



People and Health Scrutiny Committee

Date: Wednesday, 30 July 2025
Time: 10.00 am
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Toni Coombs (Chair), Jane Somper (Vice-Chair), Bridget Bolwell, Barry Goringe, Sally Holland, Carole Jones, Chris Kippax, Robin Legg, Andy Todd and Carl Woode

Interim Chief Executive: Sam Crowe, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services
Meeting Contact 01305 224185 - george.dare@dorsetcouncil.gov.uk

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Agenda

Item	Pages
1. APOLOGIES	
To receive any apologies for absence.	
2. DECLARATIONS OF INTEREST	
To disclose any pecuniary, other registrable or non-registrable interest 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.	
3. MINUTES	5 - 10

To confirm the minutes of the meeting held on 19 June 2025.

4. 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 Microsoft 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.** For further information read [Public Participation - Dorset Council](#)

All submissions must be emailed in full to george.dare@dorsetcouncil.gov.uk by 8.30am on Friday, 25 July 2025.

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.

5. COUNCILLOR QUESTIONS

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 george.dare@dorsetcouncil.gov.uk by 8.30am on Friday, 25 July 2025.

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

6. 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.

7. BIRTH TO SETTLED ADULTHOOD SERVICE - INDEPENDENT DELIVERY BOARD CHAIR'S ANNUAL REPORT 11 - 22

To consider a report by the Chair of the Birth to Settled Adulthood Independent Delivery Board.

8. OFSTED INSPECTION REPORT AND ACTION PLAN 23 - 42

To consider a report by the Service Manager for Strategic Partnerships.

9. 2024/25 QUARTER 4 PERFORMANCE REPORT 43 - 62

To consider a report by the Strategic Performance and Risk Lead.

10. COMMITTEE'S WORK PROGRAMME AND EXECUTIVE FORWARD PLANS 63 - 88

To consider the committee's Work Programme and the Executive Forward Plans.

11. EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph x of schedule 12 A to the Local Government Act 1972 (as amended). The public and the press will be asked to leave the meeting whilst the item of business is considered.

There are no exempt items scheduled for this meeting.

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PEOPLE AND HEALTH SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 19 JUNE 2025

Present: Cllrs Toni Coombs (Chair), Jane Somper (Vice-Chair), Bridget Bolwell, Barry Goringe, Carole Jones, Chris Kippax, Robin Legg and Andy Todd

Present remotely: Cllr Sally Holland

Apologies: Cllr Carl Woode

Also present: Cllr Clare Sutton and Cllr Gill Taylor

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

Andrew Billany (Corporate Director for Housing), George Dare (Senior Democratic and Governance Officer), Paul Dempsey (Executive Director of People - Children), Beth Whittaker (Interim Corporate Director for Education and Learning), Laura Cornette (Business Partner - Communities and Partnerships), Andy Frost (Service Manager for Community Safety), Graham Duggan (Head of Community & Public Protection), Ian Grant (Programme Coordinator), Jennifer Lowis (Head of Strategic Communications and Engagement), Rachel Partridge (Acting Director of Public Health) and Kath Saunders (Head of Locality and Strategy (North))

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

Jonathan Price (Executive Director of People - Adults and Housing), Anita Thomas (Chief Operating Officer Dorset County Hospital), Jo Howarth (Director of Nursing, Dorset County Hospital), Jo Hartley (Director of Midwifery and Neonatal Services, Dorset County Hospital), Hannah Leonard (Deputy Director - Maternity and Perinatal Services, NHS Dorset) and Fiona Thomas (Communities Team Leader)

1. **Apologies**

An apology for absence was received from Cllr Carl Woode.

2. **Declarations of Interest**

Cllr C Jones declared in respect of Item 9 – Impact of Cost-of-Living Support Programme 2024-25, that she was a trustee of a charity receiving funds from the programme.

Cllr A Todd declared in respect of Item 8 – Education, Health and Care Plans Enquiry Day Update, that his daughter had an EHCP.

3. **Minutes**

The minutes of the meeting held on 6 May 2025 were confirmed and signed.

4. **Public Participation**

There was no public participation.

5. **Councillor Questions**

There were no questions from councillors.

6. **Urgent Items**

There were no urgent items.

7. **Maternity Services in Dorset**

The Committee received information on maternity services at University Hospitals Dorset and Salsbury Hospital. Salsbury hospital's maternity services had improved to a 'Good' rating following an improvement programme after it was rated as 'requires improvement'. University Hospitals Dorset has demonstrated progress in its outcomes for its improvement journey. Its maternity services had moved to its new BEACH building and the hospital managed to sustain achievement in its improvements whilst it moved maternity services to the new building.

The Committee then heard about the CQC improvement journey at Dorset County Hospital. The services employed a maternity improvement advisor and it had recently recruited a 10th consultant, so it was now compliant with consultant presence. The maternity service's leadership team and its audit process had been strengthened. The most recent CQC inspection took place in June, and no immediate concerns had been raised, with the visit being more positive than the previous inspection.

The Committee then received an update on the temporary closure of the Special Care Baby Unit and inpatient maternity services at Yeovil District Hospital. The update included a timeline of events, the impact it has had on other hospitals, and an outline of Dorset County Hospital's operational response.

Members asked questions of the NHS representatives and discussed the item. The following points were raised:

- Women who would have used Yeovil District Hospital could choose where they would want to continue their care, and it would transfer to that place.
- A member queried whether the CQC allowed sufficient time for improvements to be made. It was assumed that Somerset Foundation Trust were not able to meet the expectations within the timescales.

- A member asked how an increased number of births at other hospitals could be accommodated. Somerset Foundation Trust have been working closely with Bath hospital and increasing the capacity as Musgrove Park, Taunton. Some women may also choose to give birth at Salisbury hospital. The capacity for home births around the Yeovil area had been increased.
- Dorset County Hospital would take approximately 20% of the births that would have happened at Yeovil. The hospital has considered different ways of working and a business case for increased staffing levels to accommodate the additional births.
- The increase of visitors to the Dorset area over the summer was not a cause of significant concern for Dorset County Hospital and it would be business as usual. They were prepared for an increase in patients with a flexible workforce and estate, where rooms could be converted to create capacity.
- Most hospitals use the same electronic record for maternity services and most women would have an app with their pregnancy information. This enabled hospitals to have the relevant information.
- Members sought assurance that there would not be a crisis at Dorset County Hospital with an increased number of maternity service patients over the summer period. The Chief Operating Officer felt confident that this could be assured and they have done risk assessments for it.
- Community settings, such as Blandford or Weymouth Community Hospitals, could be used for less complex maternity cases, such as providing scans or taking bloods.
- Dorset County Hospital did require additional resources and staff from Yeovil hospital have been working in Dorchester. They were mindful that the legacy of the temporary closure
- Travel times from Yeovil was not a significant area of concern for Dorset County Hospital, as they were similar times of travel from East Dorset to Dorchester or Bournemouth.
- Members were impressed by the way Dorset County Hospital has responded to the temporary closure at Yeovil District Hospital.

The Committee wanted to see the service reopening within 6 months but was concerned about it not opening within 6 months. They were reassured by the measures that have been put in place for women. The Committee asked for an update in 6 months on how Dorset County Hospital was responding their CQC inspection outcomes and to the closure at Yeovil District Hospital.

8. Education, Health and Care Plans Enquiry Day Update

The Chairman introduced the item and thanked all the participants of the enquiry day. She outlined the developing themes for further exploration from the enquiry day, which included: Communication with families and young people; the voice of young people in the EHCP process; the quality of content provided by the NHS for annual reviews; the effectiveness of joint funding; and waiting lists for autism diagnosis. In addition to this, future changes proposed by central government would need to be taken into account.

Members discussed the report and raised the following points:

- There were pressures in the NHS due to their resources, which led to long waiting lists. This created a weak spot within the system.
- There was a limit of 20% of pupils being from other counties at the Dorset Centre of Excellence. However, the current number of out-of-county pupils was around 4%.
- Whether there could be a role for Family Hubs in improving EHCP support and advice for families.
- The need to compare the council's support to other local authorities that have good performance with EHCP's, to see where the council can improve.

The EHCP Panel would continue its work and follow up on key lines of enquiry, before producing a final report for the committee.

The committee appointed Cllr Andy Todd to its working group on Education, Health and Care Plans.

ADJOURNMENT

At 11.45am the committee adjourned for a comfort break and reconvened at 11.58am.

Cllr Robin Legg left the meeting at this point.

9. Impact of Cost-of-Living Support Programme 2024-25

The report was introduced through a statement read on behalf of the Cabinet Member for Customer, Culture and Community Engagement. The Business Partner for Communities and Partnerships outlined the financial details of the cost-of-living support, including that the Department for Work and Pensions would replace the Household Support Fund with a new Crisis and Resilience Fund. She highlighted some of the support available through the projects funded by the cost-of-living support.

The committee discussed the report and raised the following points:

- There was a reduction in funding for cost-of-living support. The underspend from the previous year was repurposed for prevention in Adult Social Care.
- It was important to continue monitoring the cost of living support programme to ensure the impact did not reduce due to reduced funding.
- A member sought clarification on the tenancy sustainment statistics in Sherborne. The Business Partner – Communities and Partnerships agreed to follow this up after the committee.
- There was a concern about the timeliness of cost-of-living data from Government.
- The levels of support through Revenues and Benefits and the Housing allowance were set levels. However, there was a concern that if support was combined, then people may end up with less support.

- Lendology CiC was advertised through the council's website and by referral agencies, such as Citizen's Advice. This support can be used by tenants, after receiving permission from private landlords, or can be used by people who own their home.

The Chair summarised the discussion and emphasised the need to ensure that the cost-of-living support is having a positive impact on vulnerable residents. The Committee would continue having 6-monthly reports on the impact of the council's cost-of-living support.

10. **Community Safety Annual Scrutiny Report**

The Service Manager for Community Safety introduced the report and highlighted the key areas. In addition to the annual report, the committee would be reviewing community safety through quarterly performance monitoring.

The Committee discussed the report, and the following points were raised:

- Cllr Somper would meet the Service Manager for Community Safety to have a discussion on the Hate Crime Strategy.
- The Pineapple Project had a needs assessment every year, however it is not made public due to the information it holds.
- There were local area meetings across Dorset which were led by the police. It was suggested that councillors be invited to these meetings and there were already discussions taking place on this.
- Crime statistics were available on the Dorset Police website. Councillors could also get further insight through the local area meetings.
- There was a lower reporting rate for domestic abuse in rural areas, although there were various partners involved to raise awareness of domestic abuse.
- The police inform schools if a child has been involved in domestic abuse.
- There was also other work with schools, such as the Bystander project, which raised awareness of domestic abuse with pupils. Six more schools had approached the council to take part in this.
- The Dragonfly Project would provide training on domestic abuse for community groups. One of its aims is to reach people in isolated communities. Information about the Dragonfly Project would be circulated to all councillors.

The Chair thanked the officers for attending and explaining the work of the Community Safety Partnership. There was a need for councillors to have further information about local need, such as through the local area meetings.

The Committee agreed to extend the meeting beyond 3 hours.

11. **Committee's Work Programme and Executive Forward Plans**

The Chairman outlined the items on the committee's work programme. She updated the committee that the committee's performance dashboards were being updated to reflect the needs of the committee.

The Committee noted its Work Programme and the Executive Forward Plans.

12. Exempt Business

There was no exempt business.

Duration of meeting: 10.00 am - 1.00 pm

Chairman

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People and Health Scrutiny Committee

30 July 2025

Birth to Settled Adulthood Service (B2SA) Independent Delivery Board Chair Annual Report

For Review and Consultation

Cabinet Member and Portfolio:

Cllr C Sutton, Children's Services, Education & Skills

Local Councillor(s):

All

Executive Director:

P Dempsey, Executive Director of People - Children

Report Author: Cecilia Bufton

Job Title: Independent Chair of the Birth to Settled Adulthood Delivery Board

Report Status: Public [Choose an item.](#)

Brief Summary:

The Birth to Settled Adulthood Service (B2SA) is an integrated model of service delivery for children and young people with complex health needs, disability, and Special Educational Needs (SEN).

The B2SA service was created under a Partnership Agreement between Dorset Council, NHS Dorset ICB and Dorset Parent Carer Council. Implementation of the service has been developed in two phases, with Phase 1, focussing on the integration of Adult and Children's services, including housing and education and Phase 2, aiming for further system integration with health delivery teams. Phase 1, implementation began in April 2024 and work continues. Phase 2, is underway, building an understanding of where and how NHS and other health related partners, have opportunities for integrated working.

It is clear from discussions in the B2SA Board over the past 12 months, that this is a complex transformation programme that requires multi-disciplinary working

across a significant number of existing and developing health, social care, housing and education services.

As this Committee received reports on the 6 May, from Louise Ryan, Head of Service B2SA and Kate Halsey, Senior Programme Lead, NHS Dorset, this report will not go into the operational detail of the service, but will present a personal view from the Independent Chair, highlighting progress over the past year, identifying potential risks to delivery and outlining future plans.

Recommendation:

To review the progress of the Birth to Settled Adulthood service and provide feedback on the potential risks for delivery and the future plans.

Reason for Recommendation:

Birth to Settled Adulthood is a major transformation programme for Dorset Council and the Committee has a key role to play to ensure that it has the desired impact.

