well as achieving a nationally recognised accredited status, a new Dorset LVEP will provide strong leadership and destination management, enabling more collaborative work with the public and private sector across Dorset to help shape and deliver national strategy and activities at a local level. It will give Dorset the opportunity to work in a proactive partnership with VisitEngland, the government and other LVEPs across the country to ensure that the local visitor economy is an active and valued contributor to Levelling Up and the wider economy.
- 6.7 **Marketing rural Dorset**
- 6.8 Dorset is a diverse county boasting a stunning coastline with designated World Heritage status set against a backdrop of beautiful rolling countryside which includes over 436 square miles of Areas of Outstanding

Natural Beauty. The Jurassic Coast, UNESCO World Heritage Site, is a key attraction as it forms part of the South West Coast Path for visitors enjoying a summer holiday or short break along the coast. A key challenge for Visit Dorset is to promote the rural parts of the county away from the coastline and more well-known coastal towns and landmarks to help spread the benefits of visitor spend across the county.

- 6.9 Visit Dorset is addressing the challenge in several ways through specialist marketing campaigns such as promotion of Dark Skies, rural events, and businesses on social media, highlighting the uniqueness of rural Dorset. The team also collaborate with various local organisations to attract more visitors all year round.
- 6.10 The team manage a dedicated town website for Sherborne Town Council and are also working in partnership with the newly formed North Dorset Tourism Group (consisting of representatives from businesses, organisations, and councillors from across North Dorset). This is proactive partnership making good progress. Activities include:
- Hosting business events to encourage networking and raise awareness of how Visit Dorset can provide support.
 - Creation and hosting of a new interactive map of the White Hart Link Trail on visit-dorset.com highlighting reasons to visit and stay in North Dorset
 - Production of new high quality video footage of North Dorset for use in social media campaigns and dedicated pages for North Dorset on the visit-dorset.com website.
- 6.11 **Labour and skills challenges within the visitor economy**
- 6.12 There are skills and labour shortages in many areas of the local economy and tourism is no exception. This has both short and long term features, including an ageing and shrinking workforce. Businesses reporting labour and skills shortages are a real issue especially post Brexit and pandemic. Chefs and front of house staff are especially hard to recruit. Local schools and colleges offer a range of hospitality industry-related courses and work with employers to offer training programmes including apprenticeships.
- 6.13 The visitor economy provides approximately 15,000 jobs locally in accommodation and food service, and supports a similar number in retail, culture, and the arts. Average wages in these sectors are among the lowest in the county: Accommodation and food service workers earn an average of £15k p.a, compared with average salaries in Dorset's key sectors of Health and social care (£22k), manufacturing (£33k), and construction (£32k).

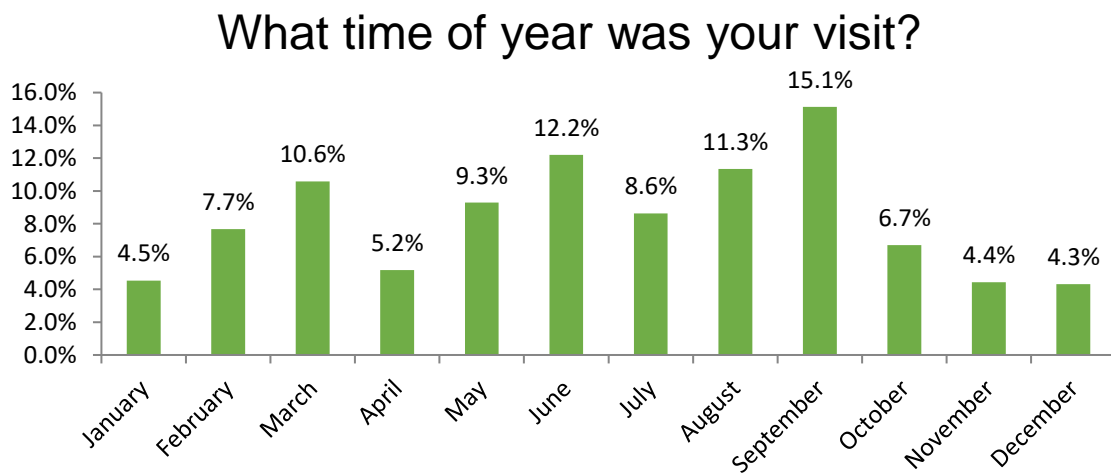
6.14 However, many roles linked to tourism are skilled, well-paid, and offer year-round work, including roles in IT, marketing, management, and high-level hospitality. While the recently published Dorset local Skills Improvement Plan does not include the visitor economy as a key sector, it does include creative/digital and the need for these skills across the workforce, including in the visitor economy. The industry is working to shift negative perceptions around job prospects in the sector.

6.15 Visit Dorset signposts to training providers and works closely with providers of complementary business support services such as Dorset Growth Hub.

6.16 Seasonality

6.17 Seasonality within the visitor economy is a complex global issue influenced by many external factors. This is high on the Great South West Tourism Partnership strategy agenda and full details can be found [here](#). For this report, a summary is provided of the key challenges and some of the activities that Visit Dorset can carry out to attract more visitors outside of the main holiday periods.

6.18 A key challenge to growth out of season is the lack of infrastructure in place for visitors during the off peak months. Many tourism related businesses close over the winter period, transport services are reduced and there are fewer events and activities on offer. This chart, from research conducted by the National Coastal Tourism Academy, shows when respondents to this survey visited Dorset across the year.



6.19 Visit Dorset is committed to extending the season by encouraging more off- peak visits through its marketing activity. A few examples of this work:

- Dedicated off peak campaigns working with tourism businesses for autumn, winter and spring breaks eg the recent 'Put a Dorset Spring in your Step' campaign
- Promoting unique events and activities that will encourage visits such as the Dark Skies campaign.
- Working with coastal resorts out of season to promote events and activities such as the Purbeck Walking Festival, Weymouth's heritage trails and off peak events

7. **Other Dorset Council services that support tourism service delivery**

7.1 Many services across Dorset council have an impact on the delivery of the tourism service. The following areas were highlighted by the Chairman to include in this report.

7.2 **Highway Maintenance during peak holiday periods**

7.3 A key issue highlighted by Chairman of the Scrutiny Committee was that of roadworks being conducted during peak holiday times. This is not within the remit of the Visit Dorset team and Dorset Council Highways team have provided the following response to this issue.

7.4 The traffic team administer the highway network management duty to manage the movement of highway traffic across the Dorset network efficiently. Amongst others, one consideration of permit applications is the timing of the work taking place. The traffic team take factors such as location, type of road, vicinity to facilities/amenities such as schools and the seasonal impact on the network into consideration when coordinating works.

7.5 Currently there are traffic sensitive roads across the network which are designated as tourist routes. However, the Department for Transport (DfT) criteria is changing, and a route will no longer be able to be solely designated as a traffic sensitive route because it is a tourist route. The next time that the traffic team review this, these routes will not exist.

7.6 The traffic team currently and in the future will continue to draw embargo areas around tourist attractions and towns in Dorset to limit the number of works that take place over key holiday periods. It is not possible to completely prevent all works over these periods, especially emergency works, however the traffic team do try to limit where practically possible works over holiday periods.

7.7 **Corporate Communications campaigns**

- 7.8 Visit Dorset's primary marketing role is to promote Dorset as a leading holiday destination to staying and day visitors and to provide inspiration about Dorset to residents to encourage and develop a sense of place.
- 7.9 The Corporate Communications Team has a remit to promote warning and informing and enforcement messaging on a wide range of Dorset Council issues.
- 7.10 Both teams work collaboratively, when appropriate, to amplify important messaging on key issues such as rock falls, major events and incidents or relevant issues such as the use of BBQs in sensitive areas or the ban on single-use plastics, so that businesses, local residents and visitors are aware and can plan accordingly.
- 7.11 As an example, the teams worked together during the pandemic on a major visitor management campaign 'Promise to Love' Dorset to encourage responsible behaviour in Dorset relevant to visitors and residents. The content was hosted on the Visit Dorset website and a targeted digital marketing campaign ran on our social channels. The campaign was put forward and won a national communications award for 'Best use of Research and Evaluation'.

7.12 **Provision of Visitor Information**

- 7.13 Historically, the Visit Dorset tourism team have not had any direct responsibility for the delivery of Tourist Information Centre (TIC) provision across Dorset. The TIC teams were part of a separate 'Visitor Services' team at Dorset Council's Partnership and other District Council's funded and ran their own TICs.
- 7.14 Following Local Government Reorganisation in April 2019, the Tourist Information Centre service was placed within the Libraries Service in Dorset Council.
- 7.15 In March 2021 Dorset Council took the decision to close the 3 remaining local authority managed Tourist Information Centres in Dorchester, Sherborne and Wareham following a service review and consultation and agreed to transfer the service to local alternative delivery models.
- 7.16 Dorset Council officers from the libraries service worked with the 3 town councils to agree alternative service provision and contributed to the transition with a one-off payment to support implementation.
- 7.17 Links are provided to the previous Overview and Cabinet reports and decisions:

[Overview Committee: 25 February 2021](#)

[Cabinet Decision: 2 March 2021](#)

[Post implementation review for Alternative Service Delivery of Tourist Information Centres in Dorche.pdf \(dorsetcouncil.gov.uk\)](#)

- 7.18 The Visit Dorset team works closely with Town Councils and BID's to support local tourism activity. This is achieved through the management of town websites and providing marketing services to various tourism organisations, town councils and BID's to ensure visitors can access up to date information on all areas within Dorset.
- 7.19 Visit Dorset is a strong brand which forms part of a national portfolio of destinations that work with VisitEngland. The brand goes across the visit-dorset website and social media platforms and is recognised by visitors to Dorset as one of the main places to find information.
- 7.20 TICs have traditionally been a valuable source of information to visitors once they have arrived in an area. Consumer habits have changed at a rapid pace over the last few years and it is now normal to expect to research and book visits and find out the latest information using online methods. There are many booking platforms available on the website including Booking.com and Expedia and website information is kept up to date daily.
- 7.21 Although there could be a concern about older age groups not being able or wanting to access information in a digital format, the pandemic and changing habits mean that this age group are now much more familiar with using digital resources. Most respondents to a recent Visit Dorset survey which was promoted through Facebook were in the 65 plus age bracket. Analysis of visits to the website indicate an even split of users across all age brackets.
- 7.22 The Dorset Council area has TICs funded by Town Councils (Bridport and Swanage), TIC's receiving part funding from Town Councils (Shaftesbury, Wimborne, Blandford) or Tourist Information Points (unmanned leaflet displays) often supported by Business Improvement Districts (BIDs).
- 7.23 This is a similar approach to that found across Devon, Cornwall, and Somerset where there are only a few TICs remaining that receive Local Authority funding. Evidence shows that most TICs in the South West are either supported by local parish or town councils, CICs or voluntary organisations.
- 7.24 Visit Dorset offers a supportive approach to TICs across Dorset. All TICs are promoted on the visit-dorset.com website and staff have access to edit

their own information. TIC staff are in regular contact with Visit Dorset and use the team and website for information and signposting. Likewise, the TICs are a valuable source of 'on the ground' information for Visit Dorset.

- 7.25 Over the last few years TICs have also refreshed their own ways of working and have much more of a community focus offering information and services to residents. To further emphasise this many have updated their brands and identities and have renamed themselves as 'information hubs' or 'information centres' moving away from the primary focus on visitors.

8. Financial Implications

- 8.1 Visit Dorset's current annual operating costs are approximately £370,000. These are partially offset by income generation of approximately £100,000, so the annual net cost to the council is c.£270,000. It is the professional opinion and experience of Visit Dorset and Economic Growth and Regeneration officers that combining the functions of commercially focused marketing, advertising and PR activities alongside the public policy-supporting activities, as described in previous sections, provides benefits that would be more difficult to achieve if the functions were separate.
- 8.2 Dorset Council must use its resources efficiently. Recent budgetary pressures - including a predicted overspend of c.£12 million - make ensuring cost-effective delivery ever more important and urgent. While not a statutory service, Visit Dorset is key to delivering actions in the Dorset Council Driving Economic Prosperity Delivery Plan ([Driving economic prosperity delivery plan - Dorset Council](#)), around the theme of making Dorset "The Natural Place to do Business", attracting inward investment to create jobs and wealth for local people", including the actions: *By 2024, Dorset will have formed a local visitor economy partnership with a range of local partners to address strategic challenges to the sector and access government support and funding* and *By 2023, the 'Visit Dorset' suite of websites will be receiving over 2 million visits a year, raising the global profile of Dorset*, alongside a more general role ensuring Dorset's interests are included in national and regional policy and funding decisions.
- 8.3 The Place and Resources scrutiny committee has previously considered Dorset Councils commercial transformation program. The committee will recognise the ambition to become increasingly commercially minded and the challenge to services to become self-funding where possible. 'Visit Dorset' is an example of where this thinking needs to be applied. Members of the scrutiny Committee are invited to suggest opportunities for income generation which could be used to reduce (if not eliminate) the need for Visit Dorset to be subsidised by the taxpayer.

9. **Natural Environment, Climate & Ecology Implications**

No impact.

10. **Well-being and Health Implications**

There are no well-being and health implications to this report.

11. **Other Implications**

There are no further implications to this report.

12. **Risk Assessment**

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

Current Risk: No risk

Residual Risk: No risk

13. **Equalities Impact Assessment**

There are no equalities implications arising from this report.

14. **Appendices**

15. **Background Papers**

A link to the [National Coastal Tourism Academy Consumer Research](#), referenced throughout this report.

The full economic impact report for the whole county of Dorset and the breakdown of the different areas within the county can be found here [Microsoft PowerPoint - Dorset & Districts 2019 \(simpleviewinc.com\)](#). This research was conducted by the South West Research Company.

Please note: 2022 data is due later this year. 2019 is being used as the next best dataset being a pre-pandemic year. 2020 and 2021 were drastically affected by Covid-19 with lockdowns and restrictions to travel and are not representative of a normal year.

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Place and Resources Scrutiny Committee 9 November 2023

Natural Environment, Climate and Ecology Progress Report, Autumn/Winter 2023

For Review and Consultation

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment

Local Councillor(s): n/a

Executive Director: A Dunn, Executive Director, Corporate Development

Report Author: Antony Littlechild
Job Title: Sustainability Team Manager
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Email: antony.littlechild@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

- 1.1 Dorset Council's first climate and ecology strategy and action plan were adopted by Full Council on 15 July 2021. '*Protecting our natural environment, climate and ecology*' has since been included as a priority within the Council Plan, and in March this year we also refreshed our strategy and action plan for phase 2 of our programme.¹
- 1.2 Upon the adoption of the first strategy in 2021, it was agreed that we would produce biannual progress reports, to be presented to this committee. This progress reporting² takes two forms:
 - Spring/Summer reporting: qualitative narrative on delivery within our operational and facilitation programmes – i.e., on our interventions we undertake.

¹ <https://www.dorsetcouncil.gov.uk/our-plan>

² <https://www.dorsetcouncil.gov.uk/progress-so-far>

- Autumn/Winter reporting: quantitative reporting on the consequent changes to our council and county emissions trajectory – i.e., on the outcomes.

1.3 Following our qualitative report presented in July this year, this paper provides an update on our emissions trajectory using the latest data.

Recommendation:

To review progress made in reducing our emissions as a county and a council, in order to stay on our emissions trajectory to net zero.

Reason for Recommendation:

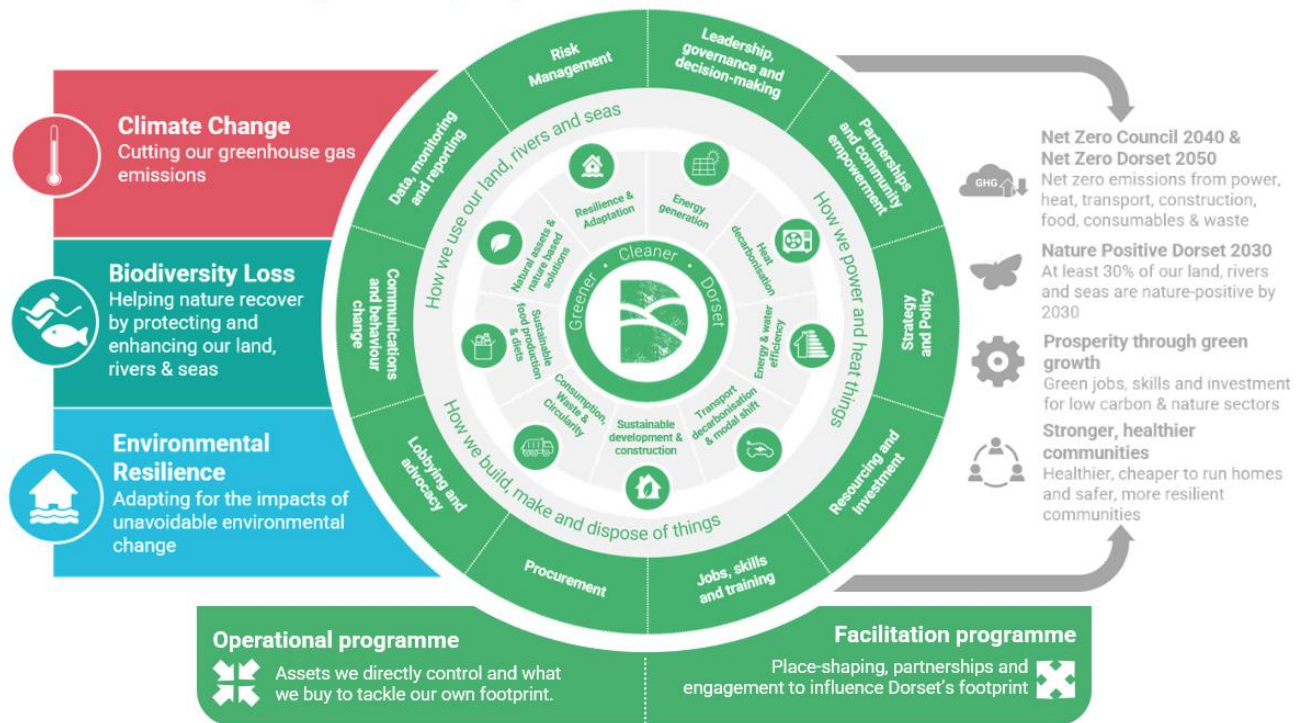
In line with the recommendation of the scrutiny committee on 12 May 2021 that the committee would provide oversight on progress against the strategy via bi-annual progress reports.

2. Background

2.1 Dorset Council's first climate and ecology strategy and action plan was adopted by Full Council on 15 July 2021, setting clear targets towards a carbon neutral council by 2040 and a carbon neutral county by 2050. Projects were then set into motion, officers recruited (including a new corporate director), governance established, and significant capital resource dedicated to delivery. As part of the Dorset Council Plan, the council also made '*Protecting our natural environment, climate and ecology*' one of our five council priorities. In March this year we also refreshed our strategy and action plan for phase 2 of our programme, tweaking our vision for a net zero, nature positive and resilient council and county.³

³ <https://www.dorsetcouncil.gov.uk/our-plan>

Our vision is for a **carbon neutral, nature positive and resilient Dorset** achieved through a **clean, green and fair transition** and that generates prosperous, stronger and healthier communities.



2.2 Upon the adoption of the first strategy in 2021, it was agreed that we would produce biannual progress reports, to be presented to this committee. This progress reporting⁴ takes two forms:

- Spring/Summer reporting: qualitative narrative on delivery within our operational and facilitation programmes – i.e., on our interventions we undertake.
- Autumn/Winter reporting: quantitative reporting on the consequent changes to our council and county emissions trajectory – i.e., on the outcomes.

Distinguishing the reporting in this way allows us to both monitor our effort and then aggregate the effectiveness of our actions. This also means that we can both acknowledge the significant levels of delivery being undertaken, whilst also measuring the extent to which that activity is sufficient for keeping us within our carbon budget.

2.3 This paper provides an update on our emissions trajectory using the latest data. As such, it does not provide a comprehensive or detailed narrative of

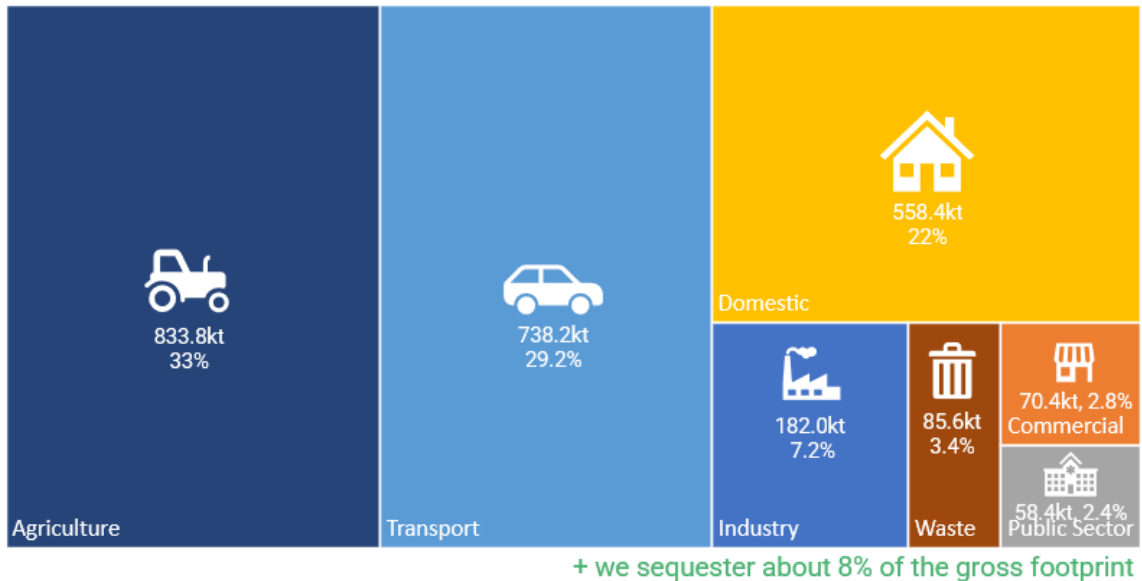
⁴ <https://www.dorsetcouncil.gov.uk/progress-so-far>

programme delivery, which was the subject of our earlier qualitative report on programme delivery presented in July.

