



Place and Resources Scrutiny Committee

Date: Thursday, 24 July 2025
Time: 6.30 pm
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Nocturin Lacey-Clarke (Chair), Ray Bryan (Vice-Chair), Louie O'Leary, Craig Monks, Rory Major, David Tooke, Sarah Williams, Alex Fuhrmann, Jack Jeanes and Barrie Cooper

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

For more information about this agenda please contact Democratic Services
Meeting Contact 01305 224450 / antony.nash@dorsetcouncil.gov.uk

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda. If you would like to attend this meeting and have any specific requirements please contact the Democratic Services Officer named above.

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Agenda

Item		Pages
1.	APOLOGIES To receive any apologies for absence.	
2.	MINUTES To confirm the minutes of the meeting held on 26 June 2025	5 - 8
3.	DECLARATIONS OF INTEREST To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration. If required, further advice should be sought from the Monitoring Officer	

in advance of the meeting.

4. PUBLIC PARTICIPATION

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

All submissions must be emailed in full to antony.nash@dorsetcouncil.gov.uk by 8.30am on 21 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. QUESTIONS FROM COUNCILLORS

To receive questions submitted by councillors.

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and statements received will be published as a supplement to the agenda and all questions, statements and responses will be published in full within the minutes of the meeting.

The submissions must be emailed in full to

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

- 6. AN OVERVIEW OF THE HOW BUDGETS ARE SET** 9 - 24

The Committee to consider the report from the Corporate Director Finance & Commercial
- 7. AN OVERVIEW OF THE APPROACH TO PROCUREMENT** 25 - 38

The Committee to consider the report from the Corporate Director Finance & Commercial
- 8. NATURAL ENVIRONMENT, CLIMATE AND ECOLOGY: PROGRESS REPORT - SUMMER 2025** 39 - 58

To consider the report from the Sustainability Team Manager and the Carbon Management Officer
- 9. PLACE AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME** 59 - 62

To review the Place and Resources Scrutiny Committee Work Programme.
- 10. EXECUTIVE ARRANGEMENTS FORWARD PLANS** 63 - 88

To review the Executive arrangement forward plans.

Forward Plans are provided to members of the Place and Resources Scrutiny Committee to review and identify any potential post decision scrutiny to be undertaken, by scheduling items into the work programme to review after a period of implementation.
- 11. URGENT ITEMS**

To consider any items of business which the Chair 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.
- 12. 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.



PLACE AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 26 JUNE 2025

Present: Cllrs Nocturin Lacey-Clarke (Chair), Ray Bryan (Vice-Chair), Alex Fuhrmann, Jack Jeanes and Barrie Cooper

Apologies: Cllrs Louie O'Leary, Craig Monks, Rory Major, David Tooke and Sarah Williams

Also present: Cllr Andrew Parry, Cllr Jane Somper, Cllr Alex Brenton, Cllr Belinda Bawden, Cllr Neil Eysenck, Cllr Steve Robinson, Cllr Shane Bartlett and Cllr Richard Biggs

Also present remotely: Cllr Jon Andrews

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

Jan Britton (Executive Director for Places Services), Jonathan Mair (Director of Legal and Democratic and Monitoring Officer), Jessica Maskrey (Interim Head of Asset Strategy and Development), Dugald Lockhart (Service Manager Digital Place) and Amy Thomas (Senior Technical Officer)

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

1. **Minutes**

The minutes of the meeting 24 April 2025 were updated with additional attendances and agreed as a correct record.

2. **Declarations of interest**

There were no declarations of interest.

3. **Public Participation**

There was no public Participation.

4. **Questions from Councillors**

There were no questions from Councillors.

5. **Empty Properties Update**

The Cabinet Member for Property, Assets and Economic Growth introduced the item, explaining the background and current situation regarding empty properties.

The Head of Assets and Property then summarised the main points and findings from the report.