1. Report

- 1.1 The B2SA service is only one of a number of new ways of working being developed in Dorset, bringing to life the ambitions of the Integrated Care system, stated in the “Children, Young People and Families’ Plan 2023-33”: **“We want Dorset to be the best place to be a child, where communities thrive, and families are supported to be the best they can be.”**
- 1.2 B2SA focusses on creating integrated service delivery for children and young people with complex health needs, disability, and Special Educational Needs (SEN). It works across an age range from 0 – 25 years and is guided by the Outcomes Framework – a set of descriptive statements co-designed with children, young people and carers, that tell us what good looks like.
- 1.3 A key driver for the service creation was to improve our understanding of the needs of our disabled children and young people as they develop through to adulthood, and to build opportunities for independence. With services for these individuals, delivered by siloed service teams and reports of interventions captured in separate databases, a clear picture was not easy to see and gaps in delivery were inevitable, as was the need to repeat information already provided. The opportunity for planning was

also hampered as data was not available to teams, responsible for next steps, in a timely manner.

- 1.4 B2SA has a focus on ensuring that planning, based on the child's needs and the agreed outcomes framework, takes place at an early stage, to enable us better support children and their families to achieve sustainable improved outcomes. Consistent staffing, multi-disciplinary working and shared (or at least interoperable) data systems are all vital elements to providing the "behind the scenes" work that makes the service delivery appear as joined up as possible to children, young people and their families.
- 1.5 Case examples provided to the B2SA Board are evidencing that this new way of working is resulting in a more coordinated and joined up service. There has been significant investment in setting up the service, from Children and Adults Services, in the expectation that it will deliver sustainable, improved outcomes for children and young people, provide improved value for money and better use of resources. This has included investment in the short breaks provision which aims to ensure that parent-carers are well supported and that children can remain living within their families. It is going to take many years to integrate all the services that the B2SA cohort and their families will need. The priority is to make it as seamless as possible for the user, whilst service delivery teams play catch up with data sharing, commissioning and financial aspects such as best value for money and return on investment.

2. Progress

- 2.1 In Phase 1, the integration has focussed on bringing together a significant number of adults and children's existing services and plans for Phase 2, NHS integration are in development to align with these delivery points.
- 2.2 The Phase 2 implementation team are focussed on understanding which NHS services are, or could, support children and young people in meeting the "I know how to look after my health and wellbeing" outcomes within the B2SA Outcomes Framework. Key to this work is ensuring that all B2SA teams know about the support that is currently available and how to access it. The ultimate aim is that all B2SA teams are able to work with children and young people and their families to identify and understand their health needs (both current and potential), understand where these are being met well or where more support is needed, and be able to work

with the right NHS services and professionals to provide an integrated offer of care and support. This will apply to all children and young people being supported by the B2SA Service across all age groups and be focused on needs to achieve the outcomes and goals that are most important to the individual and their family.

- 2.3 **Best Start in Life** - with Advisors who provide education and development support to families with children aged 0 – 5 years who have complex health needs. B2SA staff understand the importance of fully integrating this work with family hubs and early years settings, to provide support and signposting to other available services.
- 2.4 **Birth to Settled Adulthood Occupational Therapy (B2SA OT) Service** – the service that provides equipment and adaptations to meet the needs of the child or young person and their family enabling them to thrive and fully participate in daily activities at home. System working involves an increased use of assistive technology and technology.
- 2.5 **Young Carers Team** - focused on the needs of young carers. The B2SA approach aims to support them and ensure that there is more consistency to the support offered, as the carers transition into adulthood.
- 2.6 **Preparing for Adulthood Team** - supports the system from the age of 14 to start thinking about options and opportunities for the future. The team undertake a percentage of PfA work alongside children's and adults colleagues. A successful transitional move into settled adulthood embeds principles of independence, strong links with communities and an ambition that young people are supported to thrive.
 - a. Effective operation of this service relies on strong collaboration between Adult and Children's services, including data sharing to support Care Act assessments. These assessments are carried out by children's social workers in B2SA, who already have established relationships with the young people, enabling earlier and more effective preparation for adulthood planning. So far, four children's social workers have completed a Care Act assessment as part of a test and learn. 14 additional staff now have access to adult workflows on Mosaic and will be participating in the next test and learn.
 - b. There is a proposal for a Multi-Disciplinary Team (MDT) PfA Referral meeting to review all referrals for Care Act assessments and review as an MDT which team/ service would be the most

appropriate team to complete the assessment in line with the spirit of the new model.

- c. The following documents were approved at the Adults Quality Assurance meeting in June and will be presented at the children's meeting on the 14 July.
 - B2SA Preparation for Adulthood
 - Settled Guidance
 - Escalation Process
 - Finance and Projecting Costs Guidance
 - Link worker role
- d. Integration with NHS services will enable the PfA Team to better support the health needs of each young person and develop an appropriate plan of support. This will include a list of all NHS services that are being commissioned and provided in Dorset for ages 14-25 with key contacts and links to resources.
- e. This is also a key life stage at which to ensure alignment with All Age Continuing Care (AACC) – to ensure that young people already accessing AACC move seamlessly between the child and adult frameworks where appropriate. And where they were not eligible as a child, but may be as an adult, are assessed in a timely way so that support is in place when they reach 18.

2.7 The "Dorset **Extra Care Housing Strategic Statement 2024 to 2039**" includes within its strategic priorities (4.1.5), the funding of housing models designed to take into account the future requirements of young people with a wide range of need including learning disability, neurodiverse, mental health and physical needs. Housing need is captured on MOSAIC, in the "future needs" area – aiming to capture details of the aspirations of young people and provide this to housing colleagues. The leadership of the housing team regularly engages with the B2SA programme board and are strong supporters of the Outcomes framework and the desire that many children and young adults have to be supported to live safely, where possible, in their own communities.

2.8 **Mental Health & Neurodiversity** - in Phase 2, B2SA service teams will be supported to identify the needs of children and young people relating to their emotional well-being and mental health and/ or neurodiversity. Service Teams will be able to offer appropriate levels of support and know where and how to access additional support as appropriate to the

individual. This will include the Service being able to play an active role in the development and implementation of existing local transformation programmes, to highlight any specific needs of the B2SA cohort and subsequent considerations in being able to support these effectively.

- 2.9 In addition to integrating existing services, B2SA delivery staff are also aligning their work to new services such as those being developed in the Families First Pathfinder Programme.

3. **Outcomes – case examples**

3.1 Example 1

Young Person (YP) was open to B2SA social care team. A referral had been received for a Care Act assessment in the PfA team. Regular MDT meetings were being held to support planning for adulthood for the YP, including adults' colleagues. A Care Act assessment and Mental Capacity Act (MCA) assessment were required. YP had health needs and was open to CAMHS (Child and Adolescent Mental Health Services). There was uncertainty about the YP's primary need (e.g. Learning Disability (LD) or Mental Health (MH)). Needed to be clear to understand which team would support. YP was nonverbal and family were experiencing carer stress. Reported that YP would need to leave home at age 18. Uncertainty about YP's capacity to make a decision about their accommodation and support in the future. MCA required.

YP had an increasing package of support to maintain basic daily functions such as eating and personal care. Adults and B2SA staff worked together to complete an MCA assessment.

Health colleagues in the adult LD team were sighted on the YP and asked to lean in to support planning. Adult LD clinical health colleagues led on pulling together a formulation meeting resulting in a set of agreed actions and system working to better plan for YP's move into adulthood.

What was different?

Earlier MDT meetings to discuss how we could work together to plan for YP's move to adulthood. Care Act assessment completed at the right time by adults. Adults and B2SA social care practitioners worked together to complete an MCA. Adult health colleagues led on a formulation meeting and supported actions coming out of this.

3.2 Example 2

YP was open to a children's locality team. They were an inpatient detained under a Section 3 and as a result had Section 117 (s117) rights. Adults had provided guidance and support to the allocated worker and their manager around completion of the s117 paperwork as this activity isn't part of their everyday practice. The children's social worker had linked with health staff at the inpatient setting to work together on the s117 assessment. The children's manager approached the B2SA service manager advising that there was difficulty finding a move on home for the YP. B2SA service manager provided guidance on reaching out to adult's brokerage to complete a search.

A home (placement) was subsequently found. The children's manager then linked in with B2SA to ask about the funding jointly being agreed prior to the YP turning 18 and before any discharge plan and move was agreed. A meeting was convened with adults to discuss the process and working together to ensure that the right provision was commissioned, costs were understood and agreed prior to any planning. Additional support was offered from adults around completion of the required documentation.

An adults social worker was identified to be allocated to the YP and confirmation that they would work with children's colleagues around planning. Focus was placed on the YP having a suitable home to move into upon discharge to avoid a change of accommodation and support post 18 and that the step down to support independence was understood.

What was different?

Childrens locality workers reaching out to B2SA and adults in planning for a young person's move to adulthood. Practice culture around working together at an earlier stage, focus on joint planning for YP and improved understanding of funding agreement.

4. Potential Risks to delivery

- 4.1 The biggest risk to delivery would be a breakdown of the agreement to integrated working. Recent changes to the ICB caused some concern but agreements to funding for the B2SA programme in the Better Care Fund plans, give confidence that there is commitment to the partnership agreement at the most senior management levels. On the ground

commitment to integrated working as evidenced in the Future Care and the Family First Pathfinder programmes, demonstrates a shift towards a culture of working across historical service silos.

- 4.2 Data Systems appear regularly in discussions about delays and lack of information sharing. For example:
 - 4.2.1 MOSAIC access for the PfA work is only 'act for', which appears to affect reporting – for example making it difficult to report on numbers of assessments and completed by who?
 - 4.2.2 using manual processes to capture data on future need. A Business Intelligence report is needed to pull together the range of complexities into an understandable report. Also need to consider how we share data across health and social care system.
- 4.3 A key challenge is the sheer ambition of the programme to integrate so many services as each has different ways of working, different regulations and different data systems. An example of these challenges is the sharing of data across the MOSAIC system between adults and children's services as system developments were needed, delayed due to prioritisation of work for other programmes, and training required. A pragmatic solution has been identified which has enabled access to this data and training is underway to ensure it can be used effectively. As we work towards further integration with NHS services, further solutions will be needed to provide multidisciplinary access across a wide range of data systems.
- 4.4 The development of a Culture of integrated working is vital for success, with community/ neighbourhood working and empowerment of staff being major elements that will drive realisation of this mission. Regular communication sessions across service delivery teams have been bringing staff together to build a common understanding of the service, its aims and objectives. These continue to help break down silos and create, amongst other things, a common language - which in itself is not an easy task.
- 4.5 It seems that the needs of the children and young people we work with in the B2SA service are increasingly more complex and there is currently no clear rationale locally or nationally, as to the cause. If this continues, it will impact the B2SA service in so far as more complexity is likely to mean that more expensive packages of support and care may be required. Working to identify need at an early stage – through such programmes as the "Best

Start in Life,” may mitigate some of this complexity by acting early and investment in this area of work needs to be considered in terms of long term “prevention.”

- 4.6 As the NHS and some other services deliver across Dorset and BCP, there is a risk that the different ways of working in the two Councils, could cause duplication of effort and potentially overburden senior executives with double the number of meetings. Recognising that there are necessary differences in service strategy and delivery in the two Councils, means that we are mindful of this situation and are actively working together to find practical solutions – allowing for meeting attendance to be delegated, sharing best practice across both Councils where possible and remaining alert to when it might be possible to share an approach.
- 4.7 As the two Councils commission services separately, there is a risk that the smaller scale of each could reduce the capacity to get best value from private providers

5 Ongoing Work and Future Plans

- 5.1 Work on Phase 2 is moving ahead with the plan that we will have a “roadmap” to integration of health services starting with some key intervention points. The original plan had been to designate a single ICB Senior Responsible Officer to attend the Board, but it is now being discussed that it is more effective for us to work with the ICB Programme Lead and representatives from providers who will be able to give a more first-hand report of how integration is working on the ground. It is anticipated that the Phase 2 plan will be presented at the next Delivery Board meeting (October 2025). As this is a locally devised approach, it will require a more agile approach of test and learn that is needs based and focuses on building knowledge, skills and relationships between teams and professionals while learning from and linking into other development programmes across the wider Dorset system such as Family Hubs, Families First for Children, CYP Mental health transformation and Neurodevelopment models.
- 5.2 This is a complex programme, working across many areas, it will succeed best if we can continue to remain pragmatic and practical in our approach, using a “test and learn” approach to integrate services (children’s, adults, health, housing, education, careers) to improve outcomes in line with our

programme mission. As we agree timelines and attempt to define milestones, this will need to be done with the Outcomes Framework in mind – finding proxies for delivery milestones where needed, to enable service leads to monitor and report on progress. We want to put the emphasis on outcomes over KPIs, with success measured by real-world impact such as number of children in care, residential placements, school attendance, and early years engagement.