3. Summary of performance against carbon target Autumn 2023

Helping Dorset to become carbon neutral by 2050 (facilitation)

- 3.1 Dorset Council can influence emissions across Dorset through the range of services it provides (statutory and non-statutory), its partnership work with a range of organisations and its influence on national policy agenda. To this end it has a key enabling and facilitation role, to help residents and organisation to transition to net-zero by 2050.
- 3.2 Dorset emissions are split approximately a third each to agriculture, travel and buildings', (waste also makes a small contribution); this split is similar for any rural county. The latest nationally available carbon statistics indicate that **Dorset wide carbon emissions have reduced by approximately 10%** since the Council Declared a climate emergency in 2019.



Source: Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy

- 3.3 These statistics are provided by the government's Department for Energy Security and Net Zero and are two years in arrears. Last year we reported a significant reduction in emissions reflecting the covid pandemic. This year emissions have risen by approximately 6% as patterns of travel and economic activity begin to return post pandemic. This is a significant deviation from the emission profile we would need to follow for Dorset's share towards the national and international targets of maintaining global temperature rise to below 1.5 degree C.

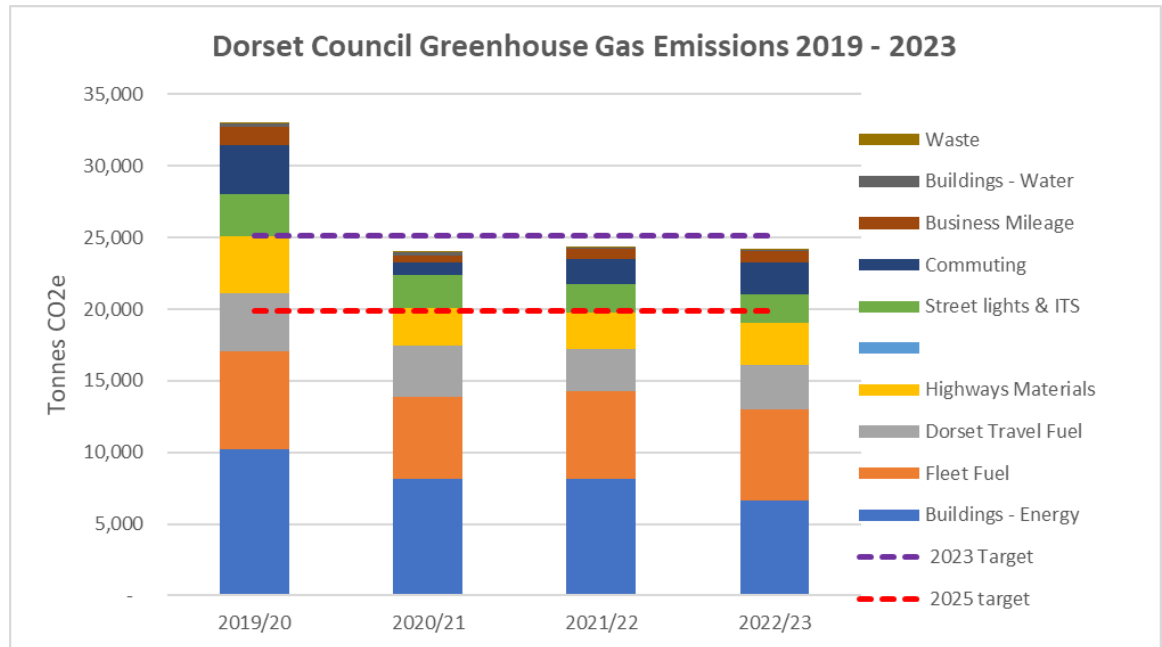
- 3.4 Similar rises in emissions are seen across the country and it is too early to determine how far this trend will go. However, it highlights the significant challenge ahead in reducing carbon emissions at a county-wide level, both in terms of stopping emissions bouncing back to pre-pandemic levels and to make the large gains necessary to move towards a net zero county by 2050.
- 3.5 It will be critical for the council's place setting and policy shaping to fully embrace net zero aims over the next few years to reset this pathway and develop a net zero future for Dorset. Important strategies such as the local plan, local transport plan, economic development, and housing, will have key roles in this journey.
- 3.6 In addition, our wider facilitation role is critical, and we will need to strengthen our efforts to work with partners to support both organisations and individual.
- 3.7 Work is underway to develop a more responsive annual data set that can both complement the national statistics but also enable more immediate tracking of progress at a county level.
- 3.8 The report (appendix A) reiterates the decline we have seen in biodiversity over the past century across Dorset and the wider UK. A major strand of work is underway to develop a Local Nature Recovery Strategy for Dorset. This work will draw together partners across both the Dorset and BCP areas to gather and review baseline ecological data and develop plans and programmes to restore nature. The initial stages of this work are underway and can be reported further in future reports.
- 3.9 Our strategy also commits to an ambition that at least 30% of Dorset's land, rivers and seas need to be nature-positive by 2030. As this report notes, over the last century there has been a major loss and degradation in our natural assets. There are now 2,930 terrestrial and freshwater species and 157 marine species that are of conservation concern locally, and land cover has changed dramatically over the last century.
- 3.10 Our latest available figures from 2020 provide a snapshot of the extent and condition of Dorset's ecological network. Almost 22% of our land area is currently within our ecological network, comprising Sites of Special Scientific Interest (SSSI), Sites of Nature Conservation Interest (SNCI), Local reserves, ancient woodland, and other undesignated areas of ecological interest. However, less than a third of that is known to be in good

or fair condition, with a fifth known to be in poor condition and uncertainty about around half of the network.

- 3.11 There are signs that things are moving in a positive direction, with the proportion of county SSSIs and SNClS in favourable or good/improving condition slowly increasing in the six years to 2020, and major progress through projects on nutrient and heathland mitigation. Whilst this is positive, the pace needs to be increased. The recently launched process to create a Local Nature Recovery Strategy provides a strong opportunity for us to create a strong evidence-led and co-developed vision for nature recovery, and to act as a foundation for stronger partnerships to deliver.
- 3.12 The third challenge to be addressed through the Natural Environment, Climate and Ecology strategy is how to support communities and organisations and our natural environment to adapt to the effects of climate change. The Met Office provides the climate modelling and impact scenarios at a Dorset level, highlighting that we are likely to see hotter drier summers, warmer wetter winters and more severe weather patterns as a result of climate change. Understanding the likely impacts of these changes and how best to adapt to them across Dorset will also require a partnership approach across Dorset. This work has yet to begin.

Making Dorset Council carbon neutral by 2040 (operational)

- 3.13 Dorset Council established a baseline for its core carbon emissions from its own operations in 2019, to include emissions from our buildings, travel, highways and streetlighting. The council has direct control over these emission sources, and it is critical that Dorset Council shows leadership in this area. This has been a key focus of our activities to date.
- 3.14 **Dorset Council carbon emissions have reduced by approximately 27% from our baseline year of 2019 to 24,250 tCO₂e.** This is a good step in working towards our 2025 target of a 40% reduction in operational carbon emissions and is within our anticipated emissions reduction profile for 2023.



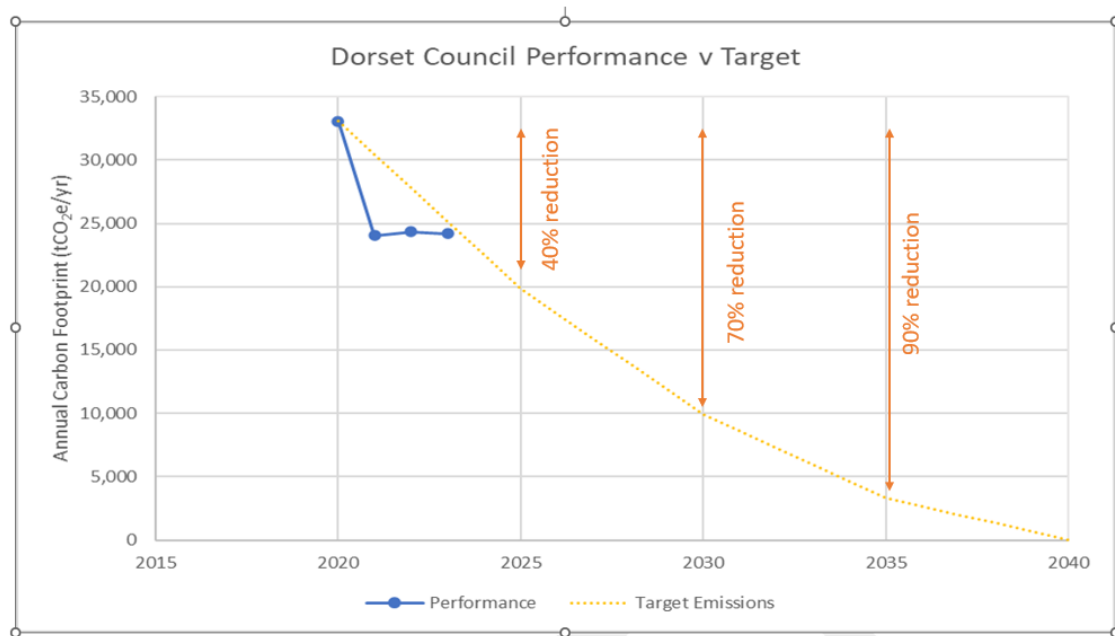
3.15 However, this represents only a very small decrease in emissions from the previous year. In 2020/21 we saw a significant drop in emissions as a result of the pandemic, particularly from travel and buildings. Emissions in some of these areas have begun to increase significantly in recent years but are still below pre-pandemic levels.

3.16 Most significantly our emissions from buildings have reduced by over 20% in just one year. This is a direct result of the £19m investment in low carbon technologies across our estate from the government’s Public Sector Decarbonisation Scheme (PSDS). This programme has seen the installation of over 350 projects across more than 240 buildings, including heat pumps, building management systems, LED lighting, control upgrades, insulation and over 5 mega-watts (MW) of solar panels. This programme has largely completed but there are several projects still to come online which will help to reduce our emissions further in future years, including two very large innovative heat pump projects at leisure centres. Overall, this means emissions from buildings have reduced by 38% since 2019. Further capital investment planned for 2024 to 2027 will continue our estates decarbonisation journey towards net zero by 2040.

3.17 Baselines and monitoring do not yet exist for Ecology and Resilience of the council’s operations. These are currently being developed.

4. Key observations & challenges

- 4.1 Overall progress had been good, and the council's operational emissions remain below the level anticipated for 2023. Compared to our baseline year, emissions have reduced from all sources, with the vast majority seeing reductions in excess of 25%. However, emission reduction in 22/23 was just 1% overall on the previous year, and we will need to strengthen our work this coming year in some key areas to ensure we can align our direction of travel with our target trajectory for emission reduction.



- 4.2 This year we have seen major reductions in building emissions because of the low carbon technologies installed across our estate through the public sector decarbonisation scheme. These have reduced building emissions by at least a 5th and are estimated to reduce energy costs by about £1.2 million a year. Despite these large gains we have also seen an increase in several areas this year, particularly those related to travel.
- 4.3 In 2020/21 we saw major reductions in travel emissions as a result of the pandemic, but as travel patterns have changed our emissions have begun to rise from business travel, commuting and fleet. Our behaviours to limit unnecessary travel and maximise use of digital technology and enabling home working, has kept these emissions below pre-pandemic levels. However, a concerted effort is required to limit these rises and we will need to focus on:

- (a) Continued electrification of our small fleet, considering ways to reduce fleet size overall and explore alternative fuel options for large vehicles.
 - (b) Working across services to reduce business mileage or to switch business travel to cleaner travel options, such as maximising use of electric vehicle pool fleet or greater use of digital technology.
 - (c) Support and encourage staff to reduce commuter emission through working at home, car sharing or alternative modes of travel.
- 4.4 Some key workstreams are in place to support delivery of these goals but we will need a concerted effort to ensure we lock in the right behaviours to correct the direction of travel and keep us on track for our 2025 40% reduction target. The development and effective implementation of the Dorset Council travel plan will be critical in this regard.
- 4.5 Data collection and availability remains an issue to enable robust carbon monitoring in certain areas. Solutions are being explored as part of the programme management approach to the operational programme.
- 4.6 It is recognised that reducing all emission sources to zero will not be possible, and to achieve our net-zero ambitions there will be a requirement for a significant increase in renewable energy production to match Dorset Council's consumption. We will achieve some of this through deployment of technologies such as solar PV on our buildings but will also have to look at larger scale investment opportunities. The capacity of the grid in Dorset is a potential constraint and risk to being able to achieve this and our overall net zero ambitions.
- 4.7 Similarly, programmes of work focused on nature-based solutions too will not only help us to address the ecological decline in Dorset but can be used to offset/ inset residual carbon emissions. This will need to be aligned with the council's work around biodiversity net gain and nature recovery.

5. **Looking forward**

- 5.1 An operational group has been established of key directors and senior officers to provide robust governance to the delivery of the council's net zero ambition by 2040. They have oversight of the overall programme and individual heads of service with roles for delivery of each aspect of the operational programme are part of the group.
- 5.2 An overall programme management approach has been implemented with support from the transformation team. This draws together and further

develops work programmes for key areas of work, establishing delivery timescales, key milestones, benefits and interdependencies. Several work streams are already underway or planned which will contribute to the ongoing emissions reduction and be reflected in future years' carbon emission figures. The programme is supported by a £10m capital fund to 2027, which is anticipated to see a further 5-6% carbon saving over the next 5 years. Work programmes include:

- 5.3 Estate carbon reduction – currently completing the £19m Public Sector Decarbonisation Scheme (PSDS), due to complete in December 2023. This has delivered over 350 projects across 240 buildings and already realise significant carbon and financial savings. A further £4.5 million investment programme will be developed to 2027, to include £1 million for solar panels across the estate, bringing our 'on building' capacity to around 7MW.
- 5.4 An additional £2.5 million to switched 9000 streetlights to low energy LEDs.
- 5.5 Expansion of EV charging infrastructure on Dorset Council estate is underway (and has been delivered at several sites) to facilitate the transition to EVs, through an allocation of £800k from the capital programme. This is being planned specifically around sites to support electrification of our small fleet. It will be complemented by further investment in Dorset county's public charging infrastructure through national Local Electric Vehicle Infrastructure (LEVI) funding.
- 5.6 Further £500k investment to top up our existing vehicle replacement funding enabling purchase of small electric vehicles, either replacing diesel or petrol fleet vehicles at end of life or purchase of new electric vehicles for use as pool cars, supporting reduction of business travel emissions.
- 5.7 Develop initiatives and policies to introduce further low carbon highway maintenance processes, as well as monitoring and measuring emissions more accurately.
- 5.8 From the capital programme £350k has been allocated to support the highly successful Low Carbon Dorset (LCD) programme. Together with £500k from the Rural England Prosperity fund, this will enable LCD to support organisations across Dorset to implement low carbon solutions, supporting local businesses, town and parish councils and community organisations.
- 5.9 The climate decision wheel has now been embedded in the committee process and has become mandatory for all committee papers. This will be of fundamental importance to ensure that the council is fully cognisant of

the impact of decisions that it is taking from a climate and ecological perspective.

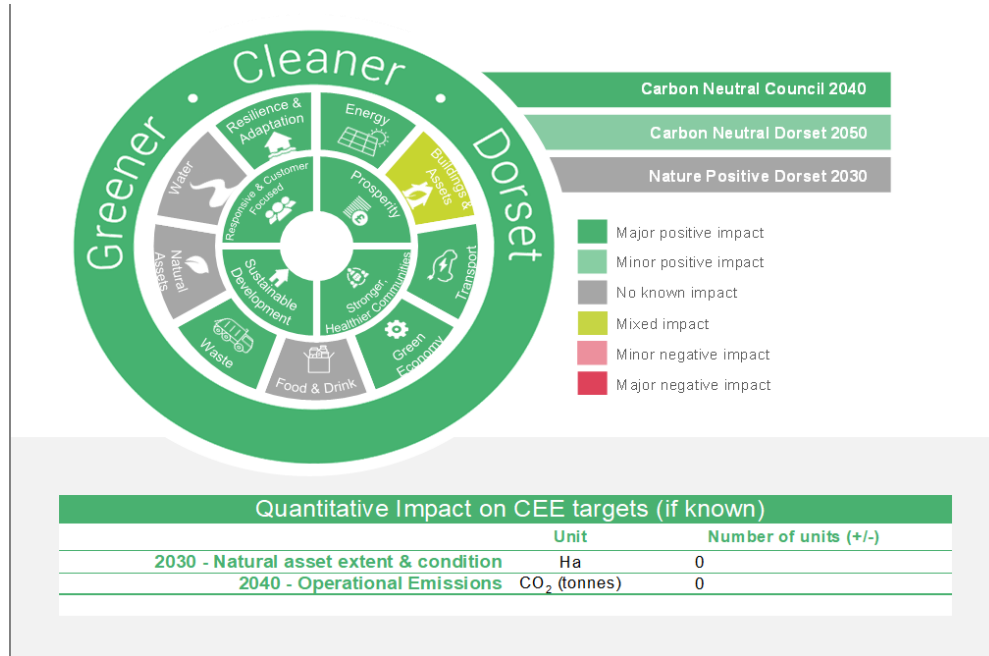
- 5.10 Work with partners also continues to develop both with major public sector organisations and town and parish councils, and the council has led on the formation of a public sector decarbonisation and ecology group. Further work is required to develop a comprehensive engagement approach to ensure that communities, individuals, and businesses are engaged and provided with signposting and the tools required to start to affect change.
- 5.11 A baseline for ecology is being collated both across the council's own estate and more widely across Dorset as part of the council's work to identify opportunities for Biodiversity Net Gain (BNG) and develop a Local Nature Recovery Strategy for Dorset.
- 5.12 As resources allow, our approach to resilience will also develop. This has initially started with a vulnerability assessment across all services to identify key service areas at risk from the impacts of climate change. Once analysed this will facilitate a more detailed exploration of risk to these services and adaptation options. A Dorset-wide approach will follow.

6. Financial Implications

- 6.1 A costed action plan presented to cabinet on 6 October 2020, highlighted that significant additional revenue and capital would be required to deliver the council's ambitions and strategy over its lifetime to ensure action continues with urgency and at the scale required.
- 6.2 Dorset Council allocated £10 million capital over 5 years in the 2022/23 Dorset Council budget to strengthen work underway to reduce its operation carbon footprint in key areas such as building retrofit, electrification of the fleet, and electric vehicle charging infrastructure. Potentially enabling a further 5-6% reduction in emissions by 2027 and realise revenue benefits. Additional external funding will help to accelerate this.
- 6.3 The scale of the challenge is significant, and a programme of the scale required to ensure the council's ambitions will require access to additional resources from a variety of sources. Drawing on opportunities for external funding and partnership working will be key and the council will need to ensure it is 'opportunity ready'. This will require the right evidence and resources to draw in funds for both the operational and county-wide areas of focus, all of which will be through competitive processes. Additionally,

there will be a requirement to re-align existing operations and resources to accelerate the actions required to deliver against the ambitions of the strategy.

7. Natural Environment, Climate & Ecology Implications



- 7.1 It is important to note the significant positive impacts highlighted in this wheel will require a concerted effort to deliver the work outlined in this report.
- 7.2 Failure to deliver however will lead to our inability to meet our commitments, resulting in negative impacts and risks highlighted below.

8. Well-being and Health Implications

8.1 There are no specific health and wellbeing implications of this report. However, from a strategic perspective, implementation of the strategy and action plan has significant co-benefits for health and wellbeing, and climate change impacts include significant socio-economic and health and wellbeing risks. Our emerging work on adaptation is considering how to mitigate the impacts of now unavoidable warming.

9. Other Implications

9.1 There are no other specific implications contained in this report. As previously noted, the strategy and action plan itself has wide ranging

implications, opportunities, and co-benefits for the way the council delivers services and works with others across the county.

10. **Risk Assessment**

10.1 Having considered the risks associated with this decision; the level of risk has been identified as:

Current Risk: High

Residual Risk: Medium

10.2 Due to the known high level of public interest in the climate change agenda and the previous commitment to provide the public with a bi-annual progress report, to not do should be considered a high reputational risk to Dorset Council.

10.3 The publication of this Autumn report is in line with commitments made and shows a significant level of progress taking forward the strategy and action plan; but notes that there remains a need for increased urgency and further progress in several areas.

10.4 In addition, the impacts of climate change pose a significant risk to council services and budgets and the wider Dorset area in the medium and long-term. Failure to effectively address the climate and ecological emergency and resilience will increase the risks associated with climate change.

10.5 The significant work required to transition the operational programme will require services to re-focus some of their priorities. This will be a significant challenge when there are already significant pressures to deliver against a wide range of priorities and against a backdrop of limited resources.

11. **Equalities Impact Assessment**

A scoping exercise is currently being undertaken to highlight any specific impacts that need to be considered through the delivery of the strategy and action plan.