After the presentation, the committee discussed how different types of assets are defined and categorised, including which assets fall into which groups. It was clarified how these empty properties affect the Council's "Grow Our Economy" priority.

The Place and Resources Scrutiny Committee asked for a more detailed report to be brought to a future meeting. This report should include all properties owned by Dorset Council, including empty homes and land.

The committee also requested an update on the previous decision to adopt the Corporate Landlord Model, including progress made so far

6. Digital Connectivity in the Dorset Council Area

Service Manager for Digital Place introduced the item by highlighting the importance of reliable broadband and mobile connectivity across Dorset. He explained that while national policy focuses on overall connectivity figures, the Council is also concerned with the real-life local impact on communities. Although some progress has been made, current commercial and government subsidy investment levels remain below what is needed to meet local demand.

Following the presentation, councillors discussed a range of issues, including:

- The delivery and progress of the BDUK/Wessex Internet contract, and limitations inline with subsidy rules.
- Concerns about reliance on commercial build and the slow pace of deployment in less commercially viable areas.
- Discrepancies between Ofcom data and residents' experiences of mobile coverage, now supported by Streetwave data.
- The need for better coordination between infrastructure providers and planning authorities.
- Opportunities to use council-owned assets (e.g. streetlights, farms, church spires) to support small cell deployments.
- Concerns around lower level of government investment in Dorset compared to other regions.
- The importance of using local case studies and councillor engagement to influence national bodies and improve outcomes.

Recommendations

The Place and Resources Scrutiny Committee requested that the team focus on a case study already identified, to explore how barriers to connectivity were overcome. This should help create a framework that can be used to support improvements in other areas.

The committee requested that the Streetwave data report be split by MP constituency to better understand and address localised connectivity issues. More locally focussed reports can be created on request.

The committee requested progress updates to reflect connectivity improvements on a recurring basis.

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

The Committee reviewed the forward plan and upcoming items.

8. **Executive Arrangements Forward Plans**

The Place and Resources Scrutiny Committee reviewed the forward plans.

9. **Urgent items**

There were no urgent items.

10. **Exempt Business**

There was no exempt business.

Duration of meeting: 6.30 - 8.16 pm

Chairman

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Place & Resources Scrutiny Committee

24 July 2025

An overview of the how budgets are set

For Review and Consultation

Cabinet Member:

Cllr S Clifford, Finance & Capital Strategy

Local Councillor(s): All

Executive Director:

A Dunn, Executive Director, Corporate Development

Report author and job title: Sean Cremer, Corporate Director Finance & Commercial

Email: Sean.Cremer@dorsetcouncil.gov.uk

Statutory Authority: Dorset Council

Report status: Public

1. Executive Summary

1.1. This report outlines the approach Dorset Council takes to set its annual budgets, focusing on four key areas: pay, parking services, local land charges, and waste disposal. It explains the standardised and service-specific methodologies used, including incremental budgeting, inflation assumptions, and demand forecasting. Key challenges include external uncertainties such as national pay awards, economic conditions, and market volatility in waste disposal costs. The report also highlights the importance of data monitoring and scenario modelling in refining budget estimates. The committee is invited to note the report and consider areas for deeper scrutiny in preparation for the 2026/27 budget cycle.

2. Recommendation(s)

2.1. Place and Resources Committee note the content of this report

2.2. Place and Resources Committee consider the approach to budget setting.

3. Reason for the recommendation(s)

- 3.1. The Place & Resources Scrutiny committee members have requested the opportunity to scrutinise how we set budgets.

4. Setting budgets

- 4.1. This report has been prepared for the Place and Resources Scrutiny Committee to provide a comprehensive overview of Dorset Council's budget-setting processes. It responds to the committee's request for greater transparency and understanding of how budgets are developed across key service areas. The paper outlines the methodologies, assumptions, and challenges involved in setting budgets for pay, parking services, local land charges, and waste disposal, and highlights the factors influencing financial planning and risk management.