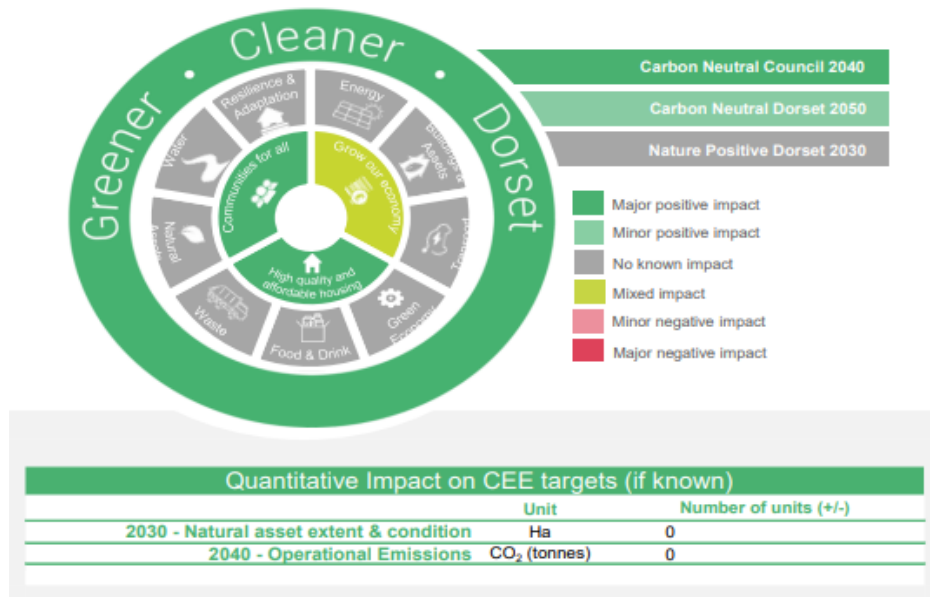
- 5.3 There are yet more services in development, such as the Keyworker Service that will support 0–25s with autism and learning disabilities and the most complex needs. This is a joint project between Dorset Council and NHS Dorset that will enable children and young people who are included on the Dorset Dynamic Support Register (DSR) to be referred to the service and access a designated Keyworker. This service aims to help avoid unnecessary admissions to mental health hospitals by working with children and young people who are at risk of mental health hospital admission or are in inpatient settings.
- 5.4 As children, young people and carers were involved in the design of the Outcomes Framework, we are planning to survey them to seek feedback regarding their experiences – to take learnings that will help us to continually inform any future service development, joint working arrangements or commissioning needs.
- 5.5 As a Programme Board we have yet to focus on the opportunities for young people to find work and further independence. We know that work is ongoing through such programmes as “Connect to Work,” “Disability Confident Employers” and Dorset Council’s “Supported Employment Scheme” and it is clear that the leaders of these work programmes are aware of and working for the B2SA cohort.

6. Financial Implications

- 6.1 There has been significant investment in the Birth to Settled Adulthood Programme from Children and Adults Services. Introduction of the B2SA service will enable sustainable improved outcomes for children and young people, provide improved Value for Money (VFM) and better use of our resources. There has also been investment in our short breaks provision which aims to ensure that parent-carers are well supported and that children can remain living within their families.

7. Natural Environment, Climate & Ecology Implications

- 7.1 The Birth to Settled Adulthood programme does not have any additional implications.



8 Well-being and Health Implications

- 8.1 The aim of the Birth to Settled Adulthood Programme is to improve the health and wellbeing of children and young people with complex health needs, disability, and SEN, and reduce the impact of disadvantages and inequality. The service also aims to ensure that parent-carers, young carers, and adult carers are well supported.

9. Other Implications

None

10 Risk Assessment

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

Current Risk: Low

Residual Risk: Low

11. Equalities Impact Assessment

11.1 The Equality Impact Assessment is available here:

<https://moderngov.dorsetcouncil.gov.uk/documents/s46115/Appendix%20A%20-%20Birth%20to%20Settled%20Adulthood%20EqIA.pdf>

An external Equality Impact Assessment is currently being reviewed and updated.

12 Appendices

None

13 Background Papers

None

14. Report Sign Off

14.1 This report has been through the internal report clearance process and has been signed off by the Director for Legal and Democratic (Monitoring Officer), the Executive Director for Corporate Development (Section 151 Officer) and the appropriate Portfolio Holder(s)

Dorset Council - People and Health Scrutiny Committee

30 July 2025

Inspection of Local Authority Children's Services 2025

For Review and Consultation

Cabinet Member and Portfolio:

Cllr C Sutton, Children's Services, Education & Skills

Local Councillor(s):

Cllrs - All

Executive Director:

P Dempsey, Executive Director of People - Children

Report Author: Richard Belcher

Job Title: Service Manager – Strategic Partnerships

Tel: [01305 221765](tel:01305221765)

Email: richard.belcher@dorsetcouncil.gov.uk

Report Status: Public (the exemption paragraph is N/A)

Brief Summary:

This report sets out the findings of a recent Ofsted inspection of the Council's Children's Services. Ofsted, the inspection body for Children's Services, undertook an Inspection of Local Authority Children's Services (ILACS) in Dorset between 10th March and 21st March 2025.

This report was presented at Cabinet on 24th June 2025 and is provided to People and Health Scrutiny Committee for oversight and assurance.

Ofsted awarded outcome judgements as follows:

Overall effectiveness

Outstanding

The impact of leaders on social work practice with children and families

Outstanding

The experiences and progress of children who need help and protection

Outstanding

The experiences and progress of children in care.

Outstanding

The experiences and progress of care leavers.

Good

Ofsted identified one area for improvement, as follows:

'The clarity and detail of the care leaver offer, including for care leavers who are parents.'

We have drafted a post inspection action plan to address the area for improvement - included here as an appendix - and will submit this to Ofsted.

Recommendation:

That the committee:

- Reviews the report, notes and celebrates the very positive judgements awarded to the Council by Ofsted
- Supports the post inspection action plan

Reasons for Recommendation:

Dorset has legal, statutory duties to deliver effective safeguarding services and improve outcomes for children in care and care experienced young people. The impact of an effective Children's Services contributes to delivering improving communities for all, a priority in the Council Plan.

1. Report

- 1.1 The ILACS framework sets out how Ofsted must inspect and make judgements on how effective a local authority is in discharging its statutory duties in safeguarding children and young people, including how well it supports the improvement of outcomes for children in care and care experienced young people (care leavers).

- 1.2 Under the ILACS framework, a local authority is inspected every 3-years, plus or minus 6-months. This is followed with either a Joint Targeted Area Inspection (JTAI) or a Focused Visit between ILACS inspections.
- 1.3 Prior to the inspection in March 2025, Dorset's last full ILACS inspection was September to October 2021. A link to the previous report is included in the appendix.
- 1.4 In the March 2025 ILACS inspection, Ofsted judged Dorset Children's Services as 'outstanding' for overall effectiveness, 'outstanding' in three out of the four sub categories, and 'good' in the fourth sub category.

- 1.5 The report summary headline is that:

'Children in Dorset receive exceptional services that help meet their needs and reduce risks, supporting them to have better experiences and reach their potential. Since the previous inspection, when Dorset was judged to be good, senior leaders have continually and relentlessly developed services for children. Ambitious, family focused, and child centred senior leaders, including political and corporate leaders alongside multi-agency partners, have demonstrated an unwavering commitment to children.'

- 1.6 Other highlights of the report include:

'Children in care receive an outstanding service that results in their life experiences significantly improving.'

and

'Care leavers in Dorset receive a strong service from ambitious personal advisers and managers who know them well.'

- 1.7 The report recognised the contribution of children and young people:

'The meaningful involvement of children and young people, who co-chair and participate in the corporate parenting board, ensures that things that matter most to children are fundamental to the agenda.'

And the fantastic commitment of our hard working and skilled frontline staff:

'Practitioners' relentless dedication to ensure that children, families and care leavers receive the support they need shone through in this inspection.'

- 1.8 Ofsted identified just one improvement area - 'The clarity and detail of the care leaver offer, including for care leavers who are parents. (Outcome four, National Framework)'

2. Post Inspection Action Plan and next steps

- 2.1 The ILACS framework requires local authorities to publish its Post Inspection Action Plan within 70 working days of receiving the final inspection report.
- 2.2 Dorset's ILACS final inspection report was published on 9th May 2025, meaning we must submit our action plan by 15th August 2025.
- 2.3 Dorset has developed a robust action plan to address the findings and recommendations from the Ofsted Report.
- 2.4 The Post Inspection Action Plan is included as an appendix (Section 9).
- 2.5 Next steps - Our plans and progress against these actions, will be shared with Ofsted at the Annual Engagement event. The Annual Engagement event is a formal meeting between Ofsted and the Local Authority's Executive Director of Children's Services and the Corporate Directors of Children's Services as part of the ILACS Framework, sections 39-47.
- 2.6 Dorset's next Annual Engagement event is scheduled for 14th July 2025.
- 2.7 For the Annual Engagement event, we will provide Ofsted with our Test of Assurance and our ILACS Self-Evaluation. Our Annual Test of Assurance' and ILACS 'Self-Evaluation' are included as appendices (Section 9).
- 2.8 The progress and impact of the Post Inspection Action Plan will be presented at, and overseen by the statutory safeguarding partnership board, Dorset Safeguarding Children Partnership (DSCP) and the Corporate Parenting Board.
- 2.9 A follow-up report to committees will be scheduled after the Annual Engagement event in July 2025.

3. Financial Implications

In the event of an inadequate Ofsted rating or judgement, where children are at risk of ineffective safeguarding, the financial impact would be significant, to undertake rapid, system wide improvements to deliver safe, effective children's services.

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

Considered by the relevant services as part of the delivery of children's services.

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

Delivery of outstanding services to children, young people and families promotes and contributes to their health and wellbeing.

6. **Other Implications**

Reputational damage can arise from failed Ofsted inspections.

7. **Risk Assessment**

The level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

8. **Equalities Impact Assessment**

Considered by the relevant services as part of the delivery of children's services.

9. **Appendices**

Appendix 1 – Inspection of Dorset local authority children's services

Appendix 2 - Dorset's Post Inspection Action Plan 2025

10. **Background Papers**

- [Cabinet Report June 2025](#)
- [Cabinet Report December 2021 – ILACS Report](#)
- [Childrens Services Annual Engagement Self-Evaluation 2024 final.pdf](#) – Dorset's Children's Services Self-Evaluation 2024
- [ILACS Framework](#)
- [Dorset Local Area SEND Inspection 2024](#)
- [Dorset Focused Visit 2023](#)
- [Dorset ILACS 2021](#)
- [Children, Young People and Families' Plan 2023 to 2033 - Dorset Council](#)

11. Report Sign Off

- 11.1 This report has been through the internal report clearance process and has been signed off by the Director for Legal and Democratic (Monitoring Officer), the Executive Director for Corporate Development (Section 151 Officer) and the appropriate Portfolio Holder(s).

Inspection of Dorset local authority children's services

Inspection dates: 17 March to 21 March 2025

Lead inspector: Sarah Canto, His Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Outstanding
The experiences and progress of children who need help and protection	Outstanding
The experiences and progress of children in care	Outstanding
The experiences and progress of care leavers	Good
Overall effectiveness	Outstanding

Children in Dorset receive exceptional services that help meet their needs and reduce risks, supporting them to have better experiences and reach their potential. Since the previous inspection in 2021 when Dorset was judged to be good, senior leaders have continually and relentlessly strengthened and developed services for children. Ambitious, family focused and child-centred senior leaders, including political and corporate leaders alongside multi-agency partners, have demonstrated an unwavering commitment to children.

Leaders have a thorough understanding of the quality and impact of their services on families. These services are robustly analysed, reviewed and prioritised to determine how best to meet children's needs. The strong participation and involvement of children and families in shaping decisions about their own lives and service delivery is particularly striking. Dorset's 'family help' approach and its consistent response to families across the county, the wide range of services for families who have differing needs and effective multi-disciplinary help for children on child protection plans are all inspirational and strong features of this organisation.

What needs to improve?

- The clarity and detail of the care leaver offer, including for care leavers who are parents. (Outcome four, National Framework)

The experiences and progress of children who need help and protection: outstanding

1. Children and families receive the help they need at the earliest point through wide-ranging prevention and early intervention services. Dorset's family help service's model of one continuous assessment means that children get the right help they need, at the right time, to help them make progress. Children and families benefit from consistent workers, which helps build trusting relationships.
2. Children referred to the Family Support and Advice Line, Dorset's front door, receive a timely and effective response. For the vast majority of children, decision-making is appropriate. Children's levels of need and risk are considered carefully to decide the right course of action. Social workers robustly analyse all risks, such as child exploitation, gang violence and domestic abuse. The need for parents to consent to referrals is well understood and consent is routinely sought, although overridden when necessary to ensure children's safety. Children and families benefit from the same effective response when concerns are raised during evenings and weekends.
3. Leaders have developed family help services with highly skilled practitioners who maintain a relationship with children and families as they move between different levels of need, such as targeted early help, children in need and child protection. This continuous support gives families the best opportunities to make progress.
4. Children's assessments are sensitively written, comprehensive and are informed by children and their parents' needs, the views of those agencies involved and the views and wishes of children and their families.
5. Lead practitioners visit children at a frequency they need. These visits are purposeful and well recorded, mostly written to the child and provide a clear record of why decisions were made, should a child wish to read their files in the future. Direct work with children is of a high quality, with practitioners delivering purposeful, planned work using a range of tools. Children's voices are listened to, and their wishes and feelings inform their plans.
6. Children who are at risk of coming into care, including those children who present as homeless and/or at risk of exploitation, are supported without delay by a range of skilled multi-disciplinary professionals, including skilled targeted youth workers, to reduce the risks to them. Dedicated and knowledgeable assistant team managers for contextual safeguarding use extensive planning for a wide variety of actions to help safeguard children.