12. **Appendices**

Appendix A – Natural Environment, Climate and Ecology Progress Report Autumn/Winter 2023

Appendix B – Accessible text version of climate wheel and recommendations

13. **Background Papers**

- Place & Resources Scrutiny Committee 04/07/23 (item 16): Natural Environment, Climate and Ecology Progress Report Summer 2023 ([Cover report](#) | [Appendix \(progress report\)](#))
- [Natural Environment, Climate and Ecology Strategy and Action Plan \(2023 refresh\)](#)

Natural Environment, Climate and Ecology

Progress Report – Autumn/Winter 2023



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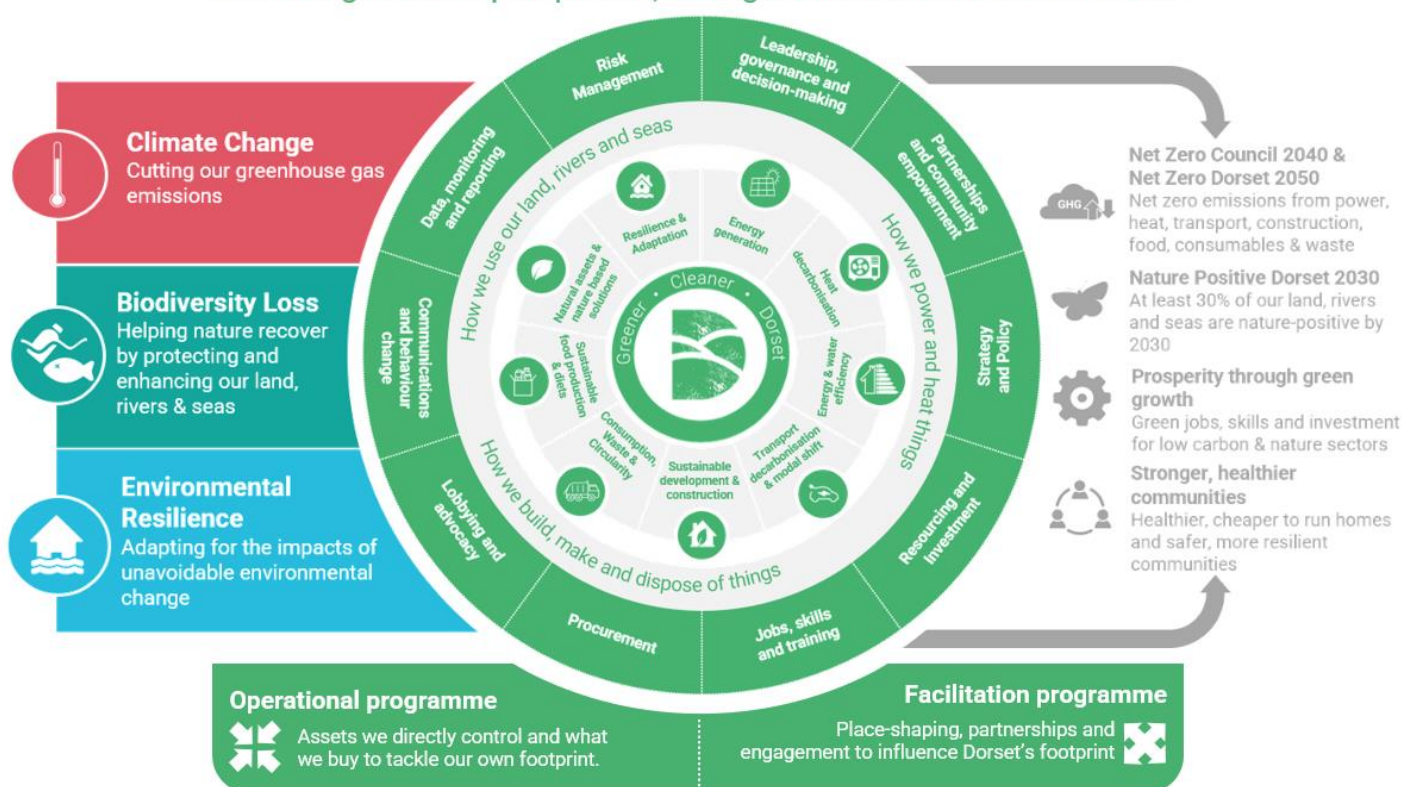
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Introduction

1.1 Dorset Council’s first climate and ecology strategy and action plan were adopted by Full Council on 15 July 2021, setting clear targets towards a carbon neutral council by 2040 and a carbon neutral county by 2050. As part of the Dorset Council Plan, the council also made ‘*Protecting our natural environment, climate and ecology*’ as one of our five council priorities. In March this year we also refreshed our strategy and action plan for Phase 2 of our programme, tweaking our vision for a net zero, nature positive and resilient council and county.¹

Our vision is for a carbon neutral, nature positive and resilient Dorset achieved through a clean, green and fair transition and that generates prosperous, stronger and healthier communities.



1.2 Upon the adoption of the first strategy in 2021, it was agreed that we would produce biannual progress reports. This progress reporting² takes two forms:

- Spring/Summer reporting: qualitative narrative on delivery within our operational and facilitation programmes – i.e. on our interventions we undertake.
- Autumn/Winter reporting: quantitative reporting on the consequent changes to our council and county emissions trajectory – i.e. on the outcomes.

1.3 This report provides an update on our emissions trajectory using the latest data. As such, it does not provide a comprehensive or detailed narrative of programme delivery, which was the subject of our earlier qualitative report on programme delivery released in July 2023.²

¹ <https://www.dorsetcouncil.gov.uk/our-plan>

² <https://www.dorsetcouncil.gov.uk/progress-so-far>



About the data

Due to the difficulty and complexity of collecting carbon emission data, the data included in this report is as accurate as possible but in some areas is estimated. It aims to give an indication of scale, as well as provide a picture of our performance year on year.

The county emissions data is provided by the Department for Energy Security and Net Zero (DESNZ)³. This data is two years in arrears, therefore the latest available for this report is 2021. Last year government added emissions from the agricultural and waste management activities, which have now been backdated to 2005 – which does accordingly show that emissions for previous years may now be higher than previously reported, due to those factors being previously unaccounted for in the national dataset.

The Dorset Council data is collated from across the organisation. Work is ongoing to improve the accuracy of data and increase the scope of our monitoring to give a more accurate picture of emissions. While some data has improved, we are still working on getting a more robust method of monitoring fuel use by the school transport provided by Dorset Travel and staff commuting.

Our current baseline data, against which we are measuring progress, does not take full account of external emissions from things such as staff working at home or all of our goods and services that are commissioned. These figures have not been included in our baseline data as they are already captured in the Dorset wide figures, are outside of the council's direct control and would skew our monitoring and reporting through double counting. However, working at home emissions have been broadly estimated as 1,964 tonnes CO₂e using approximate staff working patterns and a methodology provided by the Homeworking emission Whitepaper produced by EcoAct in partnership with Lloyds Banking Group and NatWest Group. This is based on typical home energy use while at home. Our wider emissions from procurement and commissioning will be analysed in the coming months using an AI modelling tool.

³ All County wide emission data is from 2021 UK Greenhouse Gas Emissions, Final Figures, DESNZ, [2023 UK local authority and regional carbon dioxide emissions national statistics: 2005-2021](#)



National Context

Greenhouse Gas Emissions

The Climate Change Act commits the UK to net zero territorial emissions by 2050 and requires policies to meet interim five-year carbon budgets. The most recent carbon budget of June 2021 set a further statutory target for cutting emissions by 78 per cent by 2035. The government's new Net Zero Strategy sets out a pathway for the next three budgets to 2037.

In 2021, emissions in the UK of the basket of seven greenhouse gases covered by the Kyoto Protocol were estimated to be 426.5 million tonnes carbon dioxide equivalent (MtCO₂e), an increase of 5.0% compared to the 2020 figure of 406.3 million tonnes. This is both the largest proportional rise and the largest rise in absolute terms in UK greenhouse gas emissions in a single year since the start of the data series in 1990. However, greenhouse gas emissions in 2021 are still 5.3% lower than in 2019 and are estimated to be 47.6% lower than they were in 1990.⁴

In 2021, the coronavirus (COVID-19) pandemic and continuing restrictions implemented across the UK had a major impact on various aspects of UK society and the economy. As a result, COVID-19 will have had a significant impact on greenhouse gas emissions in the UK, particularly from transport and businesses, although less so compared to 2020 as restrictions were gradually eased throughout the year. However, 2021 figures are still down from 2019, in part reflecting continued impact of the COVID-19 pandemic. It is not possible to identify the exact size of this effect as other factors will have also played a part in the changes seen during 2021.

In 2021, 26% of net greenhouse gas emissions in the UK were estimated to be from the transport sector, 20% from energy supply, 18% from business, 16% from the residential sector and 11% from agriculture. The other 9% was attributable to the remaining sectors: waste management, industrial processes, the public sector and the land use, land use change and forestry (LULUCF) sector. The LULUCF sector includes both sinks and sources of emissions.

When broken down by gas, UK emissions are dominated by carbon dioxide, which is estimated to have accounted for about 80% of greenhouse gas emissions in the UK in 2021. Weighted by global warming potential, methane accounted for about 13% and nitrous oxide for about 4% of UK emissions in 2021. Fluorinated gases accounted for the remainder, around 3%.

Carbon dioxide has always been the dominant greenhouse gas emitted in the UK. Emissions of CO₂ have reduced by 43.8% since 1990 to 339.5 MtCO₂ in 2021, mainly due to decreases in emissions from power stations. Emissions of methane have seen a larger proportional fall (62.1% since 1990) than those of CO₂, and so have emissions of nitrous oxide (56.9% since 1990). Fluorinated gas (F gas) emissions are estimated to be 26.2% lower now than they were in 1990, with hydrofluorocarbons (HFCs) being the dominant F gas.

In 2021, 77.3% of greenhouse gas emissions in the UK came from the use of fossil fuels. Emissions from fossil fuels increased by 6.7% compared to 2020 but were still 4.9% down compared to 2019 and 43.7% lower than in 1990. Fossil fuel emissions in 2021 predominantly came from the use of gaseous fuels and petroleum, which accounted for 41.6% and 31.7% of all UK emissions respectively. Gaseous fuel use in the UK is dominated by the use of natural gas for heating buildings and for electricity generation, while most petroleum use is in road vehicles.

Use of coal accounted for 2.6% of emissions in the UK in 2021. Emissions from the use of coal have fallen by 95.0% since 1990, at which point they were responsible for 27.2% of UK emissions as it was the main fuel used for electricity generation.



Biodiversity

Biodiversity is rapidly declining, with over a million species at threat globally. Biodiversity loss is now thousands of times the normal rate of extinction⁵, and is estimated to be between 1,000 and 10,000 times higher than the background extinction rate (the rate that is expected would occur without us). Globally wildlife has declined by about 70 per cent in the last 50 years alone –the relative abundance of monitored populations of mammals, birds, amphibians, reptiles and fish has dropped by an average of 69% between 1970 and 2018 (range: -63% to -75%).⁶

The UK is one of the most nature-depleted countries in the world, as measured by the Biodiversity Intactness Index, which tracks the state of biodiversity across regions, countries, and habitats. The UK has half of its natural biodiversity remaining (compared to a global average of 75 per cent), putting it bottom of the G7 and in the bottom 10% globally.⁷

According to this year's UK State of Nature report, amongst a fifth of UK species declined by an average of 19% since 1970, and almost one in six are now threatened with extinction – with 151 species having already known to have gone extinct.⁸

November 2021 saw The Environment Act become law, setting a new framework for environmental protection – the major legislative implementation of its ambition to leave the environment in a better state than we found it. Amongst other things the Act strengthens public body duties to conserve and enhance biodiversity and requires the preparation of Local Nature Recovery Strategies.

In January 2023, the government refreshed its 25 Year Environment Plan⁹ to halt the decline in biodiversity and to protect 30% of land and sea through the Nature Recovery Network and enhanced marine protections. Amongst other things, it committed to launch a Species Survival Fund; to increase, restore and extend 70 areas for wildlife; to transform management of 70% of the countryside through nature-friendly farming; and to publish a new Green Finance Strategy.

Resilience

Climate change is a global issue, with global impacts which differ across the world. The UK has a temperate maritime climate. In general, that means that we have a cool and mild climate, with changeable weather. So, how will climate change impact this? The MET Office predicts that across the UK, we expect to see¹⁰:

- warmer and wetter winters
- hotter and drier summers
- more frequent and intense weather extremes

Climate change will make these conditions more likely. The UK's weather will continue to be variable, but we will see more of this type of weather, and it is predicted that the intensity of

⁴ 2021 UK Greenhouse Gas Emissions, Final Figures, DESNZ, 7th February 2023

⁵ IPBES (2019): Summary for policymakers of the global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

⁶ WWF (2022) *Living Planet Report 2022*.

⁷ <https://www.nhm.ac.uk/discover/news/2020/september/uk-has-led-the-world-in-destroying-the-natural-environment.html>

⁸ <https://stateofnature.org.uk/>

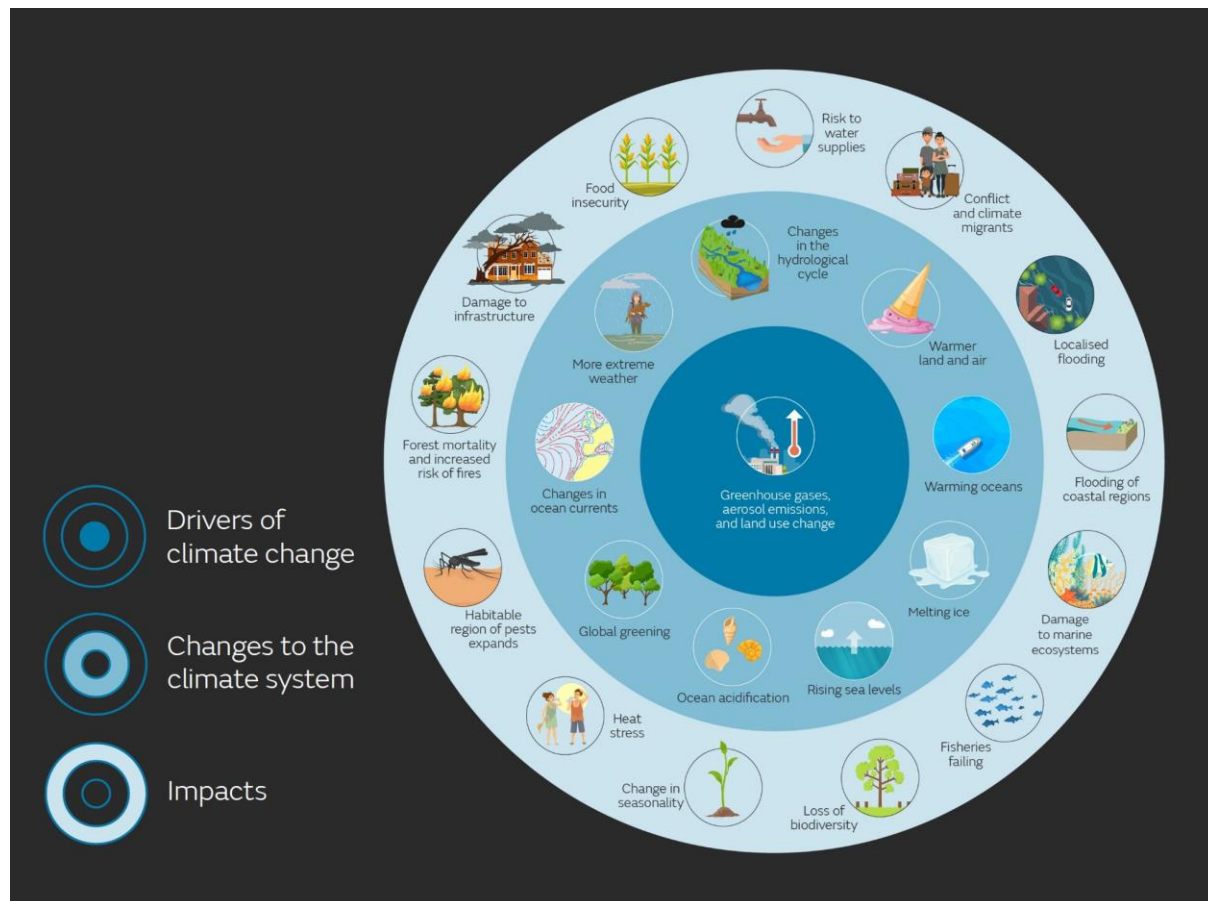
⁹ <https://www.gov.uk/government/publications/environmental-improvement-plan>

¹⁰ <https://www.metoffice.gov.uk/weather/climate-change/climate-change-in-the-uk>

these conditions will increase, creating even hotter summer weather, resulting in heatwaves and droughts, more intense downpours, increasing the potential for flooding, and high winds with the potential to damage infrastructure.

The impacts of these changes are summarised in **Figure 1** below

Figure 1: Impacts of Climate Change



These effects are already being felt, and are predicated to increase, therefore action must be taken to increase our resilience in order to minimise their impact on our natural environment, infrastructure, health and economy.

The government publishes its Climate Change Risk Assessment¹¹ every five years. The latest identifies 61 risks, including eight urgent ones: natural habitats, soil health, natural carbon stores, agriculture, supply chains, the power system, heat impacts on health and productivity, and overseas impacts. Eight risks could see annual damage over £1billion each in a 2°C scenario, and £10m for another 36. In response, Government has recently launched the third National Adaptation Programme (NAP3).¹²

¹¹ <https://www.gov.uk/government/publications/uk-climate-change-risk-assessment-2022>

¹² <https://www.gov.uk/government/publications/third-national-adaptation-programme-nap3>



Dorset Area

Dorset Area Greenhouse Gas Emissions^{13,14}

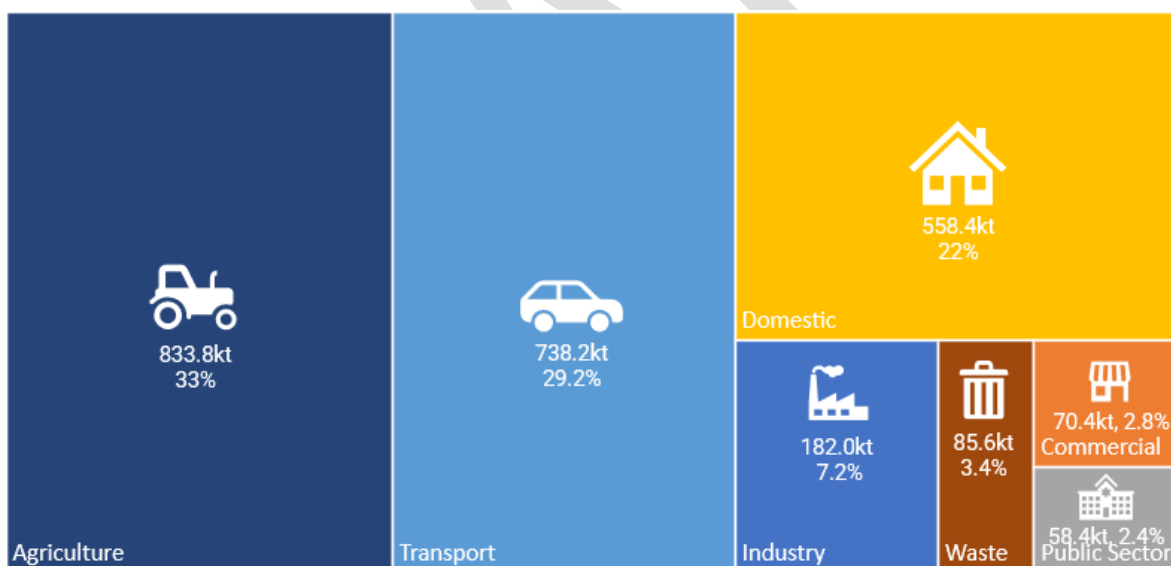
Compared to our reported baseline emissions (2017 data) Dorset (county) emissions reduced by around 10% by 2021, from 2.6 to 2.3 million tonnes CO₂e per year

Dorset mirrors the national data in showing a reduction of 10%.

Where do Dorset's emissions come from?

In 2021, Dorset's net emissions are about 2,349kt CO₂e according to Government's latest figures¹⁵. This includes all types of greenhouse gases, not just carbon dioxide. The three most significant sources of greenhouse gas emissions in Dorset were transport (29%), agriculture (33%) and domestic sources (22%).¹⁶ These proportions are similar to those seen in other rural areas.

Figure 2: Dorset's Greenhouse gas emissions 2021



+ we sequester about 8% of the gross footprint

Source: Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy

¹³ UK local authority and regional carbon dioxide emissions national statistics: 2005-2021

¹⁴ The county data is higher than noted in previous years due to the inclusion of agriculture and waste, which was omitted from government data in previous years.

¹⁵ Data is published two years in arrears, therefore the latest data is from 2021. This net value incorporates estimates of the emissions which Dorset sequesters.

¹⁶ These stated proportions are of Dorset's gross total emissions.



How have Dorset's emissions changed?

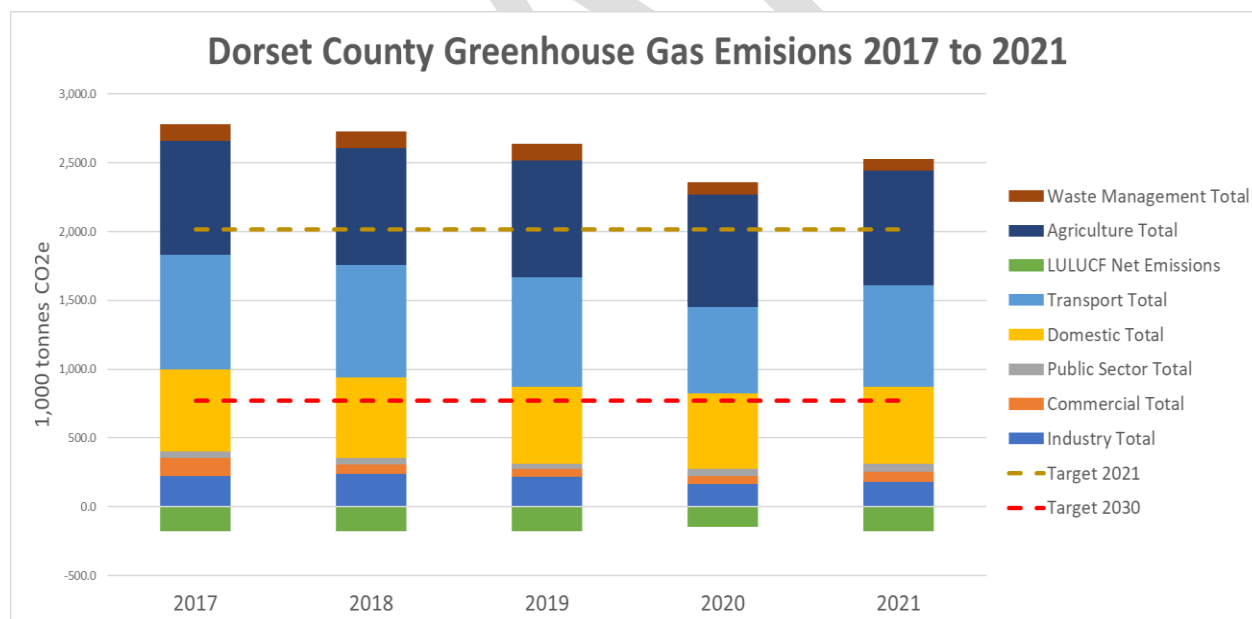
As noted earlier, there has been a 10% reduction in Dorset's emissions since 2017. In terms of scale, the largest reduction has been the 46% reduction in commercial emissions, with the second largest reduction being the 29% reduction in emissions from waste management. Other reductions are 18% in industry, 11% in transport and 7% in domestic energy. Conversely, the public sector has seen an increase in emission of 22%, and agriculture of 1%.

However, since last year's reporting, total emissions are up by 6%, which mirrors the 6% increase in national emissions. Almost all sectors showed an increase, with the exception of Waste Management, which was down by 7% (nationally only down 2%). The biggest increase has been in the commercial sector (up 22%, nationally 18%), followed by transport (up 17%, nationally only 9%), then industry (up 11%, nationally only up 5%) and public sector (up 10%, nationally up 13%). This would seem to align with the economic post covid recovery.

Figure 3: Dorset Greenhouse Gas Emissions 2017-2021 shows the emissions by source in Dorset. The green area below the zero value is due to CO₂e removals by land.