Pay budgets

- 4.2 Budgeting for Pay largely follows a common process across Dorset Council: a download is taken of the organisational establishment at a point in time to use as a baseline, and this is discussed with the budget holder to establish what the budgeted establishment needs to look like in the subsequent year (this might take into account, for example, planned restructures or changes to the service).
- 4.3 Some overarching common principles are then applied consistently: assumptions for increments, assumption of pay award, any other changes (such as changes in employers National Insurance, as one example). This produces a budget on a "post by post" basis.
- 4.4 In some instances, there are additional or different budgeting processes due to operational requirement and scale of budget. These are relatively few but can be significant. One of the larger examples is "cover" for waste operatives. Whilst waste operatives are budgeted on a full year basis (as explained above), when waste operatives are unavailable (annual leave, sick, training etc) the role still needs to be carried out on a daily basis, else bin collections will fall behind. Each local waste manager is allocated an additional budget to deal with this, from which they can use their local knowledge to deal with this in the way that they see fit, for example, agency staff, rostering of existing staff etc. The budget allocation is done as a lump sum, as 21% of the pay budget, rather than "post by post". Each year an assessment is done to review actual spend vs budget to see if the 21% allocation remains valid or needs changing.
- 4.5 Typically the single most significant variable with Pay budgeting is that the National pay award. For Dorset Council a 1% change to pay is around £1.9m.

- 4.6 The pay and terms of conditions of employment for over 1.4 million local government services' workers is determined by the National Joint Council (NJC) for Local Government Services.
- 4.7 The NJC for Local Government Services has 70 members: 12 on the employers' side and 58 on the trade union side.
- 4.3 Therefore, by necessity, the pay budget set by Dorset Council is an assumption and there is a risk that it does not match what is actually agreed. For example, for this year (2025/26), the National Employers have made a full and final offer of 3.2% which is higher than budgeted 2%. At the time of writing this paper this offer has not been agreed by the trade union side.

Parking Services budget setting

Context.

- 4.4 The total budget for Parking Service is -£8.2m for 2025/26. This is made up of £12.6m income budget and £4.4m expenditure budget.
- 4.4.1 Pay related costs account for almost £1.6m.
- 4.4.2 Premises related costs account for almost £1.7m of the expenditure budget, for items such as business rates (£1.2m), utilities and general maintenance.
- 4.4.3 Transport related costs are circa £86k (for Service vans).
- 4.4.4 Almost £1m is spent on other services, including IT systems (circa £250k) and cash collection (circa £200k), site security, stationary, postage etc
- 4.4.5 Income is via fees for parking (via cash or electronic payment at the site or using the JustPark app), permit income, and penalty fines.
- 4.4.6 There are limitations on the uses to which the council can use income from car parking as the income from parking funds parking enforcement and parking schemes, with surpluses to be used for transport-related expenditure including public transport and road repairs.

The budget setting process.

4.5 Standard Dorset Council budget setting process is applied to Parking Services:

- i. Budgeting is incremental in relation to the prior year budget
- ii. The current year is assessed for variables or issues that would affect the following year
- iii. Current year budget is rolled forward and corporate uplifts applied as appropriate: estimated pay award, increments, uplifts for non-pay inflation, uplifts in income.
- iv. The budget holder then has the opportunity to present requirements for other changes:
 - “cost pressure” if the service will incur more expenditure or achieve less income
 - “savings” if the service will incur less expenditure or achieve additional income.