7. When children are at risk of significant harm, strategy meetings are well attended by partner agencies. Effective information-sharing and analysis of risk lead to children receiving the right intervention and support.
8. When well-conducted single or joint-agency child protection investigations result in the need for a child protection conference, these are convened swiftly. Before the conference, independent reviewing officers, known as quality assurance reviewing officers (QARO), support parents to write child protection plans in partnership and to feel empowered through owning actions they are responsible for. Children are encouraged, and sometimes do, attend their conferences. Plans are mostly effective in addressing risk to improve children's lives, and progress is robustly evaluated by multi-agency line of sight meetings.
9. Despite the benefits of family constructed plans and conference reports, some assessments of children's needs at times are too long, which can make it difficult for parents to digest the information and not feel overwhelmed.
10. Social workers are sensitive to those parents who have learning needs and who may find plans and arrangements hard to understand. Therefore, social workers summarise core group meeting minutes and plans and help parents plan their diaries, so that parents can be as clear as possible about what the concerns are, what needs to change and who provides support.
11. Children's plans are actively progressed, reviewed and updated at well-attended core group meetings with families and professional partners. In addition to individual supervision of practitioners to track children's progress, multi-disciplinary group supervision encourages reflection on engagement and barriers that need to be overcome to reduce risks for the child and accelerate the action plan. These critical discussions are recorded and reflected well by business support staff. This enables the supervisor to purely focus on delivering high-quality and reflective supervision rather than administrative tasks. Therefore, full supervision records enable the reader to understand why and how decisions were made.
12. Support and availability of advocacy for children and parents is appropriately offered. Additionally, Dorset's multi-disciplinary team around the child and adults in the family provides effective help for families. Swift intervention from adult practitioners to tackle mental health concerns, alcohol and substance misuse and domestic abuse has a positive impact for children.
13. Disabled children are visited regularly by workers who get to know them and their families well, so that their needs can be addressed effectively. Workers are conscious of children's additional vulnerability and take steps to keep them safer, including the appropriate use of child protection procedures. Disabled children have access to advocacy so that their views are heard. The need for capacity assessments is considered early so that children are well prepared for their next steps. The introduction of the Birth to Settled Adulthood service, a

developing service to be embedded, helps children and young people to access help smoothly, well into their futures, which is not age dependent.

14. Pre-proceedings work as part of the Public Law Outline is timely. Extensive, high-quality multi-agency management oversight at weekly line of sight meetings ensures that children's progress and interventions are tracked effectively. Children either successfully move out of proceedings, or sufficient evidence is provided to enable the family court to make timely decisions that are in children's best interests. Recent investment in training for social workers has improved the quality and timeliness of pre-birth assessments, leading to better permanency plans being created for children.
15. Letters before proceedings sent to parents to advise them of concerns about their parenting are variable in quality. Some letters are not easy for families to understand and the language used is not always family friendly, with the potential to disempower already vulnerable parents. Managers have recognised these shortfalls and have taken steps to improve letters, by working in consultation with local families and the Family Rights Group as part of the 'reimagining pre-proceedings' project to develop a family friendly letter template.
16. Children living in private fostering arrangements are well supported. The assessment of the suitability of their arrangements is comprehensive and overseen by managers.
17. The local authority designated officer service in Dorset is effective and well managed. However, the lack of timely information and attendance at some meetings by the police has the potential to cause delay in understanding concerns about professionals who work with children and subsequent action needed.
18. Young carers are identified and their needs assessed so that they can receive support and enjoy activities outside of the home. Partners feel encouraged to refer young carers to well-organised services as well-developed community resources are evident and extensive.
19. For children missing from education, effective multi-agency arrangements are in place and prompt action is taken to support children's safety and for them to be reintegrated into education as soon as possible. Effective systems are also used to consider children who are electively home educated to ensure that suitability checks are completed, within the limits of what can be done under current statutory guidance.

The experiences and progress of children in care: outstanding

20. Children in care receive an outstanding service that results in their life experiences significantly improving. When children are at risk of coming into care, practitioners work closely and creatively with parents and extended family

members to prevent this happening whenever possible. Family group conferences and family network meetings are used routinely and well to identify those within the family network who may be able to provide care or support. Parents feel these meetings have helped galvanise their network of support so that they are not alone, helping extended family to understand concerns.

21. When children come into care, including those with complex needs and disabilities, their needs are well understood due to thorough social work assessments. Children's assessments inform comprehensive and clear care plans that have a good impact. As a result, most children live in stable, long-lasting homes that meet their needs and where they thrive. Children live with their brothers and sisters if this is right for them, with increased support if there is a risk of breakdown of arrangements.
22. When children live with their parents under a Care Order, effective arrangements are in place to ensure that children receive appropriate support and care. Children's views are listened to and any potential risks to them are monitored carefully. Line of sight management meetings ensure robust oversight and accountability of these arrangements.
23. Children are continually encouraged and supported to see their friends and family members, which helps them to retain a sense of belonging. Kinship carers are helped to include estranged parents in family activities, which helps children maintain their relationships within their own environment. This approach to children spending time with important people enables carers to feel more confident in applying for Special Guardianship Orders, so that children can leave care and benefit from long-term stability and security.
24. Managers have a clear focus on permanence being achieved as early as possible. This ethos is embraced by workers, who adhere to clear practice expectations. For most children, permanence plans progress in a timely way. For a small number of children, timescales are not always adhered to. These delays are understood and are being addressed.
25. Children are encouraged to attend their review meetings, and often do so, or they are supported by advocates or an independent visitor to provide their views. This involvement ensures that children are active participants in the care planning process. Children are supported at meetings by interpreters, although not all children receive important documents translated into their first language.
26. Children are supported by social workers who know them very well and who are aspirational for them. Regular visits take place to build meaningful and caring long-lasting relationships that make a difference.
27. Many children benefit from skilled and sensitive direct work. Life-story work is a feature of this direct work, and proposed plans for additional family workers within children in care teams will allow life-story work to be prioritised further.

28. Risks to children in care are identified and understood well. When children in care are at risk of exploitation or go missing, they receive a well-coordinated multi-agency response which provides an individualised wraparound service that is often successful in reducing risks. The use of independent workers, such as missing practitioners and targeted youth workers, ensures that most children receive timely return home interviews. The quality of the written records is variable, however, with weaker examples not creating a clear analysis of the risks of the incident, there is the potential of underutilising the information gathered.
29. Children in care are supported to avoid entering the criminal justice system. When in custody, children's needs are understood, promoted and addressed within their secure establishment.
30. Children's health needs are prioritised. They receive good support from a wide range of services to promote their physical and emotional well-being. Children are strongly supported to take advantage of activities and clubs in line with their hobbies and interests. These experiences enable children to enjoy new opportunities, friendships and wider social networks, and these are sometimes linked to children's long-term career aspirations.
31. Most children in care benefit from well-supported education placements. There is a relentless focus on children's well-being alongside their academic outcomes. Social workers and the virtual school team work together well to help children achieve and celebrate, reflecting a high degree of ambition for their futures.
32. Unaccompanied children who are looked after are found suitable homes without delay with carers who understand and meet their cultural needs. Children are assisted by interpreters at important meetings to ensure that they understand decisions and plans. Children are supported by workers who plan and prepare them well for the future and any uncertainties that may bring.
33. Unregistered children's homes are rarely used and only as a last resort. The decision-making protocol and senior leadership oversight are robust. More frequent visiting, alongside oversight from the QARO, ensures that children living in such homes are helped to be protected. Managers and commissioners work with providers so that they register accommodation. When this is not possible, alternatives are explored with urgency.
34. Special guardianship assessment reports are mainly thorough and detailed. This work, alongside support for special guardian families, is being integrated back within the local authority's own fostering service to improve and align services alongside kinship carers.
35. While the fostering service is going through change with ongoing plans to strengthen the service, the recruitment and retention of foster carers have been maintained. This stability is, in part, due to how well supported foster

carers feel. The growing fostering constellations for carers, including kinship carers, living in close proximity and emulating extended family support, are having a positive impact.

36. Early permanence is encouraged so that children make attachments with permanent carers as soon as possible. Equally, the local authority is ambitious to achieve adoption for brothers and sisters together, as well as older children, and consider long-term support plans. Active family finding by the regional adoption agency (Aspire), alongside working together with children's social workers, means that children have permanent homes with less delay. The working relationship between the local authority and the regional adoption agency is strong. This supports and improves the timeliness and outcomes for children placed for adoption.

The experiences and progress of care leavers: good

37. Care leavers in Dorset receive a strong service from ambitious personal advisers (PAs) and managers who know them well. PAs develop meaningful and trusting relationships with care leavers. They are passionate about making sure that care leavers get the help and care that they need.
38. PAs are dedicated and flexible, connecting with care leavers at the frequency that they need. The flexible and caring approach by PAs means that they are more successful in being in touch with care leavers who do not find it easy to accept or reach out for help. Care leavers readily turn to their PAs when they need support in times of crisis.
39. Care leavers benefit from getting to know their PA well before their social worker steps aside. This is positive for young people as they build relationships at a pace that is right for them, while receiving support from both their social worker and their PA concurrently. Care leavers over the age of 21 are encouraged to stay in touch and receive appropriate advice and support when they need it, until the time is right for them to step away from the service.
40. Care leavers' views are actively sought, helping to shape and develop the service through a range of forums and initiatives. Care leavers are supported to develop their confidence and to share their views. They attend their corporate parenting board and actively participate. Care leavers feel that they are listened to and have influence and that things change because of their views and experiences.
41. Pathway plans are meaningful, mostly written with the young person and are easy to understand. Plans capture care leavers' aspirations and help them prepare to achieve these. While care leavers are helped to understand their plans, not all care leavers are provided with a written copy in their first language so they can review their progress against their goals.

42. Care leavers are supported to be healthy and to understand their health needs. They have access to their medical information, and PAs are skilled at signposting care leavers to the health services so that they can access the help they need.
43. Care leavers are helped to live in a range of safe and suitable accommodation that meets their needs, with strong management oversight on rare occasions when this is not the case. The availability of appropriate accommodation for young people has significantly improved due to a forward-thinking approach and investment in additional properties. When care leavers find themselves in a housing crisis, the service responds quickly and effectively. There are a very small number of care leavers in custody. Support to these young people is effective, and early planning for their release is evident.
44. Almost all unaccompanied asylum-seeking care leavers live in accommodation with carers or support staff, who are attuned to their cultural needs and help them develop the life skills to live independently.
45. The introduction of a more inclusive app has made it easier for care leavers to access information about the care leavers' local offer. The offer does not provide care leavers or their PAs with enough detail or clarity in respect of their discretionary entitlements, such as specific services for emotional support or other help they may be able to have. Therefore, unless care leavers ask, they are vulnerable to becoming disadvantaged. PAs often have to be creative to get the services or support that care leavers need, such as driving lessons or compensating for a lack of council tax exemption for those living away from Dorset. However, on an individual basis, care leavers are responded to thoughtfully, for example so that they have access to transport and equipment to work. Effective partnership working with the Department for Work and Pensions and the virtual school maximises the potential of the help available.
46. PAs know care leavers' children well and offer practical and emotional support to new parents, helping them with essential tasks and accompanying them to important meetings with their child. This support provides care leavers with increased confidence and helps improve their parenting skills. Care leavers who are parents are given support to recognise unhealthy or abusive relationships that would impact on their ability to care for their child, and take steps to reduce this risk. However, the offer for care leavers who are parents is mostly limited to universal services. The information in the offer does not reflect the local authority's high aspirations to parents as a corporate parent/grandparent. While Dorset has recognised care experience as a protected characteristic, the increased vulnerabilities of care leavers who are pregnant or who are parents are not sufficiently considered strategically.
47. PAs have a strong focus on helping their care leavers to be safe. Care leavers take up offers of support with areas of their life they find difficult, including relationships, drug and alcohol misuse and unhealthy lifestyles.

48. An increasing number of care leavers are involved in education, training and work. A variety of initiatives, through partnership working, reflect the importance placed on care leavers being able to access meaningful work and education opportunities. Examples such as work coaches and the care leaver hub's pre-employment course have considerable success. Care leavers are well supported to attend university, helping them to achieve their life ambitions.
49. The Staying Close project is very effective in helping a growing number of young people to feel cared for and connected to their original carers or important people in their lives. Care leavers are, therefore, helped to feel less isolated, particularly those young people who have few people around them for support.