This figure shows that emissions in total are higher than target for this time (top dotted line) and the emissions reduction required by 2030 (the bottom dotted line).

Figure 3: Dorset Greenhouse Gas Emissions 2017-2021



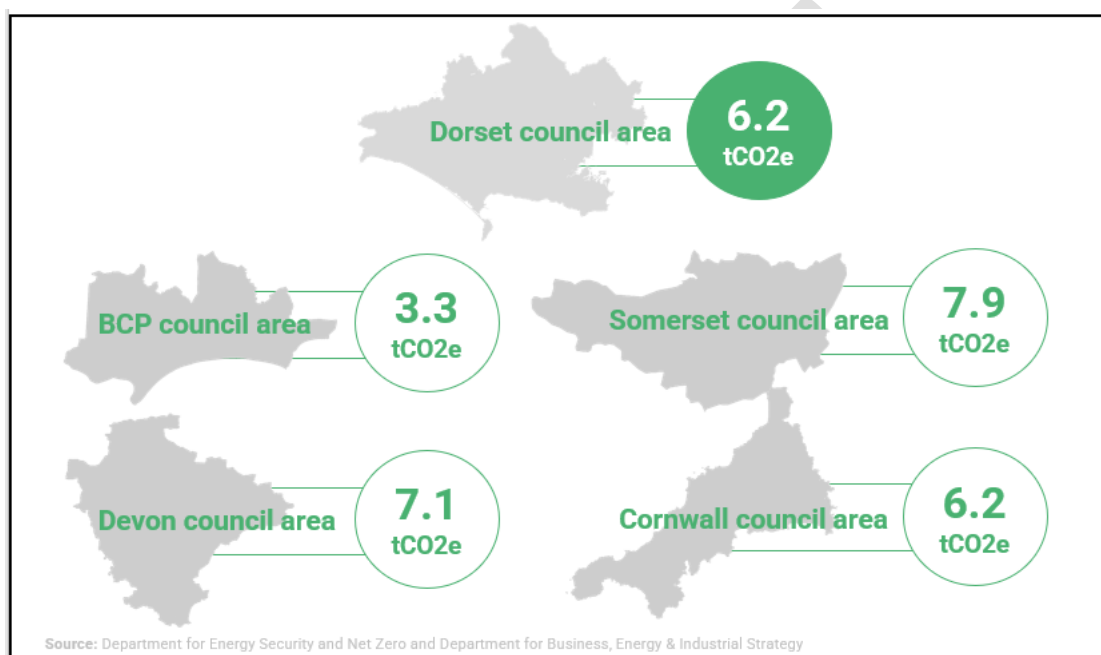
Government figures include an estimation of land use, land use change and forestry (LULUCF) which consists of emissions and removals from forest land, cropland, grassland, settlements, and harvested wood products. In Dorset the LULUCF sector is estimated to have resulted in net removals of 178.1 ktCO₂e, an increase of 20% from 2020, whereas the national picture showed a decrease in carbon uptake by 8%.



Per Capita Emissions

Local authorities all come in different shapes and sizes, some are more rural, some more urban and others are a mix. This can impact on the per capita emissions (emissions per person). **Figure 4**, shows the per capita emissions for the local authorities in the Southwest. As you can see, Dorset's are the same as Cornwall's, and a bit lower than Devon and Somerset's. BCP shows the lowest per capita emissions largely due to it being more urban, with better public transport provision (reducing the number of sole occupancy car journeys) and with less agriculture.

Figure 4: Per Capital Emissions for South West Councils 2021



Is Dorset still on track?

Based on a global carbon budget of 420 (i.e. billion) tonnes¹⁷ and scaling this by the population of Dorset gives us a budget of 21,000,000 tCO₂e, which means that Dorset should not emit any more than that in the years from 2017 in order to maintain a decent chance of preventing more than a 1.5-degree temperature rise. In 2017, Dorset emitted a total of 1,745,000 tCO₂e. Therefore, if Dorset continued to emit at the 2017 rate, we will have used our carbon budget up by 2030.

Since the inclusion of the emissions from agriculture & waste, Dorset has even more emissions to reduce, making the task of remaining within our budget more difficult. Including an additional >900,000 tCO₂e means that the rate of reduction needs to be faster than previously thought.

Dorset showed a steady reduction in emissions year on year since 2017 (despite the inclusion of the additional emissions from agriculture and waste). However, 2020 to 2021 saw an increase of 6% which reflects the “bounce back” after covid but shows a worrying departure

¹⁷ The remaining carbon budget for a 50 % likelihood to limit global warming to 1.5°C, according to the Global Carbon Budget 2021: <https://essd.copernicus.org/articles/14/1917/2022/>

from the target reductions based on our total carbon budget. This post-Covid uptick is not unique to Dorset, with a similar rebound seen across all other south west local authority areas.

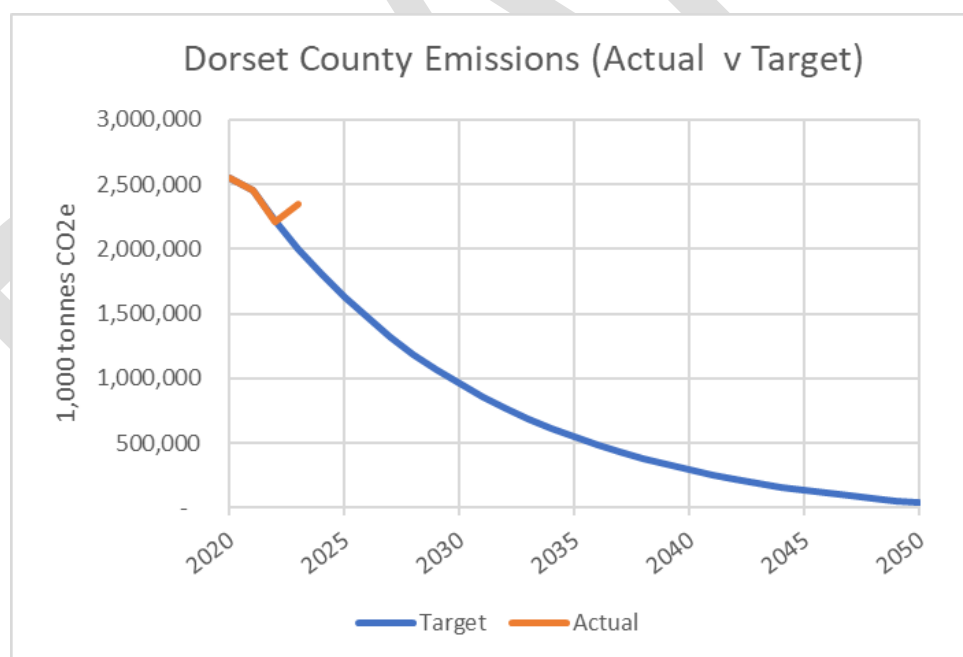
Dorset Council has set challenging targets for reduction to achieve net zero greenhouse gas emissions by 2050, as shown in **Table 1: Dorset County Interim Greenhouse Gas Targets**¹⁸.

Table 1: Dorset County Interim Greenhouse Gas Targets

Year	Co2e (kt)	% reduction
2017	2,603,178	Baseline yr
2025	1,666,034	36%
2030	1,067,303	59%
2040	312,381	88%
2050	-	100%

Figure 5 shows the actual emissions from Dorset against the re-profiled carbon reduction trajectory required. Unfortunately, due to the increase in emissions, Dorset failed to stay on target in 2021.

Figure 5: Dorset County Emissions (performance versus target)



Dorset Area Ecology

To help halt biodiversity loss, at least 30 per cent of Dorset’s land, rivers and seas need to be nature-positive by 2030.

¹⁸ This updated table now includes emissions from agriculture and waste



Dorset is recognised for its rich biodiversity and natural beauty. From chalk grasslands to ancient woodland, extensive heathland, and the coast and cliff habitats of the Jurassic Coast – the county’s natural assets are protected by many designations and worth up to £2.5billion a year to our economy. But just because it’s in a designation doesn’t mean that it’s in good condition. Protecting, restoring and enhancing it is vital for biodiversity, carbon, flood resilience, food, and more.

Over the last century, there has been a major loss and degradation in our natural assets. There are now 2,930 terrestrial and freshwater species and 157 marine species that are of conservation concern locally.

Figure 6 shows how land use has changed in Dorset over the last century.

Figure 6: Land Cover Change (1930 -2015)

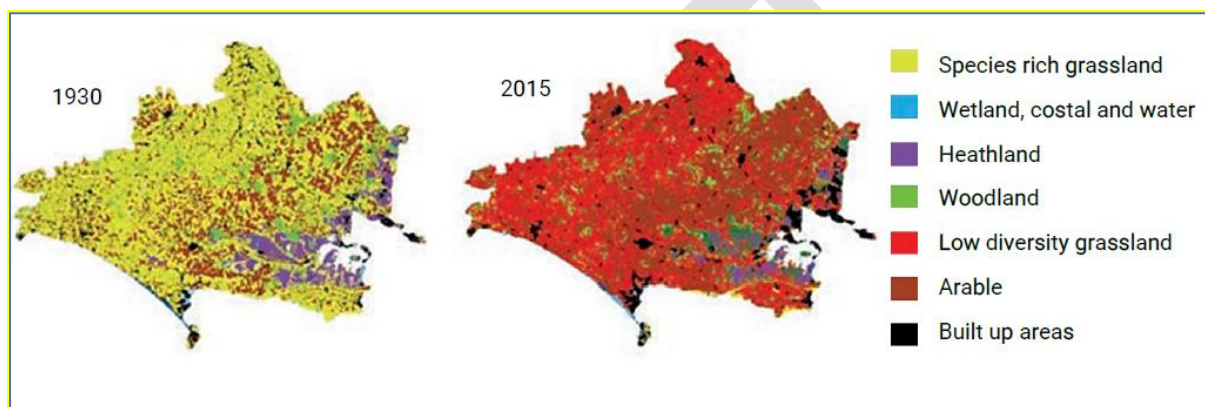
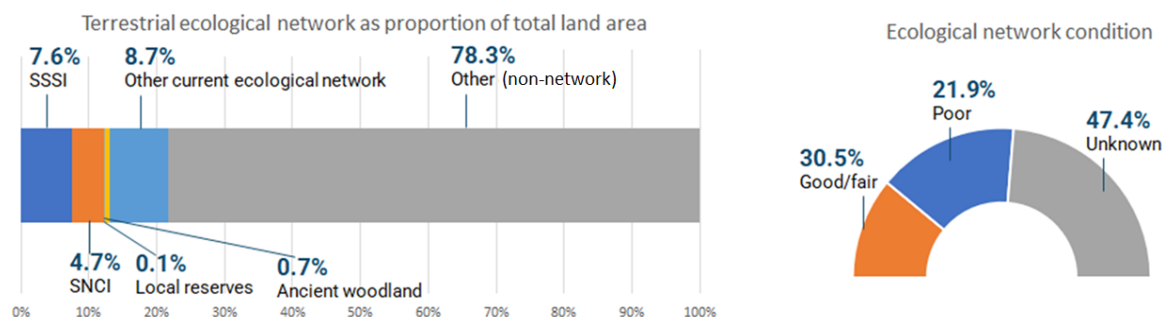


Figure 7: Dorset Council area terrestrial ecological network, extent and condition 2020



Only 12% of land in Dorset is in a protected designation¹⁹ across Dorset county (figure 7), but these are slowly recovering. **Table 2** shows 44 per cent of Sites of Specific Scientific Interest (SSSIs) are in favourable condition and 42 per cent are recovering.

¹⁹ A Site of Special Scientific Interest or Site of Nature Conservation Interest.



Table 2: Protected Terrestrial Site Condition, Dorset (2014-2020)²⁰

	2014	2015	2016	2017	2018	2019	2020
Sites of Special Scientific Interest							
Favourable	39%	39%	39%	40%	40%	40%	44%
Unfavourable recovering	48%	49%	49%	48%	47%	47%	42%
Unfavourable no change or declining/destroyed	13%	12%	11%	12%	8%	13%	14%
Sites of Nature Conservation Interest							
Good maintained/improving	43%	41%	42%	41%	45%	45%	45%
Fair maintained/improving	14%	16%	19%	21%	32%	32%	32%
Poor or declining	15%	16%	16%	16%	2%	2%	2%
Unknown	28%	26%	23%	22%	21%	21%	21%

Major progress has been made on nutrient and heathland mitigation, including wetland creation, farmer-led approaches, rewilding and partnership projects. Progress is also being made on minimising light pollution, a specific objective of the council’s streetlighting policy, with Dorset now ranked the 13th darkest county and Cranborne Chase AONB designated a Dark-Sky Reserve.

At sea Dorset also welcomed a further six new designations in 2019, so that 25 per cent is now in a Marine Conservation Zone and 31 per cent of the county’s inshore area is protected from mobile fishing gear.

Although Dorset is moving in the right direction, we need to up the pace if at least 30% of its land, rivers and seas are to be nature-positive by 2030. Doing so will not only be good for biodiversity, but will also support us to capture and store carbon, tackle flooding and pollution, and support our health and wellbeing. Everyone has a role to play – and new policy on things like biodiversity net gain and agri-environment funding present a big opportunity.

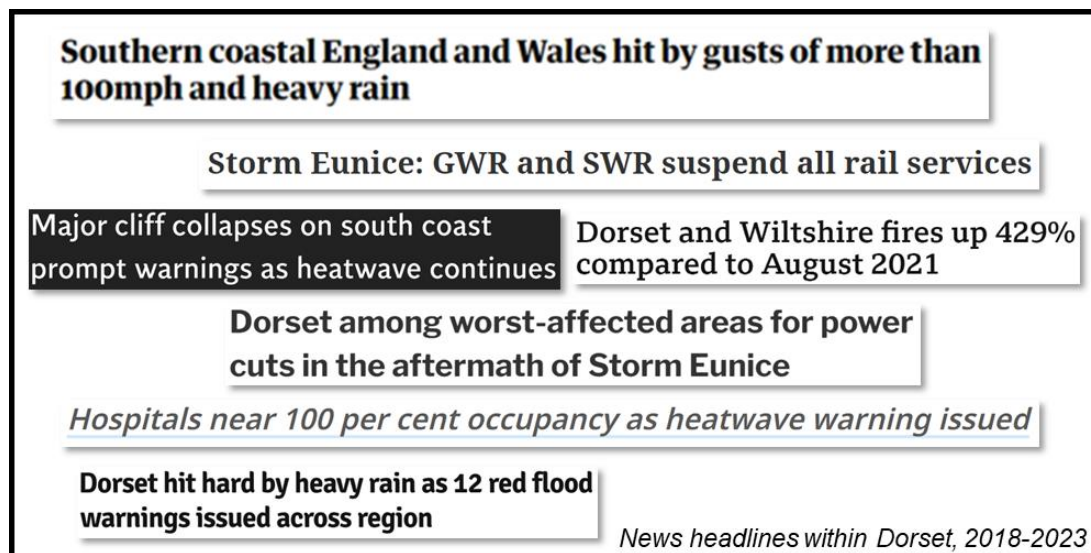
²⁰ This time series data pertains to SSSIs and SNICs across the Dorset-wide area, including BCP.



Dorset Area Resilience

At this time, we do not have an analysis of the Dorset county wide impacts of climate change, however we do know that the effects of climate change are already being felt in Dorset. **Figure** shows some news headlines covering events in Dorset from 2018 to 2023.

Figure 8: News Headlines in Dorset 2018-2023



These events are expected to continue with increased frequency. Based on UK Climate Projections (UKCP) Met Office figures for South West England by 2080²¹:-

- summers are likely to be hotter by around 2 – 4°C
- winters are likely to be warmer by around 1 – 3°C
- summer rainfall is likely to decrease by 10 – 40%
- winter rainfall is likely to increase by 20 – 30%
- sea level rise is likely to increase by 36 – 56cm.

Impacts to residents of Dorset may include increased pests, sunstroke, damage to homes and transport infrastructure, power cuts, and water scarcity. Portland may become inaccessible by road due to sea level rise, while travel across the county may also be impacted by melting roads, flooding and obstruction due to windblown debris.

We have a small window of opportunity to take action to improve resilience to these events and protect Dorset residents.

²¹ <https://www.metoffice.gov.uk/research/approach/collaboration/ukcp/index>



Dorset Council

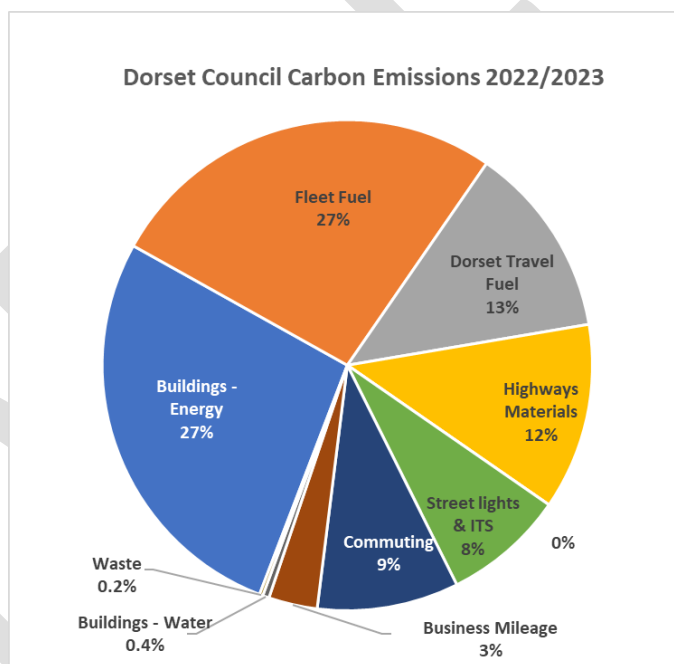
Dorset Council Greenhouse Gas Emissions

Compared to our baseline year (2019) Dorset Council emissions have reduced by approximately 27% to 24,250 tCO₂e.

Where do Dorset Council's greenhouse gas emissions come from?

Greenhouse gas emission data is collected from across the organisation. *Figure 9: Dorset Council Greenhouse Gas Emission Sources* shows the key sources of Greenhouse gas emissions from our operations. By far the largest contributors to Dorset Council emissions are the energy use in our buildings, and fuel used for our fleet of vehicles. Fuel used through the services provided by Dorset Travel and the materials we use to maintain our road network emit similar volumes (13% and 12% respectively), streetlights (8%) and commuting (9%), with much smaller contributions from business mileage (3%), water use in our buildings (0.4%) and the waste we generate (0.2%).

Figure 9: Dorset Council Greenhouse Gas Emission Sources

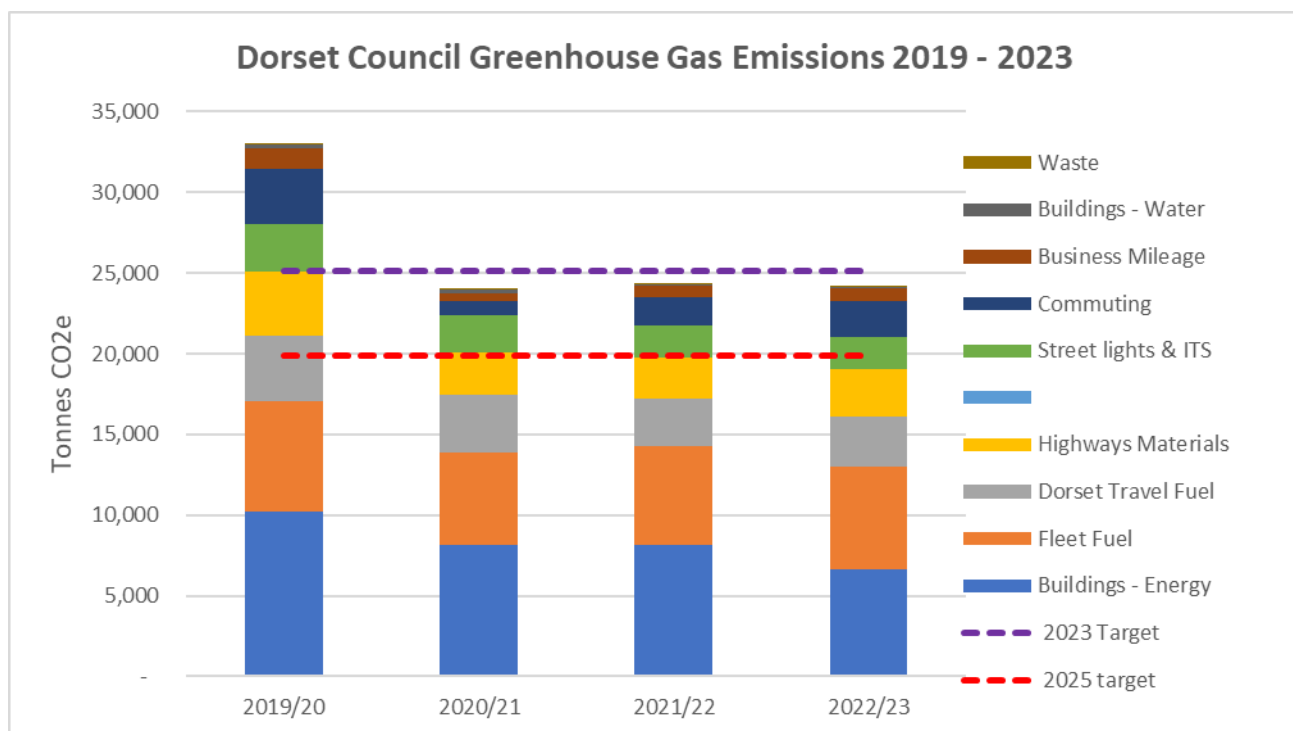


How have Dorset Council's emissions changed since 2019?

In 2023, all Dorset Council emissions sources showed a reduction from our baseline year of 2019. The largest reduction has been seen in our waste management (-62%), closely followed by our water use (-58%). Other decreases are buildings energy and business mileage (both -36%), commuting (-35%), and street lighting and intelligent traffic systems (ITS) (-34%), highways materials (-25%) and Dorset Travel fuel (-25%). **Figure** shows how the various elements of our carbon footprint have changed since 2019.



Figure 10: Dorset Council Greenhouse Gas Emissions 2019 to 2023



How has each area performed?

As previously noted, there are several areas where data collection and analysis need to be improved. The data presented therefore only gives an indication of performance. **Table 3** shows the breakdown of Dorset Council’s operational emissions by area.

Whilst we have achieved significant reductions since 2019, many sources of our emissions increased between 2022 and 2023. Despite these increases, emissions are still lower than the previous year by 0.3%, and we are still 884 tonnes CO₂e lower than the target we set for 2023 (see **Figure 71: Dorset Council Emissions Performance versus Target**)

Notable exceptions to these increases are emissions from the energy use in our buildings, the waste we generate and our street lighting.