Parking service potential variable

4.6 The following variables are known to affect car parking income but are difficult to account for in the budget setting process:

- i. Weather: Typically sunny weather sees more people going out and about whereas bad weather may mean more people staying at home. This is particularly noticeable at car parks near to popular visitor locations such as beaches.
- ii. Disposable income: The general state of the economy will influence to what extent people want to, and can afford to, go out.
- iii. Public Transport: The effectiveness and price of public transport will have an effect on use of cars.
- iv. Permits: Take up of parking permits will affect overall income as the permits offer an affordable way to park regularly.
- v. Visitor economy: The number of visitors and therefore demand particularly through the main visitor season affect overall income

Data analysis used in-year

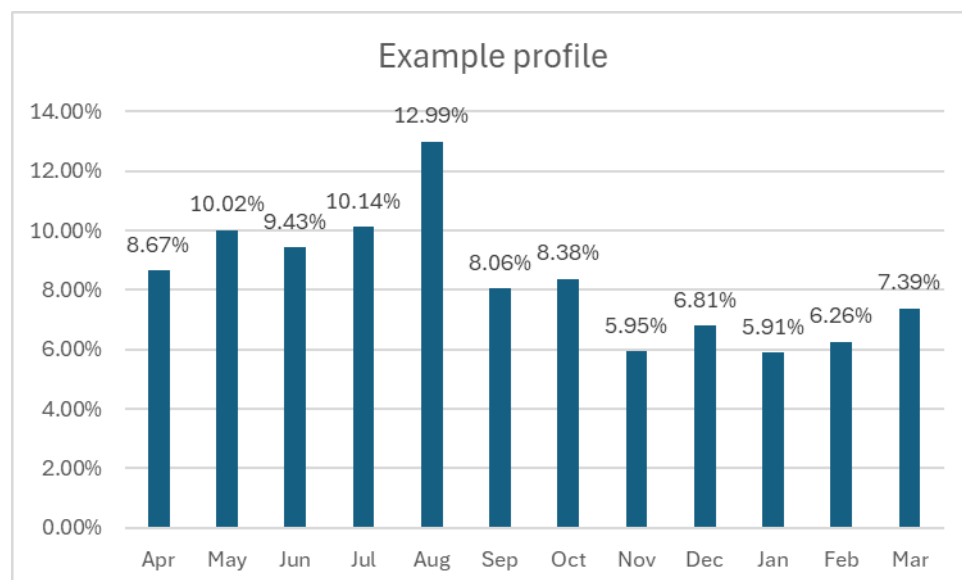
4.7 Income is monitored at site level for each car parks. For example, code 3027672 is the Langton Road car park at Blandford.

4.8 Income is also monitored separately for types of income stream e.g. card payments, cash, or mobile phone app (JustPark).

GL Name	Actual Last Year (2025)
Fees & Charges	-35.00
Licences	-2,000.00
Car parking income – Card	-19,894.20
Car Park - Pay & Display Charges	-19,378.09
Car Parking Charges (Mobile Phone)	-25,712.95

4.9 Different income profiles are attached to each type of General Ledger (GL) code. The profiles represent an assessment of likely income collection by month, against which actual income collection can be monitored. The profiles are agreed with the Parking Services manager and updated as appropriate.

4.10 Example of one of the profiles used – showing the majority of income is generated through Apr-Oct:



4.11 Here is an example of how income is captured by month at site level (in this example, at Top O Town Car Park in Dorchester) and is reviewed both against the expected monthly profile as well as prior years:

	April	May	June	July	August	September	October	November	December	January	February	March	Total
2022/2023	-7,686.55	-14,912.31	-10,451.12	-17,401.54	-16,280.04	-17,187.11	-16,668.13	-6,914.75	-18,141.67	-18,725.25	-9,538.90	-27,300.83	-181,208.20
2023/2024	-	-29,202.18	-15,507.61	-	-33,203.81	-14,915.64	-16,645.10	-14,795.10	-12,095.95	-	-28,366.50	-14,863.09	-179,594.98
2024/2025	-6,750.11	-7,067.89	-7,981.17	-15,001.54	-37,844.99	-8,767.85	-25,215.79	-13,974.79	-13,321.97	-15,249.45	-14,797.61	-16,475.51	-182,448.67
													-543,251.85

4.12 This data leads to a rich picture of income tracking during the year and may identify where adjusting exceptional items need to be raised as part of the following years budget build.