The impact of leaders on social work practice with children and families: outstanding

50. Children continue to be placed at the heart of Dorset local authority. The child-centred director of children's services (DCS), alongside their predecessor, senior leaders and political members, leads by example, heralding a learning organisation that has effective and accountable relationships with each other and its partners. Strong collaborative working is evident from how partnership challenges are approached, from operational service delivery through to strategic and multi-agency decision-making. The meaningful involvement of children and young people, who co-chair and participate in the corporate parenting board, ensures that the things that matter most to children are fundamental to the agenda. A young person recently bravely presented to the board a piece they had written, 'More than just a number', to help members understand what it is like to be in care with powerful impact.
51. Dorset has been selected by the Department for Education as a 'wave one' Pathfinder to test and learn from the government's proposals for reforms. These areas include family help, multi-agency child protection arrangements, family networks and education as an equal safeguarding partner. In all of these pillars, effective social care practice has been evident, while statutory duties continue to be fulfilled. Thinking 'Family First' has empowered families and enabled them to have ownership of their plans to support improvement in their lives. Effective line of sight meetings bring about secure multi-agency decision-making and have become an integral part of practice. Of particular note is the careful introduction of single-family help assessments implemented by skilled practitioners.
52. Family help locality-based services are successful in achieving consistency across the county. This way of working means that families receive a continual service by the same practitioners until it is no longer needed, while families become linked into community early intervention and prevention services as part of Dorset's Strategic Alliance plan. Easy access to high-quality, universal and universal plus provision is seen as crucial. The local authority's emphasis on all children thriving is linked into place-based arrangements, alongside the

growing expansion of family hubs. When families no longer require children's services intervention, they are helped to engage in activities and positively connect with groups in their community, often supported by strengthened kinship networks.

53. The areas for improvement identified in the previous inspection and focused visit have been tackled well. Twenty-one new homes for care leavers have been created, with increased oversight of care leavers' accommodation. The quality and timeliness of supervision in the care leaver services have substantially improved.
54. Nearly all of the very few areas identified for further strengthening during this inspection are recognised and being addressed through the local authority's accurate self-evaluation. These include management oversight and performance in the fostering service, the need to increase family worker capacity in children in care teams and the quality of pre-proceedings letters. Additionally, senior leaders have recognised, and are working to resolve, the impact personally and professionally on social workers in the child protection teams who have caseloads with greater intensity and pressure. Senior leaders are conscious of more children in care living outside of the authority and seek to rectify the inequality and disadvantage this brings for their children, who become care leavers, who cannot claim council tax redemption.
55. Senior leaders have a robust understanding of how practice and overall performance impact on children and families through a wealth of management information and sophisticated performance reporting mechanisms, alongside feedback from children and families. This knowledge is deepened and understood from a multi-agency perspective, with health, education and police partners drilling down to children's experiences at an individual level through strategic and operational boards. In addition to the significant governance and oversight that the Pathfinder partnership programme brings, the local authority has a strong learning culture and invites external scrutiny to improve services.
56. The local authority's performance management framework is strong and follows Dorset's integral theme of putting families first, which is seen in the requirement for auditors to actively seek families' and young people's views first to set the direction of auditing activity. A significant amount of auditing, based on intelligence gathered, is carried out to help inform senior managers' line of sight to practice. This approach ensures that a range of practice is reviewed so that learning is identified and shared to improve practice. Opportunities for learning and audit themes are shared with managers and staff regularly, whether this is the quarterly conferences, practice weeks, takeover days, newsletters and management discussions.
57. Senior leaders make sure they have a high level of attention and oversight of children that they are worried about the most. The DCS' 'need to know' policy ensures that incidents of concern are not overlooked, alongside other effective mechanisms for management oversight of vulnerable children and care leavers,

including the very small number of those who live in unsuitable accommodation.

58. Children in Dorset's care are greatly encouraged to have fulfilling and rewarding futures. Leaders and managers work well with other organisations to successfully increase employment opportunities, in addition to the 10 apprentices working within the council. The staying close initiative has succeeded in supporting care leavers not to feel isolated and making sure that important people stay in touch with them.
59. Practitioners have been resolute in universally saying that they feel supported, valued and receive regular and helpful individual and group supervision. They feel equipped with a wealth of resources and training, such as motivational interviewing, to enable them to carry out their roles effectively. Family workers can now progress through career progression levels, recognising their competency and skill when working within the family help service. Practitioners and managers have embraced the organisation's changes in relation to service delivery and value line of sight of meetings, which increase the clarity and ownership of decision-making. Practitioners' relentless dedication to ensure that children, families and care leavers receive the support they need shone through in this inspection.



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Inspection of Local Authority Children Services – Dorset Council

Post Inspection Action Plan

Report sponsor:	Paul Dempsey
Portfolio holder:	CLlr Clare Sutton
Report author:	Katie Honour
Report date:	June 2025

Introduction

On the 10th to 21st March 2025, Ofsted carried out a short inspection of Dorset Children's Services under the '[Inspection of Local Authority Children Services](#)' (ILACS) framework.

Following an ILACS, Dorset Children's Services are required to submit an action plan to address any recommendations from the report to Ofsted within 70 working days of receiving the final inspection report.

The final inspection report for Dorset Children's Services was published on 9th May 2025, therefore the deadline for the action plan to be returned to Ofsted is 15th August 2025. Dorset has already commenced activity to deliver the actions required to meet the recommendation. This action plan will be provided to Cabinet on 24th June 2025 for leadership oversight.

Dorset has existing and established governance channels which will provide oversight of the progress and impact of the action plan, through Children's Services Leadership, Quality Practice Action Group and the Dorset Safeguarding Children Partnership.

Areas of Improvement

There was one area of improvement identified in the final Ofsted report:

1. The clarity and detail of the care leaver offer, including for care leavers who are parents. (Outcome 4, National Framework)

To address this improvement area, we will review and revise our offer in partnership with care experienced young people with a view to provide an improved offer, that is set out in greater detail and clarity and is one that is equitable. The action plan is outlined in the table below:

Action		Detailed Actions	Desired Outcome	Action Lead	Target Date
1. Review and revise our offer in partnership with care experienced young people with a view to provide an improved offer, that is set out in greater detail and clarity and is one that is equitable	1.1	Run specific workshops within Corporate Parenting Board with care experienced young people to review and revise our offer	A co-produced strong offer influenced by the needs of our care experienced young people	Head of Service – Care Leavers	Oct 2025
	1.2	Take action to ensure that our financial support to care experienced young people in relation to council tax is equitable for all care experienced young people living inside and outside of Dorset.	A clear and equitable offer for all care experienced young people	Executive Director of Children's Services	Oct 2025
	1.3	Specific focus on reviewing and improving the offer for care experienced young people who are parents	Provide a strong and robust offer to our care experienced young people who are parents, to give our grandchildren the best possible start in life	Head of Service – Care Leavers	Oct 2025
	1.4	Strengthen the visibility and availability of our offer for care experienced young people through our online information and workforce development activity for the workforce	Care experienced young people in Dorset and staff working with care experienced young people know what the offer is for them and can easily access what they need	Head of Service – Care Leavers	Nov 2025

Conclusion

The progress and impact of all actions will be monitored through the identified governance route with final oversight by the Dorset Safeguarding Children Partnership.

The Performance and Governance Service will be responsible for supporting services to track progress and delivery of reports.

The Quality Assurance service will ensure a robust evidence base is provided by the Performance and Governance service in demonstrating the progress and impact of the Post Inspection Action Plan.

People & Health Scrutiny Committee

30 July 2025

2024/25 Quarter 4 Performance Report

For Review and Consultation

Cabinet Member:

Cllr N Ireland, Leader of the Council, Climate, Performance and Safeguarding

Local Councillor(s): All

Executive Director:

A Dunn, Executive Director, Corporate Development

Report author and job title: Chris Heighway, Strategic Performance & Risk Lead

Email: chris.heighway@dorsetcouncil.gov.uk

Statutory Authority: N/A

Report status: Public Choose an item.

1. Executive summary

Dorset Council is redefining the way that it measures, monitors and presents performance and risk information. The strategic performance reporting framework sets the context for how this information flows between different parts of the organisation, allowing for greater understanding, strategic alignment and transparency of the governance and accountability for both operational and strategic level performance and risk.

Effective performance and risk management that drives improvement and accountability requires robust oversight, access to the right information and an in-depth understanding of how different parts of the organisation are interacting with this process.

This paper provides an update of the key exception and performance trajectories and actions from previously agreed areas of focus and sets out the proposed approach moving forwards within the strategic performance reporting framework. Within this framework, the role of scrutiny committees will be of paramount importance to ensure that oversight, continuous improvement and the rights areas of focus are being built into this wider governance. In summary:

1.1 To present to the People & Health Scrutiny Committee:

- an exceptions report of red RAG performance indicators for Quarter 4 of 2024/25 (January – March)
- an update on progress against performance actions for 2024/25 that were initiated or endorsed by this Committee
- confirmation of the strategic performance reporting programme for 2025/26, including work delivered to embed the strategic performance reporting framework, ahead of the first full reporting year of the Council Plan 2024-2029

2. Recommendations

2.1 That the Committee:

- notes the Quarter 4 (January–March 2025) performance exceptions report and actions undertaken (Table 1)
- reviews the progress made against the 2024/25 performance actions agreed by the committee (Table 2)
- approves the performance reporting schedule for 2025/26 within the context of the strategic performance reporting framework (Table 3)

3. Reason for the recommendations

3.1 To support the council's commitment to robust governance, transparency and continuous improvement by adhering to the reporting mechanisms set out within Dorset Council's Strategic Performance Reporting Framework (see Appendix 1).

3.2 Specifically, this approach:

- aligns with the council's constitution, particularly provisions relating to performance monitoring, decision-making, transparency, and democratic oversight
- promotes public transparency by ensuring performance-related information is accessible, clear, and reported consistently
- supports effective tracking and oversight of the scrutiny committee's actions and decisions, reinforcing accountability and enabling timely follow-up
- supports the council's wider performance management framework by ensuring the committee's work is integrated into quarterly reporting mechanisms

4. The report

4.1 A new council plan was introduced in December 2024, outlining a new set of priorities. Of the four strategic priorities, performance aligned to two will be brought to this committee:

- Provide affordable and high-quality housing

- Communities for all
- 4.2 The Strategic Performance Reporting Framework (see Appendix 1) supports the management of operational and tactical performance at team, service and directorate levels. It ensures strategic performance is routed through clear reporting mechanisms via the respective Scrutiny Committees, to promote transparency and accountability across the organisation and drive continuous improvement.
 - 4.3 The Policy, Intelligence and Performance service supports strategic performance reporting, including to Scrutiny Committees.
 - 4.4 For the reporting year 2025/26, scrutiny committees will receive quarterly reports which cover both strategic organisational performance and Council Plan performance relevant to their area of expertise and focus.
 - 4.5 Scrutiny Committees will be supported through a bespoke performance report that consolidates all relevant indicators into a single, comprehensive “dashboard.” This will be launched to support Quarter 1 2025/26 reporting.
 - 4.6 During this transitional period, and whilst the dashboard is under development, a Quarter 4 (2024/25) exceptions summary has been provided (see Table 1), alongside a summary of the status of performance actions commissioned or endorsed by the Committee throughout the 2024/25 financial year (see Table 2).

Quarter 4 Exceptions 2024/25

- 4.7 The Quarter 4 performance exceptions relate to Children’s Services directorate. One within the Commissioning and Partnerships service area, and two within Education & Learning:
 - **Percentage of 16 and 17 year olds not in education, employment or training** - displays a slightly worsening trend based on the previous reporting period at 4.2%. The service is addressing this through increased support for apprenticeships and close collaboration with Inclusion leads and family workers to improve outcomes.
 - The annual indicator: **Percentage of children achieving basics (9-5 in English and Maths) at Key Stage 4** broadly represents a static position compared to last year: 42% up from 40% but this is still below the national average of 46%. To address this IMPACT Ed focusing on the national study of pupil engagement is being implemented into our secondary schools for September 2025. A peer challenge model has been introduced to our maintained secondary schools to focus on the teaching and learning of different curriculum areas and a SEND

specific focus. Forensic tracking of the cohort and where gains can be made in line with specific Assessment Objective criteria and exams specification and how this is then communicated to students and parents is supported and challenged by our Education challenge Leads.

- **Rate of permanent exclusions from all schools** represents an improving position at 0.63% from 1.04%, and improving from 1.45% based on the previous year. Direction of travel is positive with service interventions demonstrating a tangible service improvement. The service continues to monitor the exclusion landscape through the Learning Centre panel to inform future decision-making.

Summary of performance actions initiated or endorsed by the Committee

4.8 The Committee received performance updates on three occasions during the 2024/25 reporting period. Four actions were generated across two of those meetings. Currently one action from previous committees remains outstanding:

- Data on the number of NEET young people in each locality would be produced and made available to the Local Alliance Groups. This action has been completed, and information has been shared with LAG chairs.

Strategic Performance Reporting Framework

4.9 Over the past six months, the Policy, Intelligence and Performance service has continued to refine the strategic reporting processes and embed the Council's strategic performance reporting framework (Appendix 1).

4.10 Key developments include:

- Earlier engagement with performance data: Directorate Management Teams (DMTs) now review data earlier in the month/ each quarter, allowing for more informed discussions at subsequent leadership levels.
- Development of a Council Plan performance monitoring framework: A structured framework has been established to track progress against strategic priorities using both qualitative and quantitative measures. Each priority is supported by clear targets and key actions, with responsible officers providing quarterly updates to ensure accountability. A public-facing performance dashboard will be launched in the autumn. It will feature RAG status indicators for each target measure, with the ability to drill down into individual priorities. This

detailed view includes all associated target measures, key actions, performance data, identified risks, and accompanying commentary.