Energy use in our buildings has seen a dramatic decrease of nearly 20% over the past year. Whilst the continual decarbonisation of the grid has contributed to this, it is due in the main to a major building retrofit programme supported by a £19 million grant through the Public Sector Decarbonisation Scheme. This enabled over 350 low carbon projects to be undertaken in over 240 buildings, to include heat pumps, insulation, solar PV, LED lighting, energy management system upgrades and additional electrical upgrades.

Emissions from our office-based waste, also reduced by 10%, despite collecting approx. 119 tonnes of additional waste. This is believed to be a result of the improved performance of our contracted waste management processes.

Street lighting/ITS saw a small reduction of 1%, due to the replacement with LED lanterns.

Emissions increased from commuting (31%) and water (24%) due to more people returning to the office.



The emissions from the highway materials used increased by 16%, due to the increased activity of the capital highways programme.

Business mileage increased by 15%, continuing the steady increase observed over the past two years from the lows seen during the covid pandemic. Overall business travel now accounts for nearly 3 million miles a year (including agency and school staff), up from approximately 1.9 million miles in 2020/2021, showing a clear increase in vehicle-based business activity since the pandemic leading to an upward trend in emissions. However, overall, this is still lower than pre pandemic levels of approximately 4.4 million miles.

While in the past year investment in electric pool cars and charging infrastructure has resulted in greater availability of EVs for business use. This low carbon mode of travel has not yet reached its full potential or become mainstreamed in our business travel ethos. Further investment is planned to grow the EV pool fleet to enable this to be the 'go-to' option for business travel.

As noted above for business travel, the miles travelled by our fleet has shown a similar trend and has also increased, with emissions increasing by 4% as we have returned service activity to near pre-covid levels.

Table 3: Breakdown of Dorset Council Carbon Footprint

Carbon Footprint area	tCO ₂ e 2022/23	% of Carbon Footprint	From Baseline
Buildings - Energy	6,595	27%	-36%
Fleet fuel	6,420	27%	-6%
Dorset Travel Fuel	3,074	13%	-25%
Highways materials	2,975	12%	-25%
Streetlights & ITS	1,937	8%	-34%
Commuting	2,260	9%	-35%
Business mileage	832	3%	-31%
Buildings - Water	103	0.4%	-58%
Waste	54	0.2%	-62%
Total	24,250	100%	-27%

Are we on track?

Compared to our baseline year (2019) Dorset Council emissions have reduced by approximately 27% to 24,196 tCO₂e.

Dorset Council has set the ambition to be carbon neutral by 2040, by reducing carbon emissions from the council's own operations. Although Dorset Council emissions only account for around 1.5% of Dorset's wider footprint, the council has direct control over these emissions, and it is critical that Dorset Council shows leadership in this area. This has therefore been a key focus of our activities to date. We realised that action had to be taken quickly and therefore set a series of stretching targets to reach zero by 2040. These targets can be seen in **Table 4**



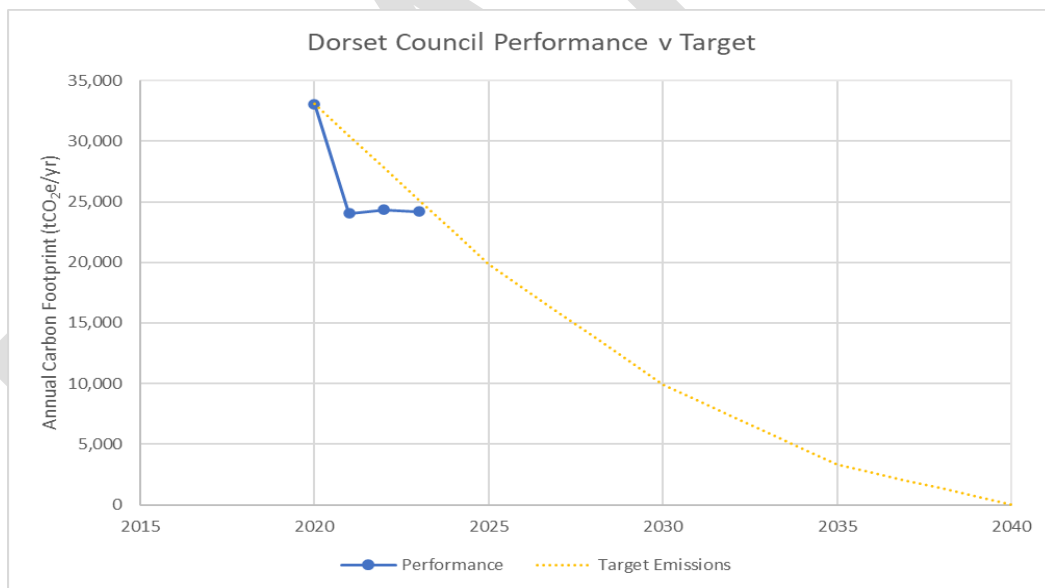
Table 4: Dorset Council Greenhouse Gas Reduction Targets

Year	Target	% Reduction
2025	20,298	40%
2030	9,811	71%
2035	3,383	90%
2040	-	100%

After an initial increase in emissions related to the “bounce back” after covid, we have continued to reduce our emissions, and remain within our 2023 target, as can be seen in **Figure 71: Dorset Council Emissions Performance versus Target**.

We have managed to remain with our target due to the huge investment in our buildings, resulting in reduction in emissions of 36% from our baseline year, and 19% since last year. This shows how critical it is to get a firm grasp of our travel, be it commuting, business or fleet (which collectively account for nearly 40% of our carbon footprint). Without a concerted effort to fully utilise technology to travel less and maximise availability and use of electric vehicles for fleet and business we will struggle to meet our 2025 and those beyond.

Figure 71: Dorset Council Emissions Performance versus Target



Dorset Council – Ecology

Dorset Council has been very active in protecting and enhancing ecology. Our Biodiversity Appraisal Protocol provides a robust means to address development impacts on biodiversity. It is designed to meet the requirements of Natural England Protected Species Standing Advice and to address the mitigation hierarchy as set out in the National Planning Policy Framework (2021). This means development must avoid, mitigate, and compensate impacts on biodiversity, and requires development to provide biodiversity net gain. Our Dorset Biodiversity Compensation Framework secures compensation funds as a last resort, to address any residual loss of habitat from development. Funding is spent on wildlife projects all over Dorset, and steered by a group comprising ourselves, Natural England, the Local Nature Partnership and Dorset Wildlife Trust.



We have also significantly changed the way we manage our verges in the last few years. To support pollinators and butterflies we have increased the amount of 'cut and collect' mowing for urban verges within the 30mph road network to North Dorset, Weymouth, Portland, Purbeck, Bridport, West Dorset and East Dorset – cutting soil fertility and growth rates to enable wildflowers to establish and thrive, and reducing cuts from 7 a year to 2 within some areas. We also now cut B and C class rural roads once instead of twice a year. Some verges have been designated as SNCIs as a result.

After the UK's first 'super' National Nature Reserve was created at Purbeck Heath in 2020, benefiting a variety of rare wildlife, including the sand lizard, the Dartford warbler and the silver-studded blue butterfly, a 13-acre site has been acquired near Blandford for a new reserve.

The council also work closely with partners through a strong network of partnerships, including our Local Nature Partnership, Dorset Coast Forum, Catchment Partnerships, and Urban Heath Partnership. Dorset Local Nature Partnership's Ecological Network Maps have been updated, showing where there are opportunities to link and increase biodiversity. Major partnership nature recovery projects have been delivered (e.g. Dorset Wild Rivers project, Purbeck Heaths Wilder Grazing Unit, and the River Asker project), and a marine project to protect the seagrass beds at Studland by installing eco-moorings is underway. Multiple projects have also demonstrated the benefit of nature-based activities for health and wellbeing, including the Natural Choices and Stepping into Nature projects, whilst the Healthy Places Programme and Dorset Local Access Forum have invested in improving access to greenspace in recognition of the value of the environment as a determinant of health.

Dorset Council is now actively preparing to implement Biodiversity Net Gain, which is now due to launch in January 2024.

Dorset Council - Resilience

In order to understand the risk posed by climate change to Dorset Council services, a risk assessment was carried out in 2010. The understanding of climate projections and risks has progressed significantly since then, so a new assessment was developed this year, starting with an ongoing council-wide Climate Change Vulnerability Assessment (CCVA). The CCVA identified eight key climate hazards to Dorset Council services:

1. Increase in average temperature
2. Heatwaves
3. Droughts
4. Heavy rainfall and flooding
5. High winds and storms
6. Snow, ice and freezing conditions
7. Coastal erosion and landslides
8. Impacts from International Climate Change

Each council service is currently in the process of undertaking the CCVA, which will form the start of the council's current work on climate resilience.

This work will ensure services continue to be delivered to Dorset Council residents.

Dorset Council has worked hard to improve the resilience of the county to the predicted impacts of climate change, and has delivered: -

- Over 40 natural flood management structures
- A series of flood investigations and flood alleviation interventions, including a £750,000 scheme installing resilience measures for 94 homes.



- Flood alleviation schemes in Bridport & Portesham
- The reintroduction of beavers to enclosed settings, which will help create multiple channels to slow the flow and reduce downstream flooding.
- The Weymouth Harbour & Esplanade Flood and Coastal Risk Management Strategy.

In addition, our Building resilience in Communities project to engage communities in flood risk management and boost resilience is underway in Weymouth, and £2.5m funding has been secured to stabilise, protect and repair Lyme Regis Cobb from coastal erosion and flooding.

DRAFT



Looking Forward

Greenhouse Gas Emissions

Operational programme

An internal operational group has been established to drive forward Dorset Council's own carbon reduction programmes. This group is made up from senior officers covering the key sources of emissions - buildings, travel (fleet, business, commuting and Dorset travel) and highways materials as well as nature-based solutions to reduce emissions and opportunities for renewable energy. This group is focusing on key workstreams to deliver the council's first target of 40% reduction by 2025. A £10m capital budget is in place to support these workstreams, this includes major programmes to -

- Upgrade Dorset streetlights to LEDs
- Retrofit our buildings with low carbon technologies.
- Install further solar photovoltaic panels (PV)
- Expand the EV charging infrastructure across the council's estate and wider Dorset
- Purchase EVs for use in our service fleets and as pool cars

As part of this process, we are working with the transformation teams to strengthen the programme management of the operational group workstreams, to include improvement of data availability and routine reporting.

Scope 3 Emissions

Carbon emissions often understood as Scopes 1, 2 or 3.

- Scope 1 – Fuel - emissions from direct use of fuel, such as gas and oil in buildings or fuel used in vehicles.
- Scope 2 – Electricity - indirect emissions caused by the generation of electricity nationally but consumed by the organisation, such as electricity used in buildings for lighting, equipment, and some heating or by street lighting.
- Scope 3 – Other - emissions caused indirectly because of the organisation's operations such as business travel and commuting, waste, use of water in our buildings, procured goods and services. We have included some of these in our operational carbon footprint where we have some level of influence.

Procured and commissioned goods and services are typically significantly larger than local authority scope 1 & 2 emissions combined. These are difficult to access and influence, largely being created (and accounted for) by our suppliers. This year we have begun a process to assess our scope 3 emissions more fully, to understand where these emissions come from and look at opportunities to influence and reduce them. Findings will be reported in future reports.

Working with partners

A public sector decarbonisation group has been established to draw together public sector organisations such as councils, university, NHS, Police and Fire & Ambulance Services to explore opportunities for working together across the sector to reduce emissions. The group is still new and evolving a work programme and areas of collaboration but is exploring ways to work together or share best practice on emissions reporting, procurement, building retrofit and travel.



Town and Parish councils also have a critical role in not only reducing their own emissions but in promoting best practice and support to their communities. The council has been working closely with Dorset Association of Town and Parish Councils to provide advice and briefing and to develop ongoing support and partnership programme to town and parish councils.

Community, public and businesses organisations across Dorset can continue to receive free support and grants to identify the best measures to save energy and costs and to implement their low carbon projects. The Low Carbon Dorset programme has secured funding from the Shared Prosperity Fund and the Rural England Prosperity Fund to continue to April 2025 and to offer grants to cover 50% of costs up to £75k. www.lowcarbodorset.org.uk

Ecology

Biodiversity net gain (BNG): This is a new way to contribute to the recovery of nature while developing land. It is making sure the habitat for wildlife is in a better state than it was before development. From January 2024 this will apply to all development in the Town and Country Planning Act 1990, unless exempt. It will apply to small sites from April 2024. Through this process the council will be responsible for approving a biodiversity net gain plan for development work before it can start. Full guidance and support tools are still emerging from central government.

Local Nature Recovery Strategy (LNRS): This is a new requirement for every local authority area in England to develop a strategy on how to improve nature. Dorset Council and BCP Council are working with partners to develop Dorset's first LNRS and has appointed an officer to drive forward this work. National guidance is still evolving in this area, but the initial key stages are to develop the delivery partnership and establish a nature baseline for the area.

Working with farmers: The Dorset AONB has been delivering the Farming in Protected Landscapes project. Climate and nature are key drivers for this project, which offers advice and grants to help Dorset's farmers improve management practices. As part of this ongoing project farms have been able to identify and improve habitat for wildlife. Several of Dorset Council's county farms have been able to undertake biodiversity audits.

Resilience

An internal Climate Change Vulnerability Assessment (CCVA) has begun across the council to assess the risks to services from the impacts of climate change. This exercise is undertaking a broad but shallow approach across the whole council to identify the services most vulnerable. A more in-depth 'deep and narrow' assessment will be undertaken in these service areas to explore risks in more detail and develop mitigation plans.

A countywide approach to resilience is still to be developed, in partnership with a range of key organisations across the county. This work is dependent on additional resources, but it's hoped will begin in the new year.

Appendix B - Accessible word version of climate wheel and recommendations

ACCESSIBLE TABLE SHOWING IMPACTS

Natural Environment, Climate & Ecology Strategy Commitments	Impact
Energy	major positive impact
Buildings & Assets	mixed impact
Transport	major positive impact
Green Economy	major positive impact
Food & Drink	No known impact
Waste	major positive impact
Natural Assets & Ecology	No known impact
Water	No known impact
Resilience and Adaptation	major positive impact

Corporate Plan Aims	Impact
Prosperity	strongly supports it
Stronger healthier communities	strongly supports it
Sustainable Development & Housing	strongly supports it
Responsive & Customer Focused	strongly supports it

Recommendations

The climate wheel highlighted a number of recommendations which will be incorporated in schemes as they progress.

TABLE OF RECOMMENDATIONS

Recommendations	Responses -will this be incorporated into your proposal? How? And if not, why not?
Energy	
Maximise energy efficiency of the building fabric (e.g. Loft & wall insulation, triple glazing)	Key part of future building retrofit programmes
Buildings & Assets	
Allow sufficient space/facilities for waste segregation and recycling	To be developed as part of waste work stream
Transport	

No recommendations found for this category	
Green Economy	
No recommendations found for this category	
Food & Drink	
No recommendations found for this category	
Waste	
No recommendations found for this category	
Natural Assets & Ecology	
No recommendations found for this category	
Water	
No recommendations found for this category	
Resilience & Adaptation	
No recommendations found for this category	

Place and Resources Scrutiny Committee 9 November 2023 Corporate Complaints Team Annual Report 2022-23

For Review and Consultation

Portfolio Holder: Cllr S Flower, Leader of the Council

Local Councillor(s): All

Executive Director: J Mair, Director of Legal & Democratic

Report Author: Antony Bygrave
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Report Status: Public

Brief Summary:

This annual report provides an update on the numbers, types and outcomes of complaints made against services at Dorset Council across the Directorate. There are also appendices that meets statutory reporting requirements of Children's and Adult's Services.

Recommendation: That the Committee scrutinises and notes the Annual Complaints Report for 2022/23

Reason for Recommendation: To have an awareness of the numbers and types of complaints and the organisational learning.

1. Report

1.1 Key messages for 2022-23 are:

- There have been 1838 complaints across the Directorates in 2022-23 which is a 31% increase year on year, and 166% increase overall since Dorset Council was formed. Of these only 747 have been considered through formal processes

- 1091 have been resolved informally, with the Complaints Team working with Operational Managers towards more agreeable outcomes with less undue process.
- Members should be heartened that of these 1838 complaints only 124 reached the Ombudsman, with 114 leading to a decision. Of the 114 decisions only 36 were investigated and 26 of these upheld. This is very similar to 2021-22s findings where 121 reached the Ombudsman, 32 investigated and 20 upheld. Considering the 31% increase in complaints overall, only a 2% increase in complaints finding the Ombudsman seems a good news story. Dorset Council met the recommendations in 100% of these cases. However it should be known that 1 complaint was judged by the LGSCO to be so serious as to warrant the publication of a public interest report, notices in newspapers and a section 5A Local Government and Housing Act report to the Cabinet by the Monitoring Officer. Of the upheld cases 17 related to Children's Services, 4 to Adult Services, 3 in Place and 2 in Corporate Services.
- The Ombudsman's financial remedies in 2022-23 resulted in a total cost of £40,630 (down from £42,300 in 2021-22). 17 related to SEN delays or children out of education at a cost of £39,680 (up from 6 decision sin 2021-22). We should add that a further £21,800 was spent in the service on pre-emptive financial remedy through the complaints process thus preventing LGSCO intervention. The other financial remedies were 1 Adult Social Care finding at a cost of £750 and 1 Place finding at a cost of £200 (Enforcement)
- 21% of responses exceeded the 20-working day timescale which compares to 18% the previous year. This still indicates an area for improvement, but proportionate to the increase in volume.
- Only 9% of complaints were considered fully justified with 11% part justified. This is essentially the same as the previous year and forms evidence that, although complaints are continuing to increase, service delivery is not falling across the directorates.
- There were 212 learning points collected by the Complaints Team in 2022-23. This is a encouraging 13% increase, but is again proportionate to the increase in complaint numbers. It does evidence that, if complaints are being upheld in full or in part, we are getting value from the complaint as an organisation
- We are pleased to report 537 compliments across the directorates compared to 380 the previous year. This is something for Dorset Council to celebrate and hopefully presents a more balanced report on service

perceptions. It is still clear that people were more likely to voice complaints, than compliment a job well done

- In addition, we received 47 code of conduct complaints regarding Dorset Council and Town and Parish Councillors in Dorset There are 160 town and parish councils and some 1,400 councillors in scope of the councillor code of conduct and so only 3.3% of councillors were the subject of complaint. Councillor conduct complaints have fallen by 22% on 2021-22. Of these, just 6 were investigated and none upheld at the time of this report. In line with our approach to other complaints, we will look in the future to how we can learn from complaints about councillors as part of promoting high standards of conduct.

The Complaints Team, as an Assurance function, continue to make a difference in promoting a culture of learning from complaints despite well documented challenges across the directorates and overall increase in complaints year on year. We are also pleased to report that we are able to support managers across the directorates in resolving complaints without undue process, where possible. This is also having a financial benefit with a reduction in Stage 2 complaints and independent investigators fees, continuing the good work of 2021-22.

2. Financial Implications

2.1 Dorset Council have paid £40,630 in LGSCO maladministration charges in 2022-23. This is slightly down from 2021-22 (£42,300) but still a steep rise from £6,750 2020-21 and just £1,800 in 2019-20. This increase is largely centred around SEND and periods where education was not provided. We also note the 1 Childrens Services Stage 2 investigation cost Dorset Council £46,304.60

In 2022-23 £4782 was spent on independent investigators for the more complex complaints cases in Children's Services. This compares to £5703.40 in 2021-22. The Complaints Team are very proud of our positive work with Locality Managers towards informal resolutions and this has had a tremendous impact on keeping these costs down. The early indications in Q1 2023-24 suggest a steep rise is likely

Whilst reporting on the outgoing finance it is important to note that the Complaints Team have generated £7376 from schools by providing a complaints advice service

2. Environmental Implications

None

3. Well-being and Health Implications

3.1 The increase in complaints, coupled with associated vexatious behaviours, have had an impact on staff wellbeing and the team are regularly encouraged, through line management and other Dorset Council support, to be mindful of themselves and their colleagues in-keeping with our behaviours

4. **Other Implications**

None

5. **Risk Assessment**

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

Current Risk: LOW

Residual Risk: LOW

6. **Equalities Impact Assessment**









None

7. **Appendices**

Complaints Annual Report 2022-23

8. **Background Papers**

None

	2020/21	2021/22	2022/23	
 Number of FORMAL complaints	644	544	747	2022/23 saw a significant increase in formal complaints (detailed overleaf).
 Number of INFORMAL complaints	624	862	1091	2022/23 saw a further significant increase in informal complaints (detailed overleaf).
 Upheld approaches to the LGSCO Ombudsman compared to total received	17/30	20/35	26/114	In 2022/23 we received 114 approaches from the LGSCO. 26 complaints were upheld.
 Timescales (overdue)	39%	18%	21%	In 2022/23 21% of all complaints exceeded the deadline for response.
 % fully justified complaints	8%	8%	9%	2022/23 continued to see a low volume of complaints reported as fully justified.
 % part justified complaints	11%	9%	11%	2022/23 continued to see a low volume of complaints reported as partially justified.
 Compliments	633	380	537	We received 537 compliments in 2022/23
 Learnings	119	127	212	We gathered 212 learnings from complaints in 20221/23 (details overleaf).

Total Complaints Overview

1838 Complaints

performance

2022/23

Numbers

Total Complaint Contacts – 1838

This is a 31% increase from the 1406 received in 2021-22 and a 166% increase over the 4 years of Dorset Council. Although the apparent change in culture since the Covid pandemic may still account for some of the increase, (and we are encouraged that the Complaints function is easy to find), we are very mindful of this continual trend of a year on year increase, and this report highlights the areas of greatest concern. Although in some cases complaints have given the authority a chance to learn and implement changes, some communications remain aggressive or vexatious.

Directorate	2021-22	2022-23	%
Adult Social Care	49	143	-4%
Adult Non Social Care	80	138	+42%
Childrens Social Care	120	140	+17%
Children s Non Social Care	174	309	+78%
Place	586	937	+59%
Corporate	172	168	-2%
Code of Conduct*	60	44	-27%
TOTALS	1406	1838	+31%

Out of the 1838 contacts, 747 of these were considered as formal complaints. The focus on early resolution continues to pay dividends for both council staff and those complaining but we need to ensure that we don't obstruct statutory processes due to the significantly increased demand. We have also seen an increase in vexatious and aggressive behaviours.