Setting of fees and charges

4.13 As per the corporate process, the budget setting sits independently of the process to determine fees and charges. The budget process delivers a “target”. The budget holder, in conjunction with political steer as appropriate, is tasked with setting fees and charges in such a way that delivers the target. This is the budget holder’s responsibility.

4.14 The budget holder will take account of the data, insight and feedback and use their management discretion and judgement as to which aspects need to be reflected in the following years budget.

Parking Services review

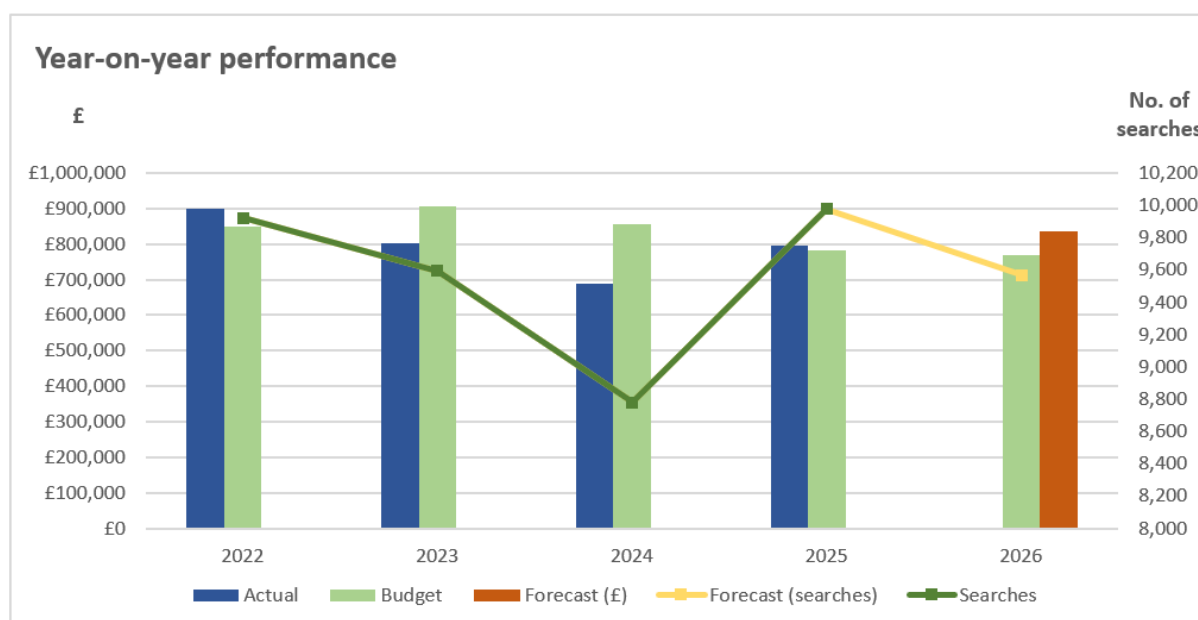
4.15 The Council has committed to a review of parking and will bring this back through the committee process later in this financial year.

Local Land Charges income

4.16 Local Land Charges is a statutory service provided by local authorities. Under the Local Land Charges Act 1975, local authorities are permitted to charge fees for local land charge services, but these fees must not exceed the cost of providing the service. This principle ensures that the service operates on a cost-recovery basis, rather than generating profit.

4.17 The fees are directly linked to the number of property sales as buyers or lenders undertake these ahead of a property transaction. As a result this service is demand led and can be impacted by changes in interest rates, mortgage availability and housing market activity. It can also be influenced by government policy decisions, for example, when there have been changes to stamp duty.