- Enhanced scrutiny support: Pre-meetings with Scrutiny Chairs and Committees will be used to identify key lines of enquiry in advance, enabling timelier, evidence-based discussions. These sessions will also support the commissioning of subject matter expertise and targeted deep dives, as needed. Pre-meetings will be underpinned by the Committee's dashboard and action tracking tools.
- Alignment of Council Plan monitoring: Oversight responsibilities have been aligned with the focus and expertise of each Scrutiny Committee, ensuring performance monitoring is both relevant and strategically targeted.

- 4.11 The framework will ensure transparent reporting of Council Plan delivery and other key strategic organisational performance. Quarterly performance will be routinely presented to Scrutiny Committees, reinforcing a culture of openness and accountability. See Appendix 2 for the list of performance measures which will form part of the People and Health Scrutiny Committee Dashboard for 2025/26.
- 4.12 Table 3 outlines the quarterly performance reporting schedule for the People & Health Scrutiny Committee.
- 4.13 When the framework is utilised in line with our five organisational values, it will allow us to **respect** our colleagues, be **open** and honest about our performance, be **curious** about ways we can learn from others and improve. Come **together** to agree and take **accountability** for our actions and drive continuous improvement.
- 4.14 By embedding these new ways of working, the council is better positioned to deliver timely, evidence-based performance discussions that support improved outcomes for our communities.

Table 1. Summary of performance exceptions (red RAG-rated measures) – People and Health Scrutiny Committee, Quarter 4 2024/25 (January–March 2025)

Service Area	Indicator	Data	RAG	DOT	Narrative
Children's (Commissioning & Partnerships)	Percentage of 16 and 17 year olds not in education, employment or training (NEET)	4.2%	Red	Worsening	This 4.2% represents 338 young people, rising by 11 from the 327 at end of February with 38 NEET additions and 27 NEET leavers in March. Largest number of NEET joiners were those leaving college [19]. In some rural areas, and Purbeck in particular, there are not always the range of pathways we would like, and transport can be an additional barrier to what is available. In Chesil there have been some challenges in supporting several young people who have been NEET for longer than we would want. Difficulties with service engagement could be attributed to increased seasonal work available in Chesil in late Spring, but some of the young people are reluctant to engage, so this is difficult to quantify. Alongside a larger teenage population than elsewhere, Chesil also has more supported accommodation than other localities where the priority is often to ensure a stable living environment or keeping the young person safe before the professionals can progress with enabling the young person into employment, education or training. Across our whole population of young people who are NEET, emotional well-being is a consistent challenge. EET Advisors ensure they are aware of all the options in their area especially those that work in smaller groups or one-to-one, or where the provider is skilled in working with neurodiversity or social anxiety. The whole EET team is undertaking training with an Education

Service Area	Indicator	Data	RAG	DOT	Narrative
					Psychologist so they are better equipped to support these young people. Many formal education and training opportunities start in either September or January. We continue to work with providers to find alternative options, especially in rural areas. The EET Team, Careers Hub and locality teams are also collaborating on providing support over the summer holidays with funding from the UK Shared Prosperity Fund for 50 young people in Yr11 who are at risk of becoming NEET and providing a contact point during August for young people who do not achieve the grades at GCSE for their planned course.
Education & Learning	Percentage of children achieving basics (9-5 in English and Maths) at Key Stage 4	42%	Red	Same	National average is 46% mirrored by the South West at 46%. Dorset is 2% below average ranked 97 out of 150 LAs. English is 2% below and Maths 3% below average. At a regional level, only London achieved progress scores higher than average. Actions undertaken: KS2: - Data analysis and internal system training has taken place to improve understanding and lead to better targeted interventions - A KS2 outcomes group has been established. Pilots to improve outcomes are taking place across 3 Multi Academy Trusts and a group of LA schools in the

Service Area	Indicator	Data	RAG	DOT	Narrative
					West. Best practice from the pilots will then be disseminated more widely. - Action tutoring have run a test and learn project in one middle and one secondary school. Notable improved outcomes for KS2 and KS4 for disadvantaged children and young people, as presented at the Education Conference. A plan to roll out to further schools in place for September 2025. KS4 - The external group IMPACT Ed is focusing on the national study of pupil engagement which is being implemented into our secondary schools for September 2025. Improved engagement leads to better outcomes. - A peer challenge model has been introduced to our maintained secondary schools to focus on the teaching and learning of different curriculum areas and a SEND specific focus. - Forensic tracking of the cohort is underway to identify where gains can be made in line with specific criteria and exams specification.
Education & Learning	Rate of permanent exclusions from schools (all schools) (%)	0.63%	Red	Improving	Permanent Exclusion (PEX): A number were rescinded (Yr 11s) in final months; challenged through Learning Centre Panel and agreed to provide off-site education. Dual-registration placement requests increasing. Our ability to be able to challenge a PEX has improved through the open forum of the Learning Centre panel.

Service Area	Indicator	Data	RAG	DOT	Narrative
					Future actions: Direction of travel is showing improvement (76 PeX 23/24 academic year) however we are still looking at monthly data collection from all Inclusion Teams. Secondary and Upper School still have termly meetings with specialist teachers to discuss students where there are concerns for underlying SEN needs that may impact on student behaviour. The Re-engage project (two-year joint project with BCP/Youth Justice) will be continuing in September offering Speech and Language assessments to children where there are concerns for underlying communication needs which may impact on their to gain a better understanding of how to support students at risk of exclusion. We continue to monitor PEX through Learning Centre panel.

Table 2. Update on progress against the performance actions for 2024/25 that were initiated or endorsed by this Committee.

Date of Committee meeting	Action	Action status and update	Responsible Service	Date action complete
06/02/2025	A request for a summary report detailing the number of newly initiated and completed assessments (for both Occupational Therapy and Care Act assessments) on a monthly basis.	Closed Summary analytical report was shared with the Committee via Democratic Services in July – awaiting feedback from the Committee.	Adult Care	02 July
06/02/2025	An online tool for crime statistics would be circulated following the meeting	Closed The online tool was shared with the Committee on 6 February 2025. Crime statistics were further discussed alongside the Community Safety Annual Scrutiny Report at Committee on 19 June 2025.	Community Safety	6 February
06/02/2025	Data on the number not in education, employment or training (NEET) young people in each locality would be produced and made available to the Local Alliance Groups. Locality-based data will be used to inform decision-making with service interventions.	Closed This action has been completed, and information has been shared with LAG chairs.	Education & Learning	Action carried forward.
14/11/2024	There was a health system-wide review of urgent and emergency care which would identify	Carried forward	Adult Care	Action carried forward.

Date of Committee meeting	Action	Action status and update	Responsible Service	Date action complete
	improvements to the reablement offer, which would help to reduce the number of readmissions. The Committee would receive a report on this work at a future meeting.	A review of the Future Care programme is due in July and an update will be provided to a future committee.		
01/08/2024	No actions were generated from this Committee discussion	N/A	N/A	N/A

Table 3. Quarterly performance reporting into People & Health Scrutiny Committee

Reporting Quarter	Pre-meet with Scrutiny Chairs	People and Health Scrutiny Committee
Qtr 4 (2024/25)	w/c 19 May	30 July
Qtr 1 (2025/26)	w/c 8 September	26 November
Qtr 2 (2025/26)	w/c 8 December	23 January
Qtr 3 (2025/26)	w/c 2 March	1 April
Qtr 4 (2025/26)	TBC	To be confirmed once 2026/27 Committee schedule is known.

5. Alternative options considered

5.1 Not applicable. The report presents information on past performance and does not recommend any change to council policy or new action.

6. Legal considerations

6.1 There are no legal implications arising directly from this report; however some indicators are based on statutory returns, which the council must make to the Government.

7. Financial implications

7.1 There are no financial legal implications arising directly from this report.

8. Natural environment, climate & ecology implications

8.1 The report does not have direct climate change implications.

9. Well-being and health implications

9.1 The People and Health Committee scrutinise performance within its area of expertise and any commissioned actions resulting from this process may improve the well-being and health outcomes of our communities.

10. Other implications

10.1 None.

11. Risk implications

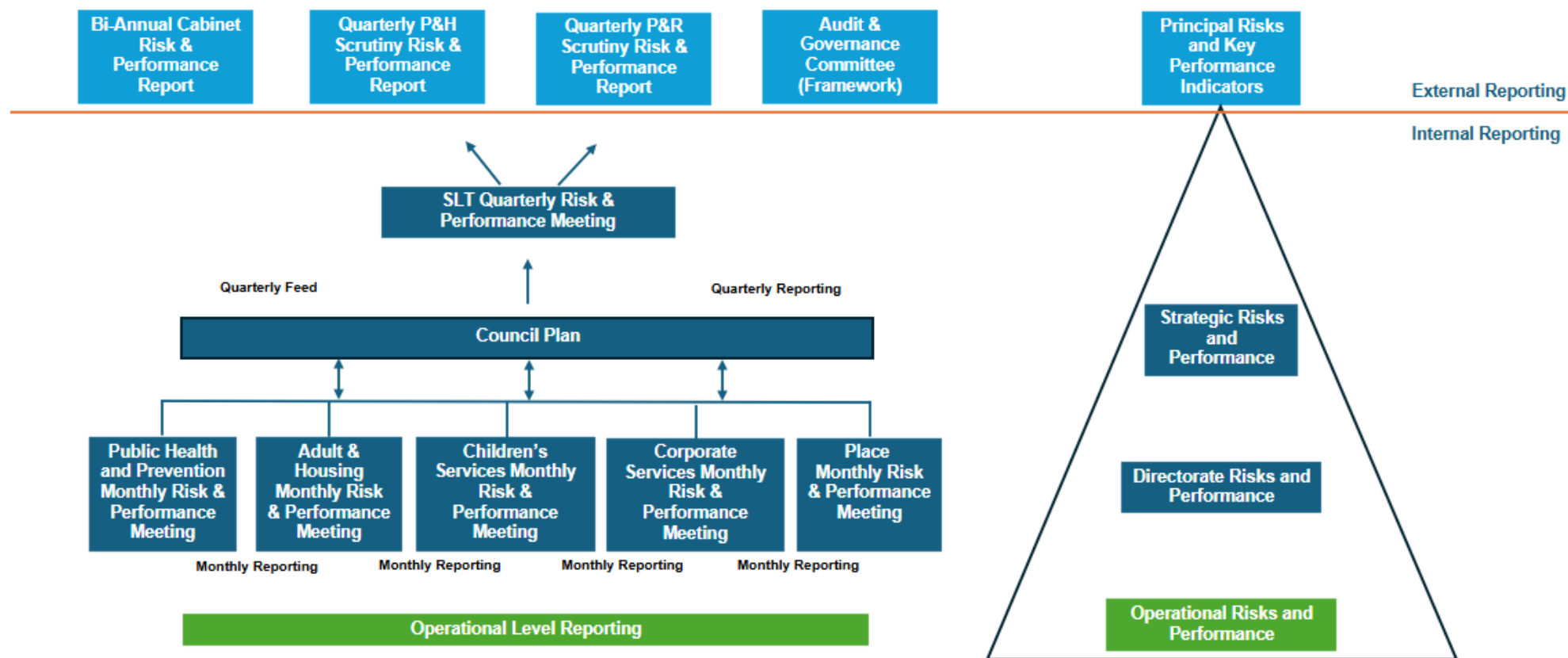
11.1 Not applicable. The report presents information on past performance and does not seek a decision.

12. Equalities

12.1 There are no direct equality, diversity or inclusion implications resulting from this report. Equality impact assessments are carried out, when necessary, across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

13. Appendices

Appendix 1. Strategic Performance Reporting Framework



Appendix 2: People & Health Scrutiny Committee Strategic Performance Indicators for 2025/26

Service Area	Performance Indicator	Frequency
Adults & Housing - Social Care	Safeguarding Activity - number of safeguarding concerns received during the month	Monthly
	The total number of contacts into adult social care each month	Monthly
	The proportion (%) of older people (65+) who were still at home 91 days after hospital discharge	Monthly
	Number of overdue 12-month reviews (Care Act)	Monthly
	Number of outstanding assessments (Care Act)	Monthly
	Permanent admissions per 100k population to adults' residential and nursing care homes (65+)	Monthly
	Adult Safeguarding Feedback - individuals that felt safer as a result of the safeguarding intervention (%)	Quarterly
	Number of working age adults (18-64) currently receiving a service, with a learning disability or mental health condition, in education, paid employment, voluntary work, and/or training	Monthly
	Adult Safeguarding Feedback - individuals that felt listened to during the safeguarding intervention (%)	Quarterly
	Adult Safeguarding - proportion (%) of concluded section 42.2 safeguarding enquiries where a risk was identified, and the reported outcome was that this risk was reduced or removed	Quarterly
	Number of people supported to remain living independently in their own home (65+)	Monthly
	Adult Social Care Survey – Overall satisfaction of people who use services with their care and support (ASCOF 3A)	Annual
	Adult Social Care Survey - The proportion of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	Annual
	Survey of Adult Carers England – percentage of carers that feel satisfied with the support or services they have received in the last 12 months	Annual
	Survey of Adult Carers England – percentage of carers that have found the information and advice they have received in the last 12 months helpful	Annual
	N.B. Hospital admissions indicator to be developed as part of the future care programme.	TBC
	N.B. Indicator looking at those ready for discharge from hospital will be developed as part of the future care programme.	TBC
Adults & Housing - Community Protection	Proportion of all domestic abuse victims who are 'repeat' victims	Quarterly
	Percentage of domestic abuse perpetrators identified as 'repeat' perpetrators	Quarterly
	Number of domestic abuse related stalking crimes	Quarterly
	Number of sexual offence crimes recorded by the Police	Quarterly
	Number of violent crimes	Quarterly