Formal Complaints 747

Of the 1838 complaints received 2022-23, 747 required the formal complaints process to reach an outcome. Figures demonstrate that the split between complaints that require formal resolution, and those that appear resolvable, is similar to the previous year. Both formal and informal complaint numbers have risen, but our appetite to resolve matters and promote positive outcomes is still very much in tact.

Place services continue to have had the greatest numbers as they provide the most visible services to the public, however also provide the best means of resolution without undue process. There is a marked increase in SEN related matters in Children's Services also, swelling the formal process numbers.

Informal Complaints 1091

Of the 1838 complaints received 2022-23 1091 were considered as cases where resolution could be met without the undue process of the formal complaints route.

Local Government & Social Care Ombudsman Complaints

Complaints are up 31% year on year and Members should be heartened that of these 1838 complaints only 124 reached the Ombudsman, with 114 leading to a decision. Of the 114 decisions only 36 were investigated and 26 of these upheld. This is very similar to 2021-22s findings where 121 reached the Ombudsman, 32 investigated and 20 upheld. Considering the 31% increase in complaints overall, only a 2% increase in complaints finding the Ombudsman seems a good news story.

This means that of the 36 complaints 72% were upheld by the Ombudsman which compares to an average of 72% in other similar organisations – so consistent.

Dorset Council met the recommendations in 100% of these cases.

They breakdown as follow::

- Education/Children's - Of the 40 cases investigated – 17 upheld.
- Corporate Services - Of the 11 cases investigated - 2 upheld.
- Adult Social Care - Of the 11 cases investigated - 4 upheld.
- Adult non social care (Housing) - Of the 7 cases investigated – 0 upheld.
- Planning (Place) - Of the 26 cases investigated – 2 upheld.
- Highways (Place) - Of the 10 cases investigated – 0 upheld.
- Environment/Place - Of the 9 cases investigated – 1 upheld.

Total Complaints Overview

2022/23

The financial remedies in 2022-23 resulted in a total cost of £40,630 (down from £42,300 in 2021-22). 17 related to SEN delays or children out of education at a cost of £39,680 (up from 6 decision sin 2021-22).

We should add that a further £21,800 was spent in the service on pre-emptive financial remedy through the complaints process thus preventing LGSCO intervention. We also note the 1 Childrens Services Stage 2 investigation cost Dorset Council £46,304.60. This did not progress to the Ombudsman. Interestingly in only 8% of upheld cases the LGSCO found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman. This compares to an average of 13% in similar organisations. This pre-emptive work in SEND is making up the 8% referred to in the LGSCOs report.

SEND is an area the Complaints Team are focusing support on as some of these delays and complaints are historic but only more recently finding their way into the Complaints Process. We continue to work closely with Children's Services and are recording learnings wherever possible.

The other financial remedies were:

1 Adult Social Care finding at a cost of £750:

Pay Mrs Y £750 to acknowledge the distress, time and trouble caused to her and her family by the failings in Mr X's care. This figure is a symbolic amount based on the Ombudsman's published Guidance on Remedies.

And 1 Place finding at a cost of £200 (Enforcement)

Within four weeks of my final decision: 30. Mr X will provide the Council with evidence to show the cost of upgrading the fence along his boundary to an acoustic fence. The Council will pay Mr X the difference in cost to enable an acoustic fence to be built. Mr X will arrange with his neighbour to upgrade the fence.

Timescales – 21% Overdue

This is a setback as 18% were overdue the previous year. This however demonstrates the impacts of the increased numbers coming into the corporate complaints team and the challenges for team managers in helping us promote timely responses. The delays are proportionate to the increased numbers. Its worth remembering that in 2020-21 29% were overdue so we are satisfied we are delivering a better services despite the 31% overall increase in complaints.

The complaints procedures operated by the Council vary in timescales for responses. The Whole Authority procedure is 20 working days, the Children's Services Social Care procedure is 10 working days, up to 20 by exception (with automatic escalation to an independent investigation if not met. This can be costly). The Adult Social Care procedure does not specify exact timescales, and we are now looking to establish these on a case by case basis depending on the gravity and risk of the complaint and the time need to investigate it.

Justifications – 9% fully 11% partially

This is again similar to the previous years. It may still seem surprising that so few complaints are considered to be justified my responding managers, but the real challenge is to ensure the justified complaints contribute to the lessons learned and continual improvement

Compliments – 537

The is still a massive good news story with a 30% increase in positive feedback year on year. Although we cannot yet boast that the compliments outnumber the complaints, we have not lost any ground in our commitment to generating positive sentiments to offset the complaints.

Learnings - 212

We are pleased to report a 40% increase in the return on learning points from complaints. This is really impressive as it demonstrates commitment to providing genuine value from peoples complaints to Dorset Council

No only have the volume of learnings increased, the quality and supporting action plans overseeing delivery has improved, offering significantly more assurance that loops are being closed and lessons genuinely learned

2022/23

Background

The purpose of this report is to highlight key issues from the Annual Report for Complaints 2022/23. There is a full annual report to support this executive summary together with material to meet the statutory functions associated with Social Care.

Introduction

The Corporate Complaints Team sit in Legal & Democratic as an Assurance function, with the emphasis more on learning from complaints, rather than merely processing numbers. As the report will show the greater level of scrutiny on services remains year on year with an increase in most directorates

The Complaints Team have also been heavily involved in helping Dorset Council manage vexatious and unreasonable behaviours.

The council operates 4 complaints procedures. The Council's own – which is a one stage process with a review process as necessary and Children's Services and Adult Services Social Care have their own legal procedures. Full details of these procedures are found in Appendix 1 and 3 as full reports which are required to satisfy legislation. We have also been delegated the Councillor Code of Conduct complaints to triage and manage. Although not contributing greatly to the overall numbers, it has been an interesting experience trying to apply the same culture of learning to a new and unfamiliar policy to the team.

The team's focus for this coming year is:

Team Wellbeing and Development – Further galvanising a team to deal with increasingly upsetting subject matter, and (at times) vexatious behaviours. We have been very vocal in ensuring staff are aware of the support available.









Reporting/Learning – 2022-23 saw an improvement in the quality of learnings presented by team managers. There is a genuine mutual awareness for delivering extra value. However some complaints are resolvable without grass-roots learnings presenting themselves.

Total Complaints Overview

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2022/23

2022/23









	Q1	Q2	Q3	Q4	Totals
 Number of FORMAL complaints	236	197	151	160	747
 Number of INFORMAL complaints	322	315	209	245	1091
 Upheld approaches to the LGSCO Ombudsman compared to total received	5/27	6/28	8/33	7/26	26/114
 Timescales (overdue)	22%	15%	22%	26%	21%
 % fully justified complaints	10%	9%	6%	9%	9%
 % part justified complaints	10%	9%	9%	15%	11%
 Compliments	129	135	131	142	537
 Learnings	45	50	52	65	212

Total Quarterly Complaints Overview
Total Complaints = 1838

performance

dorsetcomplaints

2022/23









		Q1	Q2	Q3	Q4	Totals
	Number of FORMAL complaints	100	85	70	67	322
	Number of INFORMAL complaints	206	189	95	125	615
	Upheld approaches to the LGSCO Ombudsman compared to total received	2/11	1/12	0/14	0/8	3/45
	Timescales (overdue)	10%	26%	28%	28%	23%
	% fully justified complaints	10%	5%	8%	10%	8%
	% part justified complaints	7%	7%	6%	13%	8%
	Compliments	56	97	70	76	299
	Learnings	10	17	18	17	62

Place Complaints
Total Complaints = 937

performance

dorsetcomplaints









2022/23

		Q1	Q2	Q3	Q4	Totals
	Number of FORMAL complaints	26	14	9	10	59
	Number of INFORMAL complaints	27	34	13	35	109
	Upheld approaches to the LGSCO Ombudsman compared to total received	1/3	0/2	1/3	0/3	2/11
	Timescales (overdue)	20%	26%	25%	25%	24%
	% fully justified complaints	15%	5%	2%	10%	8%
	% part justified complaints	15%	7%	4%	15%	10%
	Compliments	7	7	5	11	30
	Learnings	1	1	2	6	10

Corporate - Total Complaints = 168

performance









2022/23

		Q1	Q2	Q3	Q4	Totals
	Number of FORMAL complaints	15	28	12	17	72
	Number of INFORMAL complaints	18	24	15	9	9
	Upheld approaches to the LGSCO Ombudsman compared to total received	0/2	0/1	0/4	0/0	0/7
	Timescales (overdue)	33%	9%	17%	32%	23%
	% fully justified complaints	6%	6%	10%	2%	6%
	% part justified complaints	3%	6%	8%	12%	7%
	Compliments	5	1	1	3	13
	Learnings	3	1	1	2	7

**People - Adults - Non Social Care
Total Complaints = 81**

performance

2022/23









		Q1	Q2	Q3	Q4	Totals
	Number of FORMAL complaints	24	23	13	17	77
	Number of INFORMAL complaints	16	14	17	19	66
	Upheld approaches to the LGSCO Ombudsman compared to total received	0/2	2/4	2/3	0/2	4/11
	Timescales (overdue)	33%	16%	18%	48%	29%
	% fully justified complaints	10%	16%	0%	2%	7%
	% part justified complaints	3%	10%	12%	12%	9%
	Compliments	39	15	28	21	103
	Learnings	6	7	7	10	30

People - Adults - Social Care
Total Complaints = 143

performance

dorsetcomplaints

2022/23









		Q1	Q2	Q3	Q4	Totals
	Number of FORMAL complaints	62	39	37	42	180
	Number of INFORMAL complaints	23	37	31	31	38
	Upheld approaches to the LGSCO Ombudsman compared to total received	2/8	3/9	5/7	6/11	16/35
	Timescales (overdue)	18%	15%	8%	11%	13%
	% fully justified complaints	10%	13%	12%	20%	14%
	% part justified complaints	17%	13%	12%	17%	15%
	Compliments	10	7	11	20	48
	Learnings	11	20	20	23	74

**People - Children's - Non Social Care
Total Complaints = 218**

performance

dorsetcomplaints

2022/23

		Q1	Q2	Q3	Q4	Totals
	Number of FORMAL complaints	9	8	10	7	34
	Number of INFORMAL complaints	32	17	38	19	106
	Upheld approaches to the LGSCO Ombudsman compared to total received	0/1	0/0	0/2	1/2	1/5
	Timescales (overdue)	18%	0%	33%	10%	15%
	% fully justified complaints	10%	6%	2%	10%	7%
	% part justified complaints	17%	10%	10%	20%	14%
	Compliments	12	8	13	11	44
	Learnings	14	4	4	7	29

People - Children's - Social Care
Total Complaints = 140

performance

Appendices

Children’s Service Statutory Reporting Requirements

To get perspective on the small number of complaints received from our Children in Care it is important to understand the overall numbers for Children’s Social Care complaints. Most complaints received are from parents (some estranged) and not necessarily representing the voice or best interest of the child. That is why we need to shine a light on the complaints process and how young people can find it

The figures below show an increase in complaints over all for Childrens Social care, but not limited to Children in Care which feature further down the report. Representations capture the figures for complaints that were resolved informally outside of the Statutory Process

Children’s Social Care	2022-23	2021-22	2020-21
Representations	106	91	131
Stage 1	34	29	51
Stage 2	1	1	1
Stage 3	0	0	0
LGSCO approaches	5 with 1 upheld	6 with 1 upheld	4 none upheld
Children’s Whole Authority			
Representations	129	75	19
Formal Complaint	180	98	37
LGSCO approaches	35 with 16 upheld	13 with 6 upheld	5 with 3 upheld

1 case accepted at Stage 2 relating to a lack of support for a grandparent who sought custody through the courts. This was ultimately upheld and resolved by a back payment of £43,230

The Local Government Social Care Ombudsman (LGSCO) investigates complaints from the public about councils and other bodies providing public services in England. It also investigates complaints about registered social care providers.

Social Care

Of the 5 Social Care complaints to be formally investigated by the Ombudsman, maladministration was only found in 1 case, highlighted below

Summary:

Summary: The complainant, a foster carer, alleged that the Council wrongly removed her son from her care and failed over a prolonged period to consider properly her status as a foster carer. The Council investigated the complaint and found fault in the way it dealt with alleged child protection concerns. After an Ombudsman investigation, the Council agreed to refer the complainant to its Fostering Panel and the Council recently decided she should be allowed to continue as a foster carer subject to a further assessment and training. We have now considered the impact of the Council’s faults and recommended a way to remedy the injustice caused to the complainant.

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Non Social Care

The 35 Non Social Care complaints heard by the Ombudsman related to delays with Education Health & Care Plan (EHCP) and poor communication regarding Special Educational Needs (SEN) and children out of education. 16 were upheld by the Ombudsman with financial penalties amounting to £39,680

It should be known that a further £21,800 was spent on SEN complaints for pre-emptive financial remedy that were therefore not heard by the Ombudsman. Positive work, but costs arising from complaints that we need to ensure we share with Senior Leaders

Which customer groups made the complaints;

Of the complainants who categorised themselves, we present the following data on who is complaining to children's services Social Care

Foster Carer	10
Grandparent	12
Parent	79
Young Person	3
Advocate	10
Customer	18
Other Relative	2

The types of complaints made;

Most complaints fall under subcategories of Service Provision, largely around delays of perceived failures to deliver a service

Themes	Children's Social Care
Communication	7%
Data	2%
Finance	0%
Policy - Disagreement with Decision	7%
Service Provision - Delay	0%
Professional Practice/Quality of Service	74%
Other	5%

The outcome of complaints;

Of the complaints received for Children's Social Care in 2022-23 only 7% were considered Fully Justified by operational managers shows there is some level of justification as outlined below:

Fully Justified	7% up from 6% last year
Partially Justified	14% up from 10% last year
Not justified	79% down from 84%

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In 2022-23 the Complaints Team have improved the quarterly reporting and added extra value in terms of learnings and actions from complaints. In many cases however the complaints process is used by parents who are unhappy with records held that cant be legally altered. There is always more work to do in providing robust assurance of our self assessment of the services we provide.

Focus on Children in Care

The table below demonstrates a breakdown of Children in Care complaints. All complaints by young people are coming to the Complaints team via an advocacy service. As the numbers are so low there could be concerns we are not hearing the voice of the Child in Dorset through the complaints process and work in 2021-22 has highlighted this with the QAROs

Year	Number of Complaints
Children in Care 2022-23	10
Children in Care 2021-22	8
Children in Care 2020-21	15
Children in Care 2019-20	10
Children in Care 2018-19	20

Advocacy is described as supporting children to have their say and making sure their views and wishes are taken into consideration on decisions and matters that affect them, it is also about ensuring that rights are upheld. Article 12 of the United Nations Convention on the Rights of the Child sets out the right of children to be listened to in decisions which affect them. There is a statutory duty to provide an independent advocacy service that supports children and young people to have their views and wishes taken into account when key decisions are being made about their lives.

An advocate can help if:

something needs to be started, changed or stopped, for example, if the child is unhappy about their treatment by children's social care or there are worries about plans being made, such as a move a child needs support during meetings to make sure their voice is heard children need advice and want to know their rights

a child needs support to make a complaint

In 2022-23 we have identified 10 cases that related to children in care, all via an advocate representing the voice of the child through the complaints process. You will note the figures are consistently low by comparison to the overall figures.

In Q1 we identified 3 complaint/contacts from a young people in care – all upheld

B (CIC)

The learning from this complaint will need to be taken forward in the Legal Team and Children's Services to raise the importance of planning earlier when a child wishes to change their name. This will ensure that all documents and ID are in place at age 18 to prevent delay for the young person and to ensure their wishes are heard and acted upon promptly and effectively, between teams and agencies.

SP re A

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There should have been clearer communications about the urgent transfer of the young person (YP) to a new social worker, and the realistic challenges and limits in the social worker's capacity to be available to offer the family the support needed. This has been discussed with the managers who held oversight at that time to ensure this can inform improved practice and procedures in future. 5

The abrupt decision the home took to end both the YP's placement and education was not a child-centred or positive approach for him and our Commissioning Team have already addressed and raised this with the home to highlight the impact on the YP, and the extended situation this created for the family whilst an alternative matched home was sought.

H (CIC)

Manager to ensure that processes are in place to promote better communication with all involved, and especially the children, when children in care need to move placement.

In Q2 we identified 1 complaint/contact from a young person in care. This relates to contact with the father and we are working towards an informal resolution with the help of the team manager

In Q3 we identified 5 complaint/contact from a young person in care

Purbeck YP is unhappy with Social Worker

West - Lack of contact arranged for YP

East – MP approach seeking help for YP

North – Unhappy with decision to move placement

West – Lack of Communication from SW

In Q4 we have had 1 approach from a child in care in relation to contact with parent – still under investigation

Compliance with timescales, and complaints resolved within extended timescale as agreed;

The table below show the majority of all Stage 1 cases for Children's Services Social Care were within the 20-day statutory timescale. A trend that is improving

Timescales	2022-23	2021-22	2020-21
0-20 Working Days	85%	77%	78%
20+ days	15%	23%	22%

As always, closer observation reveals that some cases exceed the 20 days as a result of agreeing a more informal approach and resolution after the receipt of the original complaint, with good work from locality managers. This can include follow up calls and meetings, so the figure in isolation does not tell the whole story of the journey of the complaints.

learning and service improvement, including changes to services that have been implemented and details of any that have not been implemented;

Learning points are collected at all stages of the complaints procedure. At stage 1, Operational Managers identify learning from complaints and learning actions. At Stages 2 and 3, action plans are compiled based on the recommendations of the investigator's or panel chair's report. In addition, the LGSCO will include recommendations to remedy complaints, and actions are monitored by the complaints team to ensure that they are completed.

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How we disseminate learning

Quarterly reports to Children's Services Leadership Team produced by the Complaints team

Dissemination of the quarterly report to Operational Managers to be discussed at Service Team Meetings.

The complaints team also feed into the performance data for SLT each quarter

How we learn from complaints

Improvement in Stage 1 responses - Additional Training to be provided to Team Managers on how to complete and present and stage one investigations. The Complaints Team Manager will be attending meetings to advise and update

Improvement in communication, sharing of Assessments and CIN Plans - Practice issue raised. Notes from Meetings to be completed in a timely manner and a copy sent to the attendees, including the family. Operational Managers to ensure that Team Managers and Social Workers are clear about the need to record meetings. Robust quality assurance processes put in place.

Improved use of complaints as a measure of performance and quality control:

Evidence of sharing of quarterly reports and using to track individual team performance. The Senior Assurance Officer will be leading on this

Examples of learning from Complaints:

We have collected 29 good quality and robust organisational learnings in 22-23 down slightly from 33 last year. In addition, non social care complaints provided 74 cases with valuable learnings, up significantly from 56 the previous year which is really pleasing

Case ID	What we have learned from Complaints	What we have done as a result to improve practice
COM/00000886	Complaint upheld regarding possible parental alienation	Manager confirmed that they have begun to run workshops around Parental Alienation in the East and Purbeck Locality. They are involving Children's Social Care Principal Social Worker in this, so that Parental Alienation is understood by all our Social Workers and taken into consideration when assessing families where parental conflict, separation and divorce is a feature. As a council we are participating in a pilot project where issues of contact between separating parents is being taken out of the court arena and alternatives to litigation are considered.
COM/00001162	Complaint upheld regarding communication and contact with Social Worker	Manager has asked the social worker to ensure that, following the next review, she schedules the next review with the professionals at the meeting. If for any reason this needs to be re-scheduled, the social worker will ensure that another meeting is re-arranged.
COM/00001192	Should have been more oversight from social workers prior to the domestic incident.	Manager to ensure that every effort is made to allocate duty social workers to visit on time where such concerns are known to exist.

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COM/00001212	The SEN Team were unable to meet the child's needs in a timely way	The actions taken are as follows: There is wider work underway about the provision of specialist school placements, and Dorset Council are investing in improving provision for all of Dorset's children, including the development of the provision at Coombe House near Shaftesbury. We are also working with our colleagues in the maintained and independent schools to make sure that we have sufficient provision to meet needs.
COM/00001269	Manager has ensured that the social worker, and the rest of the team, are aware of best practice when sharing reports with parents and how they talk to children about issues, as a result of this complaint.	Manager has talked to social worker about how important it is for parents to feel that they are being listened to and they have looked at prioritising the social worker's time.
COM/00001272	Complaint upheld regarding communication of panel decisions	As part of the Panel decision making processes, the panel is now emailing panel outcomes to the SEN Provision Leads by the end of the week of the panel. This ensures that we are able to effectively and efficiently communicate those decisions to all involved, especially to the young people and their families.
COM/00001310	Complaint upheld regarding communication of panel decisions	Manager has worked with the team and, as the chair for the SEND Panel in North Dorset has implemented a process whereby the SEND Provision Leads are notified of the panel outcomes no later than the next working day. This enables us to effectively communicate those decisions to all involved, especially to families.
COM/00001320	Complaint upheld in regards to the lack of communication particularly relaying if scheduled appointments and contact is not going ahead due to social worker on sick leave etc. This has been acknowledged to cause stress and impacts adversely on the anxiety and depression of customer	Manager has asked that the team complete updated training on customer service as I they do not wish level of service to be repeated or caused any further anxiety
COM/00001333	The referral could have been dealt with in a more sensitive manner	Manager has raised this with colleagues to ensure other families do not have the same experience in similar situations
COM/00001383	Manager to ensure that, when there are workers off in the team for a long period of time, children are written to explaining the situation and what their plans will be to have a social worker and also their care plans.	Complaints team to query any follow up actions necessary

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<p>COM/00001362</p>	<p>1. Social Worker involved needs to understand when sensitive information is shared, how this should be recorded and discussed with parents in advance of sharing with partners</p> <p>2. Where parents are separated or one parent only has PR for one child and not others involved in assessment it is essential the report is written in a way which enables the information not relevant to that parent to be removed without losing the essence of the assessment and concerns raised.</p>	<p>1. Supervision discussion with Social Worker</p> <p>2. Reflective workshop on information sharing and report writing</p>
<p>COM/00001422</p>	<p>Complaint upheld regarding lack of acknowledgment to emails and lack of updates may have caused anxiety and distress to customer</p>	<p>To make the service work better, we have put significantly more resource into the team over the Autumn, including new caseworkers and specialist Family Workers. We also continue to actively recruit new permanent Provision Leads. Action for the complaints team is to follow this up and to ensure this is completed.</p>
<p>COM/00001440</p>	<p>To make the service work better, we have put significantly more resource into the team over the Autumn, including new Caseworkers and specialist Family Workers. We also continue to actively recruit new permanent Provision Leads.</p>	<p>To make the service work better (SEN ECHP) we have put significantly more resource into the team over the Autumn, including new Caseworkers and specialist Family Workers. We also continue to actively recruit new permanent Provision Leads.</p>
<p>COM/00001496</p>	<p>As learning from complaint and findings, manager will ensure that, through the Senior Management Team, our Legal and Locality Teams all are reminded of the importance of full genograms in care proceedings and consideration of all extended family links and promoting sibling contact as a priority for children in our care. This will take place through Reflective Practice training in our teams and supervisions. Recently, Dorset have implemented the need for a Child and Family Assessment to be completed annually for each Child In Care and this will be a useful tool to gather all family information and consider contact issues further, aside from the Care Plan and Child In Care Reviews.</p>	<p>Complaints team to query any follow up actions necessary and facilitate by means of an action plan to ensure these targets are met</p>

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COM/00001550	<p>Manager confirmed that Dorset Council are working hard to ensure that they have an increase in Foster Placements and Residential Placements based in Dorset for our children and young people in the future.</p>	<p>There are now twice weekly placement meetings that have been introduced between Senior Managers, Fostering and Commissioning to support more proactive identification of placements and addressing barriers or issues relating to placement searches.</p>
COM/00001695	<p>The Service Manager has spoken to the SENDIASS Officer and reviewed with her in detail how the conversation should have been handled differently. We expect our staff to treat everyone with dignity and respect and she has recognised that she should have behaved in this way towards you.</p>	<p>We will be looking at additional customer services training for our SENDIASS team in early 2022. I know that some offers of support have already been made to you: If you would find it helpful, SENDIASS can offer you a different officer to support and advise you and the Chesil Locality Team could offer you some support for you and your family.</p>
COM/00001782	<p>In relation to lack of communication this is something we will be able to address as we move forward, this was predominantly down to a shortage of staff due to sickness and change of agency staff at the time. We now have SEN PLs in place and are recruiting to the SEN Family Worker roles which will support this.</p>	<p>Team Around the Schools support is being put in place in relation to Stalbridge Primary. SEN Team Manager will be responsible by 28.02.2022</p>
COM/00001085	<p>Manager has contacted the Purbeck Team Manager to discuss the nature of this complaint and to make sure they appreciate the strain the complainants are feeling as they continue to care for the three children.</p>	<p>Manager and Social Worker have reflected on, in going through the terms of the complaint, how they can make sure that they take the time to listen to families' concerns and explain decisions.</p>
COM/00001122	<p>Upheld complaint regarding contact arrangements and communication</p>	<p>Manager has ensured that the social worker, and the rest of the team, are aware of best practice when sharing reports with parents and how they talk to children about issues, as a result of this complaint. Manager has talked to social worker about how important it is for parents to feel that they are being listened to and they have looked at prioritising the social worker's time.</p>
CIC (H)	<p>Information was presented to young person in visual format which proved very effective and will be used in future. Young person had concerns about not being able to contact social worker, so a student social worker was also allocated to him so that he has two workers to communicate with.</p>	<p>With regard to Transition Services, manager stated that there are council wide improvements being implemented by Theresa Leavy across Children's Services to address the lack of placements for young people to move on to.</p>
CIC (LB)	<p>The learning from this complaint will need to be taken forward in the Legal Team and Children's Services to raise the importance of planning earlier when a child wishes to change their name. This will ensure that all</p>	<p>Complaints Team to seek update on action plan</p>

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	documents and ID are in place at age 18 to prevent delay for the young person and to ensure their wishes are heard and acted upon promptly and effectively, between teams and agencies.	
COM/00001496	As learning from complaint and findings, manager will ensure that, through the Senior Management Team, our Legal and Locality Teams all are reminded of the importance of full genograms in care proceedings and consideration of all extended family links and promoting sibling contact as a priority for children in our care	This will take place through Reflective Practice training in our teams and supervisions. Recently, Dorset have implemented the need for a Child and Family Assessment to be completed annually for each Child In Care and this will be a useful tool to gather all family information and consider contact issues further, aside from the Care Plan and Child In Care Reviews.
Stage 2 MY	A full IP report and adjudication letter including high level organisational learnings we provided	The Complaints Team and Children's Services are working on a detailed action plan relating to a Stage 2 investigation to ensure actions follow the lessons

Sharing Information

Professionals need to ensure they have explicit permission to share information, either through statutory guidance or with the consent of the children and family involved. This includes when sharing information with other family members.

Maintaining confidentiality within a family is complex and checks should always be made of the records to confirm what can and cannot be shared with each family member. A handover of key information between practitioners and their managers in respect of any changes in family's circumstances should take place after periods of absence to ensure clarity about what has happened and what information can be shared with whom.

Data Protection and Appropriate Action to take

Managers need to contact Data Protection Team as soon as possible following a potential breach to seek advice about immediate actions to mitigate risk and distress to the family. When aware that a data breach has occurred, advice must be obtained from the Data Protection Team about immediate actions required. Information on how to report a data breach can be found at <https://intranet.dorsetcouncil.gov.uk/task/report-a-data-breach/> Unless advised otherwise, contact should be made with the family to alert them to the breach and to provide apologies, reassurance and information about what the service will be doing to rectify the situation and mitigate the risks.

Safeguarding, the Legal Framework and Good Practice

Reference Information Sharing: Advice for practitioners providing safeguarding services to children, young people, parents and carers.

A summary of statistical data about the age, gender, disability, sexual orientation and ethnicity of complainants

All complainants to Dorset Council are sent an equality and diversity monitoring form as part of the complaint process. Complainants are asked to complete this form but it is completely voluntary. If complainants contact us via the online form, we currently collect any information offered. We will need to introduce manual collection for postal complaints in future. The percentages are based on those who completed the form only and not specific to Children's Services as they are anonymous

Happily the data for 2022-23 seems more complete and indicative of trends but these figures are based only on the 1428 records provided, (up from 1146 last year).

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	2022- 23	2021-22
Gender		
Female	50%	47%
Male	33%	37%
Self described or non binary	1%	1%
Prefer not to say	16%	15%
Sexuality		
Heterosexual	67%	66%
Gay Man	1%	1%
Bisexual	2%	2%
Prefer not to say (selected)	14%	15%
Gay Woman/Lesbian	2%	1%
Left Blank	14%	13%
Age		
16-24	4%	1%
25-34	11%	20%
35-44	15%	15%
45-54	16%	15%
55-64	17%	18%
65-74	17%	12%
75 & Older	6%	10%
Left blank	14%	9%
Religion		
Atheist	2%	3%
Buddist	0%	0%
Christian (including Church of England, Catholic, Protestant and other Christian denominations)	30%	29%
Hindu	0%	0%
Jewish	0%	1%
Muslim	0%	1%
None/no religion	36%	35%
Other	2%	2%
Prefer not to say (selected)	12%	12%
Left Blank	18%	17%
Ethnicity		
Asian or Asian British - Indian	0%	0%
Asian or Asian British - Pakistani	0%	0%
Black or Black British - African	0%	0%
Black or Black British - Caribbean	0%	0%
Mixed Ethnic Background - Other White background	0%	0%
Mixed Ethnic Background - White and Asian	0%	0%
Mixed Ethnic Background - White and Black African	0%	0%
Mixed Ethnic Background - White and Black Caribbean	0%	0%
Not known	0%	0%
Prefer not to say	4%	5%
Traveller of Irish Heritage	0%	0%

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White - British	70%	68%
White - Gypsy or Traveller	0%	0%
White - Irish	0%	1%
White - Other White background	0%	1%
Other	2%	1%
Left Blank	24%	24%
Disability		
Mental Health, Learning Difficulty/Sensory	0%	1%
Mental Health Long Term	2%	1%
Mental Health - Unspecified	2%	3%
Physical Disability - Long Term	4%	10%
Physical Disability - Unspecified	6%	3%

A review of the effectiveness of the complaints procedure

The Complaints Team send out forms to gather feedback from complainants about their experience of complaining in order to continually improve the service. Regrettably there has been very little uptake on this and there is no reportable data of any value established.

Monitoring the effectiveness of the Complaints Procedure

We need to improve on current arrangements for collecting this information and the Complaints Team are aware that customer feedback on the complaints process is important

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Appendices

Adult's Service Statutory Reporting Requirements

We hope the Infographic provides key information at a glance in a format that allows the Quarters to be directly compared. We include the specific the number of complaints and the manner in which they were considered. We have specified the number of complaints which were justified, and the number referred to the Ombudsman. Complaints should be regarded as an important tool and be performance monitored to ensure the Council can evidence that we are a learning organisation. Compliments should also be valued and communicated effectively to staff. Good practice and learning should be disseminated. These are feedback as soon as we receive them and are highlighted in internal quarterly reporting

Complaint Themes and Subject matter

Q1	Number of Complaints
Service Provision / Quality of Service	20
Disagreement with Decision	7
Finance	9
Customer Service	1
Communication	1
Other	2
Q2	Number of Complaints
Customer Service	4
Data	1
Disagreement with Decision	8
Finance	1
Misconduct	1
Quality of Service	12
Service Provision	10
Other	0
Q3	Number of Complaints
Communication	2
Disagreement with Decision	2
Finance	4
Misconduct	2
Quality of Service	20
Q4	Number of Complaints
Communication	2
Disagreement with Decision	9
Finance	3
Data	2
Quality of Service	20

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Learning from Complaints

Dorset Council have collected 28 learning points from 2022-23, a slight increase from the 22 the previous year, with a sampling below:

What we have learned from Complaints	What have we done to improve practice
3240 (LW) Adult Care Learning Disability East	Poor communication Manager is reviewing communication with the team and our Business Support staff to ensure that she is available to those who wish to contact her.
2555 (LW) North Dorset Locality Adult Care	Lack of review of care at care home and poor care received at care home. We seek to review support each year to ensure the support remains appropriate and work through any issues identified. Manager has raised this with the Commissioning Team to ensure this is a clear feature in new contracts and shared the complainant's experience with the Quality Assurance Team who undertake visits to providers to ensure they are working to the standards agreed. The issues raised will form part of the next review with Wisteria.
3301 (LW) Dorchester and West Dorset Locality Adult Services	While previously contacting the locality team complainant had difficulty getting through the automated telephone exchange. Manager has asked our IT team to review the system to ensure it is in working order. We are also in the process of exploring whether the default action when a tone is not received can be to be put through to an operator, rather than to be disconnected.
3501 (BL) Adult Care EAST	Assessment and Support co-ordinator to remain allocated and continue to offer support (though this has been continuously declined in past) and will provide information documents on support groups
3643 (LW) Adult Care Dorchester and West	Duty worker worked with Locality Manager and the Area Practice Manager to identify changes in practice which he has implemented and has continued to utilise since this time. These changes include always reading the case notes prior to taking any action, ensuring full discussions are completed with the ward if we are informed by an agency that a customer has been admitted to hospital and to liaise with the Home First Team.

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		<p>Locality Manager also stated that, as a locality they are also fully aware of the guidance regarding hospital admissions, when to protect packages of care and when they need to be ended.</p>
3095 (LC) Adult Finance	<p>We need a clear policy that staff will follow when placements are offered with the Care South homes on block contract -</p>	<p>Payment of £975 will be made which is the difference between Buxton House and Grove House for 3 weeks</p> <p>We will write a clear policy that staff will follow when placements are offered with the Care South homes on block contract - This will include making sure the person and family are aware of the weekly cost of the placement and what that will mean if the person becomes self funding - note to staff on the learning from the complaint. The intention is that this will be turned into an e-learning package and rolled out over the coming weeks. We have already changed the process and correspondence to address the other learning points.</p> <p>Looking at the history to the Care South block contracts and the contract itself. The department is working with an evidence base from its fair cost of care exercise and has shared the initial findings with Care South as part of the meetings.</p>
3227 (LC) Purbeck Adult Care	<p>I have discussed this with K and obtained a written response from her which is attached. K explained to me the detail that she has expressed in her letter to you and has reflected on this instance so she can improve her practice going forward.</p>	<p>From a council perspective our staff follow guidance from BCP's adults safeguarding board in relation to hoarding and utilise a toolkit and checklist to assess for hoarding, so I have gone through this with the worker for future reference. Unfortunately, it does seem to be a poor choice of language which unfortunately has caused you undue distress.</p>
3604 (DMc) Adults	<p>Sometimes callers are frustrated, angry or upset.</p>	<p>Worker and wider team has reflected on how to respond and strategies to resolve calls amicably.</p>
3573 (LW)	<p>Locality Manager has discussed with the Line Manager the need to inform individuals and their representatives when a worker leaves and ensure we communicate what actions are being taken to put an alternative in place.</p>	<p>Locality Manager has discussed with the Line Manager the need to inform individuals and their representatives when a worker leaves and ensure we communicate what actions are being taken to put an alternative in place.</p>
3573 (LW) Adult Social Care North	<p>Record of phone calls not taken and saved.</p>	<p>Case discussed at Complaints Team Meeting, and it was agreed that record of telephone calls to be kept in W folder and added to Infreemation. Also, team are going to ensure internal deadlines are allocated to complaints to stop them being forgotten and that timely reminders are sent so that cases can be escalated to Senior Manager, if no engagement from Manager</p>

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3972 (LC) East Locality	Allocated worker didn't keep in contact with xxx as she was waiting for a SW to be allocated. Duty worker did however maintain contact.	We are meeting in the New Year to look at change the way PODs work to ensure responsibility is maintained even if workers change.
COM 3859 Housing adaptation (DMc)	Communications between the service user, OTs and personnel at DAHS service often dysfunctional. Issues unrelated to delivery of service caused long delays. Service user did not agree with or understand the limitations of the service or recommended works that would meet the need	Manager of DAHS will proactively flag up cases where SU does not agree with assessment of an OT or specification agreed with the service, which will take the form of a request to set up a case conference with managers to agree a strategy. A leaflet to be designed explaining basic steps in the delivery of DFG service which will compliment the verbal communication given to the SU. Communication to be improved between DAHS and OT service by regular liaison meetings to discuss issues where a client may have different expectations of the service.
3501 (LC)	there is currently a significant pressure in social care following on from the recent pandemic, therefore we have had to prioritise our services for urgent and crisis situations. I apologise that we have not been able to complete a full review of xxxxx support plan since your request.	We have created a waiting list for reviews, starting in October 2022, and xxxxxxxxxxxx is due to be allocated a worker to support with a review in January 2023.
COM 4087 (DMc)	Errors made in handling of the case, such as questions needing to be asked to support their decision around priority need. Lack of communication	Staff training in the new year to address shortfalls in approach currently taken.
COM/3879 (BL) East Locality	Social Worker mislead complainant as to when meeting would take place	Apology issued/SW aware of language used and will be more mindful going forward. Reassessment of subject may be warranted. All parties involved will be advised accordingly.
COM/3708 (LC)	Dorset Council didn't recognise that Mrs C's needs would require CHC.	ASC - CARE REVIEWS - We have created a waiting list for reviews, starting in October 2022, and Ms C is due to be allocated a worker to support with a review in January 2023.
COM/4333 KB	'Blanket' emails sent from a Dorset Council Team address (rather than an individual) can be misleading and cause confusion to the recipient	<ul style="list-style-type: none"> • Correspondence to be proofread prior sending to ensure it is accessible by the recipient • To sign emails off from a person, rather than from a generic team account • Will be covered in a refreshed 'DC Style Guide' released by Comms
COM/3963 KB	Assessment wasn't prioritised, despite client's depleting funds	1. We have identified a worker to handle enquiries relating to capital depletion, in order that people can be seen in a timely way when their funds are reaching £23,250.

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	<p>It is not clear whether our Operational Team or our Financial Team offered sufficient information about 12-week property disregard & Deferred Payment Agreements</p> <p>No updates were provided on progress of assessments, unless customer chased the team</p>	<p>2. We have also reminded both operation and finance staff of the need to provide clear information in relation to 12-week property disregard period and well as Deferred Payment Agreements.</p> <p>3. We have reminded staff of the importance of providing regular updates, to clients and their family to ensure that tasks are allocated until completed.</p>
COM 4125 DMc	<p>Delay and lack of continuity in allocating and supporting a social worker. Ineffective communication.</p>	<p>Review how to allocate and prioritise work effectively within the Team. Remind staff of importance of keeping people informed of progress.</p>
COM/3530 LW/KB	<p>There has been learning about the need to ensure everyone involved has the same understanding of how an individual's needs will be met and that the voice of family can inform this. This has also highlighted the need for good communication to manage the expectations on all sides about what can be achieved and roles and responsibilities.</p>	<p>Manager will ensure that this learning is cascaded to Dorset Council's Adult Social Care Teams. This will be achieved through the Joint Specialist and Locality Managers meetings by the end of April 2023.</p>

LGSCO Findings

Complaints for 2022-23 at Dorset Council were up 31% year on year but members should be heartened that of these 1838 complaints only 124 reached the Ombudsman, with 114 leading to a decision, (presumably 10 spurious). Of the 114 decisions only 36 were investigated and 26 of these upheld.

This is very similar to 2021-22s findings where 121 reached the Ombudsman, 32 investigated and 20 upheld. Considering the 31% increase in complaints overall, only a 2% increase in complaints finding the Ombudsman seems a good news story.

Dorset Council met the recommendations in 100% of these cases.

They breakdown as follow:

- Education/Children's - Of the 40 cases investigated – 17 upheld.
- Corporate Services - Of the 11 cases investigated - 2 upheld.
- **Adult Social Care - Of the 11 cases investigated - 4 upheld.**
- **Adult non social care (Housing) - Of the 7 cases investigated – 0 upheld.**
- Planning (Place) - Of the 26 cases investigated – 2 upheld.
- Highways (Place) - Of the 10 cases investigated – 0 upheld.
- Environment/Place - Of the 9 cases investigated – 1 upheld.

Of the 4 upheld cases only 1 resulted in a requirement for a financial remedy of £750:

Pay Mrs Y £750 to acknowledge the distress, time and trouble caused to her and her family by the failings in Mr X's care. This figure is a symbolic amount based on the Ombudsman's published Guidance on Remedies.

Place and Resources Scrutiny Committee Work Programme

Meeting Date: 9 November 2023

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Chairman's update item: Summer Demand 2023	To review the position with Easter and Summer 2023 operations	Graham Duggan – Head of Community & Public Protection Cllr Ray Bryan – Portfolio Holder for Highways, Travel & Environment	Follow up to a review of Summer 2022 Operations by the committee at the meeting on 25 January 2023
Natural Environment, Climate and Ecology – progress report Autumn/Winter 2023	To review the bi-annual progress report on the Dorset Council Natural Environment, Climate and Ecology Strategy	Antony Littlechild – Sustainability Team Manager Cllr Ray Bryan – Portfolio Holder for Highways, Travel & Environment	
Workforce Turnover Rates - Exempt	An overview of turnover data and trends and activity	Chris Matthews – Head of Human Resources Cllr Jill Haynes – Portfolio Holder for Corporate Development & Transformation	In response to the committee's review of the performance dashboard at the meeting of the committee on 4 July 2023

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
<p>Review of Dorset Council's Tourism Service</p>	<p>An overview of how Visit Dorset and other Dorset Council services support tourism and the visitor economy, current issues and challenges, prepared at the request of the committee</p>	<p>Nick Webster – Head of Growth & Economic Regeneration</p> <p>Jon Bird – Service Manager for Growth & Economic Regeneration</p> <p>Amanda Park – Team - Manager Tourism</p> <p>Cheryl Stapleton – Team Manager - Tourism</p> <p>Cllr Simon Gibson – Portfolio Holder for Economic Growth & Levelling Up</p>	
<p>Corporate Complaints Team – Annual Report 2022/23</p>	<p>An overview of the volume and impacts of Dorset Council's complaints through the Corporate Complaints Team</p>	<p>Antony Bygrave – Senior Assurance Officer – Complaints</p> <p>Cllr Jill Haynes - Portfolio Holder for Corporate Development & Transformation</p>	<p>An annual report is also being received by People and Health Scrutiny Committee – 11 December 2023</p>
<p>Performance Scrutiny</p>	<p>To review the most recent performance information and use this to agree items to add to the committee forward plan for further analysis</p>	<p>David Bonner – Service Manager – Business Intelligence & Performance</p> <p>Cllr Jill Haynes - Portfolio Holder for Corporate Development & Transformation</p>	

Meeting Date: 17 January 2023 – Budget scrutiny (Single item meeting)

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Budget Scrutiny	Consideration of the budget proposals before proceeding to produce the final budget paper for recommendation to Cabinet on 30 January 2024	Sean Cremer – Corporate Director – Finance & Commercial Cllr Gary Suttle – Portfolio Holder for Finance, Commercial & Capital Strategy	

Meeting Date: 26 February 2024

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Redlands Leisure and Community Park Update	To review the position with the Redlands Community Sports Hub following the Cabinet decision of 6 September 2022	Paul Rutter – Service Manager for Leisure Services Cllr Laura Beddow – Portfolio Holder for Culture & Communities	Recommendation from Cabinet 6 September 2022 for the Place & Resources Scrutiny Committee to undertake a post decision review
Dorset Council 20mph Speed Limit Policy	To review the implementation of the policy one year after adoption	Tony Burden – Road Safety Manager / Jack Wiltshire – Head of Highways Cllr Ray Bryan – Portfolio Holder for Highways, Travel & Environment	

Meeting Date: 28 March 2024

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Performance Scrutiny	To review the most recent performance information and use this to agree items to add to the committee forward plan for further analysis	David Bonner – Service Manager – BI & Performance Cllr Jill Haynes - Portfolio Holder for Corporate Development & Transformation	

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Annual items:

- Property Strategy & Asset Management Plan update – September
- Corporate Complaints Team – Annual Report - November

Bi-annual items:

- Natural Environment, Climate & Ecology – progress report – July and November

Alternate meeting items:

- Performance Scrutiny – informal session held before each committee occurrence - July, November, March

Informal Work of the Committee:

Date	Topic	Format	Members	Lead Officers	Other Information
Quarterly	Review of the committee's performance and risk dashboards	Informal meeting	All committee members	David Bonner – Service Manager Business Intelligence & Performance	Review of the dashboards to identify potential future areas for review by the committee
Commenced October 2023	Grid Capacity	Task and Finish Group	Councillors: Shane Bartlett Andy Canning Tony Ferrari Brian Heatley Carole Jones Robin Legg David Tooke Kate Wheller	Steven Ford – Corporate Director TIDE Antony Littlechild – Sustainability Team Manager Carl Warom – Climate & Ecological Policy and Project Manager	First meeting held on 16 October 2023. Meetings to be held October to December 2023
tbc	Water Pollution	Task and Finish Group	tbc	tbc	