Service Area	Performance Indicator	Frequency
	Total number of anti-social behaviour recordings including environmental, nuisance and personal	Quarterly
Adults & Housing - Housing	Number of approaches that resulted in a homeless assessment	Monthly
	Number of relief cases resulting in a positive outcome (accommodation has been secured and homelessness relieved)	Monthly
	Net number of single households in B&B at the end of the month (taking in to account households newly placed in B&B and those moving out into alternative accommodation)	Monthly
	Net number of households in temporary accommodation (including B&B) at the end of the month (taking in to account households newly placed in TA and those moving out into alternative accommodation)	Monthly
	Net number of families in B&B at the end of the month (taking in to account households newly placed in B&B and those moving out into alternative accommodation)	Monthly
	Number of prevention cases resulting in a positive outcome (homelessness was prevented by securing existing accommodation that was threatened or alternative accommodation)	Monthly
	Number of cases where the Council has a duty secure permanent accommodation (applicant is eligible, in priority need, unintentionally homeless and has a local connection) and has issued a decision to accept a main housing duty.	Monthly
	What percentage of all decisions made were decisions to accept a main duty	Monthly
	New cases received this month where the Council has been contacted by either a family or individual who has described themselves as homeless or threatened with homelessness. This figure does not include verbal approaches but accounts for completed applications received	Monthly
	Number of rough sleepers on a single night this month	Quarterly
	Size of temporary accommodation stock	Quarterly
	Number of affordable homes delivered	Annual
	Number of new accessible homes and larger family homes at affordable rents delivered	Quarterly
	Number of new supported accommodation homes delivered	Quarterly
	Number of pregnant women / families in B&B exceeding 6 week stay	Monthly
	Number of long-term empty properties (2 years or more) brought back into use as a result of direct action by Dorset Council	Quarterly
Children's - Care & Protection	Percentage of looked after children placed outside the council area	Monthly
	Rate of children in need per 10,000 (including CP, CIC and 18+)	Monthly

Service Area	Performance Indicator	Frequency
	Rate of children with a child protection plan per 10,000 (open at the end of the month)	Monthly
	Percentage of children with a new child protection plan who have been on a child protection plan within the last two years (rolling 12 months)	Monthly
	Rates of children in care per 10,000 (as at the end of the month)	Monthly
	Percentage of children in care in foster placement	Monthly
	Percentage of care leavers (active aged 17-25) in unsuitable accommodation at end of month	Monthly
	Percentage of children in care for 12 months or more with Annual Health Assessment completed on time	Monthly
	Rate of Early Help open cases at month end	Monthly
	Percentage of re-referrals (within 12 months of previous referral) to social care during the quarter	Quarterly
	Number of unallocated children's cases	Monthly
	Average caseloads for social workers at end of month	Monthly
	Number of Section 47 enquiries initiated	Monthly
	Percentage of Section 47 investigations completed within 10 days	Monthly
	Percentage of Section 47s leading to an Initial Child Protection Conference (ICPC)	Monthly
Children's - Education & Learning	Percentage of 16 and 17 year olds not in education, employment or training	Monthly
	Percentage of children achieving basics (9-5 in English and Maths) at Key Stage 4	Annual
	Rate of permanent exclusions from schools (all schools) (%)	Monthly
	Average (%) school attendance (attendance feed)	Monthly
	Percentage of 3 and 4 yr olds benefitting from funding EY education in Met/Good/Outstanding setting	Monthly
	School readiness - percentage of children with 'a good level of development' at early years foundation stage	Annual
	Percentage of Education, Health & Care Plans (EHCPs) issued within 20 weeks	Monthly
	Percentage of Education, Health & Care Plans (EHCPs) reviews completed on time (12 months from most recent assessment)	Monthly
	Number of special educational needs (SEND) tribunals against the authority	Monthly
	Percentage achieving expected standard at KS2 at reading, writing and maths	Annual
	Percentage of care leavers who are in Employment, Education or Training aged 16-18	Monthly
	Percentage of care leavers who are in Employment, Education or Training aged 19-21	Monthly
	Percentage of care leavers who are in Employment, Education or Training aged 22-25	Monthly
	Number of Independent Special School places taken up by children and young people	Monthly

Service Area	Performance Indicator	Frequency
Public Health & Prevention	Percentage of Live Well Dorset registrations in the 20% most deprived areas	Quarterly
	Percentage of people showing substantial drugs & alcohol treatment progress	Quarterly
	Percentage of all births that received a face-to-face new birth visit within 14 days by a health visitor	Quarterly
	Number of health checks delivered	Quarterly
	Percentage of people who quit smoking at 4 weeks (all smoking cessation programmes)	Quarterly
	Percentage of infants being breastfed at 6-8 weeks	Quarterly
	Number of homes insulated through Healthy Homes Dorset	Quarterly
	Percentage of mothers smoking at time of delivery	Annual
	Children and young people – percentage of children in year 6 with a BMI classified as healthy weight	Annual
	Percentage of physically active adults	Annual
	Mental Health – suicide rate per 100,000 people	Annual
	Number of enforcement actions against fly tipping (cumulative)	Monthly
	Percentage of businesses satisfied with the overall level of service received from the Trading Standards team	Quarterly
	Percentage of births registered within 42 calendar days	Monthly
	Percentage of deaths registered within 5 calendar days	Monthly
	Percentage of food premises inspected and achieving high rating for food hygiene (level 3/4/5)	Monthly

People & Health Scrutiny Committee Strategic Risks for 2025/26

Directorate	ID	Risk
Adults and Housing	167	Failure to keep adults safe who have care and support needs and are at risk of harm or abuse
	180	The supply of homes and temporary accommodation is insufficient to meet demand
	182	Poor quality private rented sector housing may lead to increased social, health and economic pressure on households and therefore higher demand for Council services
	244	The Local Plan does not support future development in the appropriate areas to meet the community need
	339	Due to the demand on hospital bed stock, patients with higher complexity needs may be delayed hospital admission, leading to increased demand for Council run services
	342	As a result of capacity in the voluntary and community sector, Dorset council may not be able to provide sufficient care and support to residents, leading to a failure to deliver communities for all

Directorate	ID	Risk
	723	The impact on the Adult Social Care Service user budget of funding for people who previously funded their own care in residential/nursing care settings and now require funding by the local authority.
	798	Impact of rises in 25/26 Employers NI & NMW on the social care market, increase risk of service failure and / or contract handback. May limit new capacity available to meet incoming (and increasing) demand.
	808	Due to the abolition of NHS England, commissioning arrangements for local health services may be disrupted, leading to service delivery and financial sustainability consequences for social care
	814	Due to corporate, market and partnership conditions, the home-in on housing programme may not achieve the housing strategy objectives, leading residents being unable to access affordable, suitable, secure homes
Children's Services	112	An inability to attract and retain suitably qualified staff may lead to unmanageable workloads leading to a failure to safeguard children and meet their needs early
	272	Instability in the High Needs Block budget may create an increased deficit in the Dedicated Schools Grant (DSG) resulting in a deficit in Dorset Councils financial position.
	273	Due to demand for service provision, Education, Health and Care Plans may not be delivered within statutory timescales, leading to a failure to deliver children's educational needs and an increase in SEND tribunals
	279	As a result of a lack in financial or strategic commitment, the Early Help Partnership may fail, resulting in the increased demand for statutory services including child protection and the number of children in care
	811	Due to the transition of some schools to Academy Trusts, Dorset Council may face challenges in influencing KS2 attainment, potentially resulting in a limited ability to improve results beyond the national average
	812	Due to the removal of the ability for Early Years (EY) settings to charge 'top ups' for early education funded places, there may be insufficient early education places available
	816	As a result of insufficient numbers of young care leavers engaging with education, employment or training, care leavers may develop social and economic isolation, leading to increased levels of demand on the local authority and strategic partners
Public Health & Prevention **	765	Major incident involving synthetic opiates leads to disruption of normal business for the Public Health team
	821	As a result of health service reform, Dorset Council may incur additional unprovisioned responsibilities, leading to increased resourcing and budgetary pressures
	TBC	N.B. Other risks for Public Health and Prevention will be developed in liaison with the Directorate following completion of

Directorate	ID	Risk
		their business planning processes. We will update this table once finalised.
Place	230	Failure to engage with education sector results in the pipeline of skilled labour in the Dorset Council area reducing, increasing the skills shortage and businesses exiting the Dorset Council area
	810	As a result of a reduction to staff capacity, the renewal of the rights of way improvement plan may be delayed, leading to a failure to link communities and support the local economy

****** Risk 821 is a cross-directorate risk including Adults & Housing and Children's.

14. Background papers

[Agenda for People and Health Scrutiny Committee on Thursday, 1st August, 2024, 10.00 am - Dorset Council](#)

[Agenda for People and Health Scrutiny Committee on Thursday, 14th November, 2024, 10.00 am - Dorset Council](#)

[Agenda for People and Health Scrutiny Committee on Thursday, 6th February, 2025, 10.00 am - Dorset Council](#)

[Dorset Council Plan 2024 to 2029 - Dorset Council](#)

15. Report sign-off

This report has been through the internal report clearance process and has been signed off by the Director for Legal and Democratic (Monitoring Officer), the Executive Director for Corporate Development (Section 151 Officer) and the appropriate Portfolio Holder(s).

**People and Health Scrutiny Committee
Work Programme**

July 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Performance Dashboard	To review the most recent performance information and use this to agree items to add to the committee work programme for further analysis.	Chris Heighway – Performance and Analytics Team Manager Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Birth to Settled Adulthood – Independent Chair’s Annual Report	To review the report of the Independent Chair.	Cecilia Bufton – Independent Chair, Birth to Settled Adulthood Delivery Board	
Ofsted Action Plan	To review the outcome and recommendations from the recent Ofsted inspection.	Paul Dempsey – Executive Director, People - Children Cllr Clare Sutton – Cabinet Member for Children’s Services, Education and Skills	

Meeting Date: 22 September 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
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Future Care Programme	To receive an update on a system-wide transformation programme to transform and improve urgent and emergency care services in Dorset. To review the emerging benefits and progress of the programme after its implementation.	Louise Ford – Strategic Health and Adult Social Care Integration Lead Cllr Steve Robinson – Cabinet Member for Adult Social Care	
Public Health Disaggregation	To review the new arrangements for public health in Dorset Council, following the disaggregation of Public Health Dorset.	Sam Crowe – Director of Public Health and Prevention Cllr Gill Taylor – Cabinet Member for Health and Housing	
Dorset Safeguarding Children Partnership Annual Report 2024/25 26 Nov 2024	To review the Annual Report and the effectiveness of the new arrangements for the Dorset Safeguarding Children's Partnership	Sunita Khattra-Hall – Corporate Director for Quality Assurance and Safeguarding Families Cllr Clare Sutton – Cabinet Member for Children's Services, Education and Skills	

Meeting Date: 26 November 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Performance Dashboard	To review the most recent performance information and use this to agree items to add	Chris Heighway – Performance and Analytics Team Manager	

	to the committee work programme for further analysis.	Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Cost of Living Support	To review and monitor the progress of the council's cost of living support.	Laura Cornette – Business Partner for Communities and Partnerships Cllr Ryan Hope – Cabinet Member for Customer, Culture and Community Engagement	

Meeting Date: 23 January 2026

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Performance Dashboard	To review the most recent performance information and use this to agree items to add to the committee work programme for further analysis.	Chris Heighway – Performance and Analytics Team Manager Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Budget and Medium-Term Financial Plan (MTFP) Strategy	To scrutinise the council's budget and medium-term financial plan for the year 2026-27	Aidan Dunn – Executive Director Corporate Development (Section 151 Officer)	

	To make any recommendations to Cabinet.	Cllr Simon Clifford – Cabinet Member for Finance and Capital Strategy	

Meeting Date: 10 March 2026

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Performance Dashboard	To review the most recent performance information and use this to agree items to add to the committee work programme for further analysis.	Chris Heighway – Performance and Analytics Team Manager Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Housing Strategy	To scrutinise and review the Housing Strategy.	Andrew Billany – Corporate Director for Housing Cllr Gill Taylor – Cabinet Member for Health and Housing	

Meeting Date: 1 April 2026

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
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Performance Dashboard	To review the most recent performance information and use this to agree items to add to the committee work programme for further analysis.	Chris Heighway – Performance and Analytics Team Manager Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	

Meeting Date: Unscheduled Committee Items

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Integrated Neighbourhood Teams			•
Better Care Fund		Sarah Sewell – Head of Commissioning for Older People, Home First and Market Access Cllr Steve Robinson – Cabinet Member for Adult Social Care	•
			•

Informal Work of the Committee:

Date	Topic	Format	Members	Lead Officers / Members	Other Information
May 2026	Annual NHS Quality Accounts		People & Health Scrutiny Committee	George Dare – Senior Democratic Services Officer	To provide a response to local NHS Trust Quality Accounts.
Quarterly	Review of the committee's performance and risk dashboards.	Informal Meeting	People & Health Scrutiny Committee	Chris Heighway – Performance and Analytics Team Manager	Review of the dashboards to identify potential future areas for review by the committee.
12 May 2025	Educational Health and Care Plans (EHCPs)	Enquiry Day	Cllrs Coombs, Somper, Todd and Bolwell	Kath Saunders – Head of Locality and Strategy (North)	Decision to establish an enquiry day was made at the People & Health Scrutiny Committee on 24 October 2024.
TBC	Briefing by NHS Trusts for a subsidiary company.	Briefing	People & Health Scrutiny Committee		



The Cabinet Forward Plan - July to October 2025 (Publication date – 1 JULY 2025)

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 -

- 69
- 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 Members and Portfolios 2024/25

Nick Ireland	Leader and Cabinet Member for Climate, Performance and Safeguarding
Richard Biggs	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth
Jon Andrews	Place Services
Shane Bartlett	Planning and Emergency Planning
Simon Clifford	Finance & Capital Strategy
Ryan Hope	Customer, Culture and Community Engagement
Steve Robinson	Adult Social Care
Clare Sutton	Children's Services, Education & Skills
Gill Taylor	Health and Housing.
Ben Wilson	Corporate Development and Transformation

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
July					
Enterprise Resource Planning (ERP) Key Decision - Yes Public Access - Fully exempt To consider a updated business case, reflecting the actual cost of the chosen solution, a confirmed implementation scope, seeking authorisation to award contract.	Decision Maker Cabinet	Decision Date 29 Jul 2025		Cabinet Member for Corporate Development and Transformation	<i>James Ailward, Head of ICT Operations</i> <i>james.ailward@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>
Disposals Update Key Decision - Yes Public Access - Fully exempt Update on disposals which need Cabinet approval.	Decision Maker Cabinet	Decision Date 29 Jul 2025		Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	<i>Carly Galloway, Service Manager Business Operations</i> <i>carly.galloway@dorsetcouncil.gov.uk</i> , <i>Jessica Maskrey, Interim Head of Asset Strategy and Development</i> <i>jessica.maskrey@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>
September					
Street Lighting Policy Key Decision - Yes Public Access - Open Improvements in lighting technology mean more options are available for our LED replacement of streetlights. The new paper will seek agreement on the type of lighting to be used within our policy.	Decision Maker Cabinet	Decision Date 9 Sep 2025	Place and Resources Overview Committee 13 Mar 2025	Cabinet Member for Place Services	<i>Jack Wiltshire, Corporate Director for Highways and Engineering</i> <i>jack.wiltshire@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Period 4 financial management report Key Decision - No Public Access - Open To consider the Period 4 financial management report.	Decision Maker Cabinet	Decision Date 9 Sep 2025		Cabinet Member for Finance & Capital Strategy	Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk, Heather Lappin, Head of Strategic Finance heather.lappin@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)
Dorset Safeguarding Children's Partnership (DSCP) Annual Report April 2024 - March 2025 Key Decision - No Public Access - Open This is the annual report for the activity completed by the Dorset Safeguarding Children Partnership April 2024 to March 2025.	Decision Maker Cabinet	Decision Date 9 Sep 2025		Cabinet Member for Children's Services, Education and Skills	Megan Cameron-Brown, Head of Quality Assurance and Partnerships megan.cameron-brown@dorsetcouncil.gov.uk Executive Director, People - Children (Paul Dempsey)
October 2025					

Parking Review Key Decision - Yes Public Access - Part exempt To review the parking provision across Dorset both on and off street, this will include review of car parks,	Decision Maker Cabinet	Decision Date 9 Oct 2025		Cabinet Member for Place Services	Michael Westwood, Service Manager for Parking Services michael.westwood@dorsetcouncil.gov.uk Executive Director, Place (Jan Britton)
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Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
resident parking, parking enforcement, avail permits and changing structures for the purpose of improving the parking operation.					
Financial Provision for the Voluntary Community Sector TBC Key Decision - Yes Public Access - Open The current 5-year financial agreement for the VCS will be coming to an end in October 2026. This paper will propose the new support for them.	Decision Maker Cabinet	Decision Date 9 Oct 2025		Cabinet Member for Customer, Culture and Community Engagement	<i>Laura Cornette, Business Partner - Communities and Partnerships</i> <i>Laura.cornette@dorsetcouncil.gov.uk, Jennifer Lewis, Head of Strategic Communications and Engagement</i> <i>jennifer.lewis@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
November					
Quarter 2 financial management report Key Decision - Yes Public Access - Open To consider the Quarter 2 Financial Monitoring Report 2024/25.	Decision Maker Cabinet	Decision Date 11 Nov 2025		Cabinet Member for Finance & Capital Strategy	<i>Sean Cremer, Corporate Director for Finance and Commercial</i> <i>sean.cremer@dorsetcouncil.gov.uk, Heather Lappin, Head of Strategic Finance</i> <i>heather.lappin@dorsetcouncil.gov.uk</i> <i>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
Medium Term Financial Plan (MTFP) and budget strategy Key Decision - Yes Public Access - Open To consider the Medium Term Financial (MTFP) and budget strategy.	Decision Maker Cabinet	Decision Date 11 Nov 2025		Cabinet Member for Finance & Capital Strategy	<i>Sean Cremer, Corporate Director for Finance and Commercial</i> <i>sean.cremer@dorsetcouncil.gov.uk, Heather Lappin, Head of Strategic Finance</i> <i>heather.lappin@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
Dorset Tenancy Strategy Key Decision - Yes Public Access - Open A tenancy strategy to set out the kinds and circumstances for different types of tenancies that should be provided to social rented housing tenants, including arrangements for fixed term tenancies, for registered providers which hold stock in the Dorset local authority area, to pay attention to when formulating their tenancy policies.	Decision Maker Cabinet	Decision Date 9 Dec 2025	People and Health Overview Committee 3 Nov 2025	Cabinet Member for Health and Housing	<i>Sharon Attwater, Service Manager for Housing Strategy and Performance</i> <i>sharon.attwater@dorsetcouncil.gov.uk, Andrew Billany, Corporate Director for Housing</i> <i>andrew.billany@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults (Jonathan Price)</i>
December					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Dorset Council Housing Allocation Policy Key Decision - Yes Public Access - Open Proposed revisions to the councils Housing Allocations Policy, which governs how social housing is allocated to applicants on the housing register. The revised policy update aims to ensure fairness, transparency and compliance with legal requirements while addressing local housing need. Key changes may include amendments to priority criteria, eligibility requirements, changes to relevant legislation and operational procedures.	Decision Maker Dorset Council	Decision Date 17 Feb 2026	People and Health Overview Committee 3 Nov 2025 Cabinet 9 Dec 2025	Cabinet Member for Health and Housing	<i>Sarah How, Service Manager for Housing Solutions</i> sarah.how@dorsetcouncil.gov.uk <i>Executive Director, People - Adults (Jonathan Price)</i>
Towards a new model of day opportunities transformation Key Decision - Yes Public Access - Open To consider the results of the consultation on the future of day services in Dorset and use this information to shape a way forward for these services. The consultation was launched on a set of proposals across Dorset arising from Cabinet's agreement in principle to the new model for these services at its meeting on 10 September 2024.	Decision Maker Cabinet	Decision Date 9 Dec 2025	People and Health Overview Committee 3 Nov 2025	Cabinet Member for Adult Social Care	<i>Sarah Perrett, Commissioning Manager - Micro Provider & Voluntary Sector Development</i> sarah.perrett@dorsetcouncil.gov.uk, <i>Mark Tyson, Corporate Director for Adult Commissioning & Improvement</i> mark.tyson@dorsetcouncil.gov.uk <i>Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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February

Quarter 3 financial management report Key Decision - No Public Access - Open Quarter 3 financial management report.	Decision Maker Cabinet	Decision Date 3 Feb 2026		Cabinet Member for Finance & Capital Strategy	<i>Sean Cremer, Corporate Director for Finance and Commercial</i> sean.cremer@dorsetcouncil.gov.uk, <i>Heather Lappin, Head of Strategic Finance</i> heather.lappin@dorsetcouncil.gov.uk <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
Medium Term Financial Plan and Budget Strategy report Key Decision - No Public Access - Open	Decision Maker Dorset Council	Decision Date 17 Feb 2026	Cabinet 3 Feb 2026 Place and Resources Scrutiny Committee 22 Jan 2026 People and Health Scrutiny Committee 23 Jan 2026	Cabinet Member for Finance & Capital Strategy	<i>Sean Cremer, Corporate Director for Finance and Commercial</i> sean.cremer@dorsetcouncil.gov.uk, <i>Heather Lappin, Head of Strategic Finance</i> heather.lappin@dorsetcouncil.gov.uk <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>

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.



The Shareholder Committee for the Dorset Centre of Excellence (DCOE) Forward Plan May to September 2025 (Publication date – 8 MAY 2025)

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 2024/25

Cllr Nick Ireland – Leader of the Council and Cabinet Member for Climate, Performance and Safeguarding

Cllr Richard Biggs – Deputy Leader of the Council and Cabinet Member for Property & Assets and Economic Growth

Cllr Ryan Hope – Cabinet Member for Customer, Culture and Community Engagement

Cllr Clare Sutton – Cabinet Member for Children's Services, Education & Skills

Cllr Gill Taylor – Cabinet Member for Health and Housing

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
June 2025				

Review of Terms of Reference Key Decision - No Public Access - Open To note the shareholder committee terms of reference.	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 9 Jun 2025	Leader and Cabinet Member for Climate, Performance and Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>
Dorset Council Delegated Decisions (if required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 9 Jun 2025	Cabinet Member for Children's Services, Education and Skills	<i>Executive Director, People - Children (Paul Dempsey)</i>
Dorset Council Commissioner's Report Key Decision - Yes Public Access - Part exempt To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 9 Jun 2025	Cabinet Member for Children's Services, Education and Skills	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning</i> <i>ross.bowell@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Paul Dempsey)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
DCoE - Report of the Chair of the Board Key Decision - Yes Public Access - Part exempt To provide an update on the current situation at the Dorset Centre of Excellence and the Coombe House School, including progress made in relation to governance, leadership, staffing, estate, community use and finance.	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 9 Jun 2025	Cabinet Member for Children's Services, Education and Skills	<i>Executive Director, People - Children (Paul Dempsey)</i>
September 2025				

Dorset Council Delegated Decisions (if required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 15 Sep 2025	Cabinet Member for Children's Services, Education and Skills	<i>Executive Director, People - Children (Paul Dempsey)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Council Commissioner's Report Key Decision - Yes Public Access - Part exempt To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 15 Sep 2025	Cabinet Member for Children's Services, Education and Skills	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning</i> <i>ross.bowell@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Paul Dempsey)</i>
DCoE - Report of the Chair of the Board Key Decision - Yes Public Access - Part exempt To provide an update on the current situation at the Dorset Centre of Excellence and the Coombe House School, including progress made in relation to governance, leadership, staffing, estate, community use and finance.	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 15 Sep 2025	Cabinet Member for Children's Services, Education and Skills	<i>Executive Director, People - Children (Paul Dempsey)</i>

Private/Exempt Items for Decision

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

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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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Shareholder Committee for Care Dorset Holdings Ltd Forward Plan - June 2025 to October 2025 (Publication date – 22 MAY 2025)

Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for Care Dorset Holdings Ltd. 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 2025/26

Cllr Nick Ireland – Leader of the Council and Cabinet Member for Climate, Performance and Safeguarding

Cllr Richard Biggs – Deputy Leader of the Council and Cabinet Member for Property & Assets, and Economic Growth

Cllr Steve Robinson – Cabinet Member for Adult Social Care

Cllr Gill Taylor – Cabinet Member for Health and Housing

Cllr Ben Wilson – Cabinet Member for Corporate Development and Transformation

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
June 2025				

Review of Terms of Reference Key Decision - No Public Access - Open To note the shareholder committee terms of reference.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 25 Jun 2025	Leader and Cabinet Member for Climate, Performance and Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>
Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 25 Jun 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt To present the developments on the part of the Council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 25 Jun 2025	Cabinet Member for Adult Social Care	<i>Mark Tyson, Corporate Director for Adult Commissioning & Improvement</i> <i>mark.tyson@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 25 Jun 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Annual report and Year end accounts to 30 September 2024 Key Decision - Yes Public Access - Open To receive the annual financial report for the year ending 30 September 2024.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 25 Jun 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
October 2025				

Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 6 Oct 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt To present the developments on the part of the Council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 6 Oct 2025	Cabinet Member for Adult Social Care	<i>Mark Tyson, Corporate Director for Adult Commissioning & Improvement mark.tyson@dorsetcouncil.gov.uk Executive Director, People - Adults (Jonathan Price)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for Shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 6 Oct 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Annual Reports				

Care Dorset Annual Business Plan Key Decision - Yes Public Access - Part exempt For the Shareholder Committee to consider progress in delivering the 5 year business plan, and any review of the plan as necessary.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date March	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Review of Terms of Reference Key Decision - No Public Access - Open To note the shareholder committee terms of reference.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	Leader and Cabinet Member for Climate, Performance and Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>
Care Dorset Annual Performance Report Key Decision - Yes Public Access - Open To consider the Care Dorset Annual Performance Report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June (from 2026)	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Annual report and Year end accounts Key Decision - Yes Public Access - Open To receive the annual financial report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>

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.