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**The Cabinet Forward Plan - November 2023 to February 2024
For the period 1 OCTOBER 2023 to 31 JANUARY 2024
(Publication date – 9 OCTOBER 2023)**

Explanatory Note:

This Forward Plan contains future items to be considered by the Cabinet and Council. It is published 28 days before the next meeting of the Committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions

Key decisions are defined in Dorset Council's Constitution as decisions of the Cabinet which are likely to -

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (**Thresholds - £500k**); or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of "*significant*" for these purposes the Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Cabinet Portfolio Holders 2023/24

Spencer Flower	Leader / Governance, Performance and Communications
Gary Suttle	Deputy Leader and Finance, Commercial and Capital Strategy
Ray Bryan	Highways, Travel and Environment
Jill Haynes	Corporate Development and Transformation
Laura Beddow	Culture and Communities
Simon Gibson	Economic Growth and Levelling Up
Andrew Parry	Assets and Property
Byron Quayle	People – Children, Education, Skills, and Early Help
Jane Somper	People - Adult Social Care, Health, and Housing
David Walsh	Planning

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
November					
Families First for Children Pathfinder Key Decision - Yes Public Access - Open To consider a report regarding the Families First for Children Pathfinder.	Decision Maker Cabinet	Decision Date 7 Nov 2023	People and Health Overview Committee 17 Oct 2023	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Paul Dempsey, Corporate Director - Care & Protection Tel: 01305 224513 paul.dempsey@dorsetcouncil.gov.uk Executive Director, People - Children (Theresa Leavy)</i>
Dog Related Public Spaces Protection Order- Renewal Key Decision - Yes Public Access - Open To agree and adopt the draft order.	Decision Maker Cabinet	Decision Date 7 Nov 2023	Place and Resources Overview Committee 5 Oct 2023	Portfolio Holder for Culture and Communities	<i>Janet Moore, Service Manager for Environmental Protection Janet.Moore@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i>
Quarter 2 Financial Monitoring 2023/24 Key Decision - No Public Access - Open To consider the Quarter 2 Financial Monitoring Report 2023/24.	Decision Maker Cabinet	Decision Date 7 Nov 2023		Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
Medium Term Financial Plan (MTFP) and Budget Strategy Key Decision - Yes Public Access - Open To receive a budget update for 2024/25.	Decision Maker Cabinet	Decision Date 7 Nov 2023		Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Our Future Council - Business Case</p> <p>Key Decision - Yes Public Access - Open</p> <p>Proposals for change set out in an invest to save business case.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>		<p>Portfolio Holder for Culture and Communities</p>	<p><i>Lisa Cotton, Corporate Director for Customer and Cultural Services</i> <i>lisa.cotton@dorsetcouncil.gov.uk, Nina Coakley, Head of Change</i> <i>n.coakley@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn), Matt Prosser</i></p>
<p>Making Care Experience a Protected Characteristic - local adoption</p> <p>Key Decision - Yes Public Access - Open</p> <p>To adopt care experience as a protected characteristic.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>	<p>People and Health Overview Committee 17 Oct 2023</p>	<p>Portfolio Holder for People - Children, Education, Skills and Early Help</p>	<p><i>Paul Dempsey, Corporate Director - Care & Protection</i> <i>Tel: 01305 224513</i> <i>paul.dempsey@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Theresa Leavy)</i></p>
<p>Chesil Bank Neighbourhood Plan 2022-2023</p> <p>Key Decision - Yes Public Access - Open</p> <p>An item relating to the making (adoption) of the neighbourhood plan following independent examination and a public referendum.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>		<p>Portfolio Holder for Planning</p>	<p><i>Ed Gerry, Community Planning Manager</i> <i>ed.gerry@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (John Sellgren)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Expansion of funded childcare offer from April 2024</p> <p>Key Decision - Yes Public Access - Open</p> <p>The intention of this Cabinet paper is to consider the expansion of funded childcare from April 2024 and support our longer term vision of working with Early Years settings to ensure there is sufficient childcare available for children in Dorset for working families and those in education or training.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>	<p>People and Health Overview Committee 17 Oct 2023</p>	<p>Portfolio Holder for People - Children, Education, Skills and Early Help</p>	<p><i>Liz Curtis-Jones liz.curtis-jones@dorsetcouncil.gov.uk Executive Director, People - Children (Theresa Leavy)</i></p>
<p>Local Council Tax Reduction Review</p> <p>Key Decision - Yes Public Access - Open</p> <p>To review our Local Council Tax Reduction Scheme.</p>	<p>Decision Maker Dorset Council</p>	<p>Decision Date 14 Dec 2023</p>	<p>Cabinet 7 Nov 2023</p>	<p>Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy</p>	<p><i>Katie Hale, Head of Revenues and Benefits katie.hale@dorsetcouncil.gov.uk Director of Legal and Democratic Services - Monitoring Officer (Jonathan Mair)</i></p>
<p>Weymouth Regeneration - Levelling Up Funding and Approach</p> <p>Key Decision - Yes Public Access - Part exempt</p> <p>To approve the proposed approach to the delivery of the Levelling Up Fund project and finances and to seek endorsement of the priorities for regeneration</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>		<p>Portfolio Holder for Economic Growth and Levelling Up</p>	<p><i>Julian Wain, Strategic Property Advisor julian.wain@dorsetcouncil.gov.uk, Tim Hulme, Head of Assets and Property tim.hulme@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Blandford Waste Management Centre - Update on finance and land acquisition</p> <p>Key Decision - Yes Public Access - Part exempt</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>		<p>Portfolio Holder for Culture and Communities</p>	<p><i>Gemma Clinton, Head of Commercial Waste and Strategy gemma.clinton@dorsetcouncil.gov.uk, Jason Jones, Group Manager (Commissioning) jason.jones@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i></p>
<p>Grant funding from CIL for nitrogen mitigation, Poole Harbour Catchment</p> <p>Key Decision - Yes Public Access - Fully exempt</p> <p>Approval required as to whether mitigation for development already granted permission should continue to be delivered using CIL funds given amendments to the Levelling-up and Regeneration Bill.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>		<p>Portfolio Holder for Planning</p>	<p><i>Steve Boyt, Senior Planning Policy Officer steve.boyt@dorsetcouncil.gov.uk, Lyn Cooch, Senior Nutrient Project Officer lyn.cooch@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i></p>
<p>The Proposed Sale of Clapcotts Farmstead, Spetisbury</p> <p>Key Decision - Yes Public Access - Fully exempt</p> <p>To seek approval to the sale of Clapcotts Farmstead, Spetisbury.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Nov 2023</p>		<p>Portfolio Holder for Assets and Property</p>	<p><i>Tim Hulme, Head of Assets and Property tim.hulme@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Acquisition of the freehold for leased land at Woodleaze, Furzehill Key Decision - Yes Public Access - Fully exempt Acquiring the full freehold title of leased car parking of the former East Dorset District Council Offices	Decision Maker Cabinet	Decision Date 7 Nov 2023		Portfolio Holder for Assets and Property	<i>Tim Hulme, Head of Assets and Property tim.hulme@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren), Jonathan Mair</i>
December					
Housing Strategy Key Decision - Yes Public Access - Open To consider and agree the Housing Strategy.	Decision Maker Dorset Council	Decision Date 14 Dec 2023	People and Health Overview Committee 30 Nov 2023 Cabinet 5 Dec 2023	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Sharon Attwater, Service Manager for Housing Strategy and Performance sharon.attwater@dorsetcouncil.gov.uk, Andrew Billany, Corporate Director for Housing andrew.billany@dorsetcouncil.gov.uk, Sarah Smith, Housing Strategy Lead sarah.smith@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
January 2024					
Quarter 3 Financial Monitoring Report 2023/24 Key Decision - No	Decision Maker Cabinet	Decision Date 30 Jan 2024		Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Public Access - Open</p> <p>To consider the Quarter 3 Financial Monitoring Report 2023/24.</p>					<p>.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</p>
<p>Voluntary and Community Sector Strategy</p> <p>Key Decision - Yes Public Access - Open</p> <p>The new Voluntary and Community Sector Strategy aims to set out how Dorset Council will enable a thriving, sustainable and dynamic voluntary, and community sector to flourish and help improve the lives of individuals and communities in Dorset over coming years.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 30 Jan 2024</p>	<p>People and Health Overview Committee 30 Nov 2023</p>	<p>Portfolio Holder for Culture and Communities</p>	<p><i>Laura Cornette, Business Partner - Communities and Partnerships</i> <i>Laura.cornette@dorsetcoun cil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>Budget strategy and medium-term financial plan (MTFP)</p> <p>Key Decision - Yes Public Access - Open</p> <p>To consider a report of the Portfolio Holder for Finance, Commercial and Capital Assets.</p>	<p>Decision Maker Dorset Council</p>	<p>Decision Date 13 Feb 2024</p>	<p>Cabinet 30 Jan 2024</p> <p>People and Health Scrutiny Committee 12 Jan 2024</p> <p>Place and Resources Scrutiny Committee 17 Jan 2024</p>	<p>Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy</p>	<p><i>Sean Cremer, Corporate Director for Finance and Commercial</i> <i>sean.cremer@dorsetcouncil .gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>March</p>					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Procurement Forward Plan Report - Over £500k (2023-2025)</p> <p>Key Decision - Yes Public Access - Open</p> <p>The Council defines a key decision, in terms of procurement activity, as those with financial consequence of £500k or more. This report will provide notice of the planned/known procurement activities that Cabinet will need to make a key decision on for 2024/25.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 12 Mar 2024</p>		<p>Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy</p>	<p><i>Dawn Adams, Service Manager for Commercial and Procurement</i> <i>dawn.adams@dorsetcouncil.gov.uk</i> <i>Chief Executive (Matt Prosser)</i></p>
<p>Page 110 April</p>					
<p>Quarter 4 Financial Monitoring 2023/24</p> <p>Key Decision - No Public Access - Open</p> <p>To consider the Quarter 4 Financial Monitoring Report 2024/25.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 16 Apr 2024</p>		<p>Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy</p>	<p><i>Sean Cremer, Corporate Director for Finance and Commercial</i> <i>sean.cremer@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>

Private/Exempt Items for Decision

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the shadow council proposes:-
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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Date of committee: 5 September 2023

Date published: 6 September 2023

Date of implementation: 14 September 2023

**DECISIONS OF THE CABINET
5 SEPTEMBER 2023**

The following decisions were made by the Cabinet on 5 September 2023 and will come into force and may be implemented on 14 September 2023 unless the decision is called in for scrutiny.

In accordance with the council's constitution, any six members of the same relevant Scrutiny Committee may request the Monitoring Officer to 'call-in' a decision for scrutiny. The Monitoring Officer will be provided with written notice that will identify the decision to be called-in and the ground for the call-in when the request is made. If satisfied that there are reasonable grounds for the proposed call-in, the Monitoring Officer will notify the decision-maker of the call-in within 5 clear working days. The deadline for this request is 13 September 2023.

The full call-in procedure is set out in the Constitution or for further information and advice please telephone Kate Critchel on 01305 252234

6 PARKING CHARGES REVIEW

That Cabinet confirms it would request Place & Resources Scrutiny Committee to review car parking charges within the context of the policy and, in particular to assess that the impact of the charges was consistent with the intentions of Cabinet when the decision was taken.

Reason for the decision

The decision was made at Full Council to debate the new charges with the view that if the evidence clearly showed a detrimental affect due to the car parking policy, then change would be recommended. Information has been gathered and presented in this report including:

The consistency of charging
Market comparison
Parking revenue
Visitor numbers
Impact on residents, businesses, and visitors

7 WEYMOUTH HARBOUR WALL 4 IMPROVEMENT AND STRENGTHENING

- (a) That the proposed repair, strengthening and raising of Wall 4, in accordance with the estimate set out in section 2 of the report, to meet the Council's obligations to maintain appropriate sea defences and harbour wall requirements, be agreed.
- (b) That authority be delegated to the Executive Director for Place, in consultation with the Portfolio Holder for Highways, Travel and Environment, to appoint a contractor through the Highways Partnership Term Contract to undertake the work.
- (c) That authority be delegated to the Executive Director for Place, in consultation with the Portfolio Holder for Levelling Up, to approve construction related spend (following receipt of an acceptable quotation) with funds from the Levelling Up bid in terms of which £1.5m has been allocated to Wall 4 replacement.

Reason for the decision

The Weymouth Harbour Wall 4 Improvement and Strengthening project constitutes necessary work on a wall that has reached the end of life and must be reinstated or rebuilt for the Council to properly discharge its duty to the public, the harbour, and the associated coastal sea defences.

8 THE STOUR VALLEY - STRATEGY AND MEMORANDUM OF UNDERSTANDING

- (a) That the Stour Valley strategy be endorsed, and that Cabinet supports it being included in the Dorset Council Local Plan.
- (b) Using a Memorandum of Understanding between its core partners of The National Trust, BCP Council and Dorset Council, that the Stour Valley partnership model be approved.

- (c) That core partners developing fund-raising bids to external grant bodies to assist delivery of the Stour Valley objectives, specifically DEFRA's Landscape Recovery Fund, be supported.
- (d) That authority be delegated to the Executive Director of Place in consultation with the Portfolio Holder for Highways, Travel and Environment, for future decision making in relation to this project.

Reason for the decision

Adopting the partnership model provides continued governance and oversight of the project and ensures on-going delivery of the key aims and objectives. It also provides a strong platform to submit funding bids that will lead to more targeted delivery.

9 DORSET AND BCP JOINT LOCAL TRANSPORT PLAN 4 DEVELOPMENT - RECOMMENDATION FROM PLACE & RESOURCES OVERVIEW COMMITTEE

- (a) That the report and the comments of the Place and Resources Overview Committee on the approach for the development of the new joint LTP4, as set out in the minute extract of the meeting, be received and noted.
- (b) That responsibility for the development of the new joint LTP4 be delegated to the Corporate Director Economic Growth and Infrastructure after consultation with the Portfolio Holder for Highways, Travel and Environment.
- (c) That the meetings of the Joint Governance Board be conducted openly and that councillors be able to attend meetings to listen to the discussion and ask questions.

Reason for the decision

To provide the committee with an overview of the council's approach to developing the joint LTP4 and seek to engage the committee at an early stage of development so that their comments could support the development of the new plan. That decision making be delegated to the Corporate Director Economic Growth and Infrastructure for the development of the new joint LTP4 to ensure that decisions are effective and timely.

10 HOME IN ON HOUSING: DORSET COUNCIL'S ROLE AND RESPONSE FOR THE NEW AND EMERGING HOUSING STRATEGY

- (a) The Cabinet acknowledges and reinforces the important role of Housing as a key and cross-cutting priority within our Council Plan, understanding the current landscape, challenges, and the importance of maintaining and developing a robust plan to mitigate these pressures.
- (b) That the establishment of the Housing Board be approved, and Cabinet endorse its objectives and composition.

(This initiative will contribute significantly to our efforts in meeting the residential needs across multiple portfolios. This will also involve a Housing Programme Board,

with involvement from Senior and Corporate leadership roles to ensure delivery of objectives and effective implementation.)

Reason for the decision

Housing is one of the key priorities in the Dorset Council Plan and a priority for all Dorset Council residents.

11 ADDITIONAL PROCUREMENT FORWARD PLAN 2023-24 AND INCORPORATING THE REFRESH OF THE ANNUAL MODERN SLAVERY TRANSPARENCY STATEMENT

- (a) That the contents of the report in respect of the Additional Procurement Forward Plan for 2023-2024 and the Modern Slavery Transparency Statement for 2022-2023, be approved.
- (b) That Cabinet agree to begin each procurement process listed in Appendix 1 to the report, and,
- (c) That in each instance the further step of making any contract award be delegated to the relevant Cabinet portfolio holder, after consultation with the relevant Executive Director.
- (d) That the Modern Slavery Transparency Statement for 2022-2023 be published.

Reason for the decision

Cabinet is required to approve all key decisions with financial consequences of £500k or more. It is also good governance to provide Cabinet with a summary of all proposed procurements prior to them formally commencing. It is a requirement for the Council to publish a Modern Slavery Transparency Statement on an annual basis.

16 LEASE OF PREMISES AT THE OLD RADIO STATION

That the recommendations set out within the exempt report be approved.

Reason for the decision

The proposed arrangements would allow the Council to continue its current occupation and deliver services from the Property at reduced cost.

Date of committee: 3 October 2023

Date published: 4 October 2023

Date of implementation: 12 October 2023

**DECISIONS OF THE CABINET
3 OCTOBER 2023**

The following decisions were made by the Cabinet on xxx and will come into force and may be implemented on 12 October 2023 unless the decision is called in for scrutiny.

In accordance with the council's constitution, any six members of the same relevant Scrutiny Committee may request the Monitoring Officer to 'call-in' a decision for scrutiny. The Monitoring Officer will be provided with written notice that will identify the decision to be called-in and the ground for the call-in when the request is made. If satisfied that there are reasonable grounds for the proposed call-in, the Monitoring Officer will notify the decision-maker of the call-in within 5 clear working days. The deadline for this request is **11 October 2023**.

The full call-in procedure is set out in the Constitution or for further information and advice please telephone Kate Critchel on 01305 252234

6 DISCRETIONARY HOUSING PAYMENT POLICY

That the current policy be reapproved, and the next review be set for September 2026.

Reason for the decision

The Policy was last considered by Cabinet in June 2019 and although no changes have been made or new duties placed upon the scheme with the policy remaining correct. The Policy has been brought back to cabinet to provide an update and ensure that the policy remains reviewed on a regular basis in order to deliver this important financial support.

7 DIGITAL INFRASTRUCTURE & INCLUSION STRATEGY

- (a) That the final version of the Digital Infrastructure and Inclusion Strategy and delivery plan appended to the report of Cabinet 3 October 2023, be adopted.
- (b) That, in consultation with the Portfolio Holder Corporate Development and Transformation and the Portfolio Holder for Finance, Commercial and Capital Strategy, authority be delegated to the Executive Director for Corporate Development to identify an appropriate source of funding up to £374,000 per annum from the options identified on paragraph 3.11 (Cabinet 3 October 2023) for the implementation of the Digital Infrastructure and Inclusion Strategy.

Reason for the decision

To support delivery of the Council Plan priority of driving economic prosperity and the cabinet commitment of digital innovation.

8 LEVELLING-UP AND REGENERATION BILL: CONSULTATION ON IMPLEMENTATION OF PLAN-MAKING REFORMS - PROPOSED RESPONSE TO THE GOVERNMENT CONSULTATION

That the full response to the consultation questions, as set out in the Appendix to the Cabinet report of 3 October 2023, be sent to the Department of Levelling Up, Housing and Communities (DLUHC).

The response welcomes the proposed amendments that simplify the plan making process but expresses concern over the tight timetable for the preparation of a new style local plan.

Reason for the decision

To enable the Council to influence the changes to the local plan making process being proposed by Government.

9 BLANDFORD + NEIGHBOURHOOD PLAN REVIEW 2011 - 2033

- (a) That the Council makes the modified Blandford + Neighbourhood Plan 2011 – 2023 (as set out in Appendix A of the Cabinet report to 3 October 2023) part of the statutory development plan for the Blandford + Neighbourhood Area.

- (b) That the Council offers its congratulations to Blandford Forum Town Council, Blandford St Mary Parish Council, Bryanston Parish Council, and members of the Neighbourhood Plan Group in producing a successful neighbourhood plan review.

Reason for the decision

To formally make the modified neighbourhood plan part of the statutory development plan for the Blandford + Neighbourhood Area. In addition, to recognise the significant amount of work undertaken by the Town and Parish Councils and members of the Neighbourhood Plan Group in preparing the plan review and to congratulate the Councils and the Group on their success.

10 OFSTED REGULATION OF SUPPORTED ACCOMMODATION FOR 16-17 YEAR OLDS - RECOMMENDATION FROM PEOPLE & HEALTH OVERVIEW COMMITTEE

That the approach to Ofsted regulation of supported accommodation for 16- and 17-year-olds be adopted.

Reason for the decision

To ensure compliance with the latest legislation and any subsequent regulation/statutory guidance.

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The Shareholder Committee for the Dorset Centre of Excellence (DCOE) Forward Plan For the period 1 NOVEMBER 2023 to 31 MARCH 2024 (Publication date – 31 OCTOBER 2023)

Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for the Dorset Centre of Excellence. It is published 28 days before the next meeting of the Committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions

Key decisions are defined in Dorset Council's Constitution as decisions which are likely to -

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (**Thresholds - £500k**); or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of "*significant*" for these purposes the Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Committee Membership 2023/24

Spencer Flower	Leader / Governance, Performance and Communications
Gary Suttle	Deputy Leader / Finance, Commercial and Capital Strategy
Jane Somper	Adult Social Care, Health and Housing
Laura Beddow	Culture and Communities
Byron Quayle	Children, Education, Skills and Early Help

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Standing items for consideration				

November

Dorset Council Delegated Decisions Key Decision - No Public Access - Open	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 20 Nov 2023	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Claire Shiels, Corporate Director - Commissioning & Partnerships claire.shiels@dorsetcouncil.gov.uk Executive Director, People - Children (Theresa Leavy)</i>
Dorset Council Commissioning Report Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 20 Nov 2023	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Claire Shiels, Corporate Director - Commissioning & Partnerships claire.shiels@dorsetcouncil.gov.uk Executive Director, People - Children (Theresa Leavy)</i>
DCoE - Report of Chair of the Board of Directors Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 20 Nov 2023	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Executive Director, People - Children (Theresa Leavy)</i>
Performance of the Trading Activities of the Company Key Decision - No	Decision Maker The Shareholder Committee for the Dorset Centre of	Decision Date 20 Nov 2023	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Executive Director, People - Children (Theresa Leavy)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Public Access - Open	Excellence (DCOE)			
Remuneration Policy Key Decision - No Public Access - Fully exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 20 Nov 2023 (deferred from 18 Sept 2023)	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Executive Director, People - Children (Theresa Leavy)</i>
March				

Dorset Council Delegated Decisions Key Decision - No Public Access - Open	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 11 Mar 2024	Councillor Byron Quayle	<i>Executive Director, People - Children (Theresa Leavy)</i>
Dorset Council Commissioning Report Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 11 Mar 2024	Councillor Byron Quayle	<i>Executive Director, People - Children (Theresa Leavy)</i>
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 11 Mar 2024	Councillor Byron Quayle	<i>Executive Director, People - Children (Theresa Leavy)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Annual Reports				

Private/Exempt Items for Decision

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the shadow council proposes:-
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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

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