4.18 The income received is forecast on a rolling 12-month average to show the trends and this is compared to the number of search requests being received each month. The fees for each element of the charge are benchmarked against neighbouring local authorities to ensure reasonableness and fairness. In 2024/25, Dorset Council's average fee was £45.29, compared to a benchmarked average of £53.04. Fees were increased in 2025/26 to £56.43 to better align with peers.



4.19 The budget includes both direct costs (e.g., staff pay, card payment fees) and indirect costs (e.g., IT systems, legal support), some of which are apportioned using costing models. A full cost review is conducted annually to ensure compliance with the cost-neutral requirement. The service aims to match staffing levels to forecasted demand, adjusting the staffing model as needed.

4.20 The service acknowledges that demand is not predictable, so it is not possible to maintain a perfectly balanced budget and so remains under regular review.

Waste Disposal Budget Build

4.21 The budget for waste disposal is largely seeking to predict how much waste will be handled through each of the waste streams.

4.22 The Waste Strategy team provide a table of assumed tonnages for the forthcoming year covering the range of different waste streams and contracts/contractors. An extract of the master budget workings is provided below.

Contractor	Waste stream	Delivery Site	Forecast Spend
NES	Residual Waste MBT	Canford MBT	8,570,436
CRL	Bulky Residual	CRL Canford	91,003
ECO	Green Waste HRC	Eco Parley	187,511
		Eco Lodmoor	215,133
		Mark Farwells	202,327
	Green Waste Kerbside	Eco Parley	320,518
		Eco Lodmoor	251,541
		Mark Farwells	323,203
		Wareham & Purbeck Skip Hire	49,930
	Wood Waste HRC	Eco Parley	169,687
		Eco Lodmoor	202,526
		Mark Farwells	137,100
	Food Waste Kerbside	Eco Parley	197,390
		Eco Piddlehinton	196,999
	Street Sweepings	Eco Parley	147,201
		Eco Lodmoor	164,383
		Mark Farwells	62,314
		Wareham & Purbeck Skip Hire	18,694
W&S	HRC Residual Waste	W&S Nuffield	2,182,708

Note: no values are shown on this table in relation to the rate paid per contractor due to this information being commercially sensitive. This rate figure is multiplied by the tonnage data to provide the forecast spend for each waste stream.

4.23 The 25/26 Rate Assumption is based on the inflation factor applied to the relevant cost codes in the Budget Build guidance – in this instance for 2025/26 budget setting the inflation factor was 2%. Waste Disposal contracts are indexed linked, and uplift every April based on the prior December relevant CPI index value. Therefore, during the budget setting time, the actual uplift is unknown and hence we work with the assumed corporate inflation uplift. Once the actual rate of uplift is known, this is then retrospectively worked back and applied as the new rate to the workings, which calculates the difference between the actual inflation uplift, and the budgeted 2% uplift.

4.24 Depending on this value, there are a number of approaches. Waste Strategy could make a bid to Commercial Board to request funding for the additional inflation, or if it is a relatively small value, the budget holder could choose to wait and monitor the actual tonnages closely, in the hope that volume savings will help offset the price variance. Both approaches have been used in the past. In the case of permanent additional funding not being awarded through Commercial Board, a pressure is flagged in the MTFP in order that the 'starting position' for the following year's budget build is correct.

Factors affecting waste streams and tonnage

4.25 With regards to growth in tonnage volume, it is tricky to accurately project what is likely to happen in the future. In simple terms, we may assume that tonnages will increase in line with household / tax base growth, as additional properties will naturally increase volumes of waste arisings. However, this is tempered through a variety of factors, such as the Recycle For Dorset / Right Stuff, Right Bin campaigns to ensure waste is recycled correctly, whilst we can also assume that manufacturers are making an effort to reduce the volume of their packaging in light of the upcoming EPR regulations.

4.26 Wider economic factors also come into play, as recessions / cost of living crisis will mean residents are likely to purchase less, hence produce less waste. These longer-term societal changes are factored into the tonnage estimates that feed into budget setting – for example, the estimated increase of 750 tonnes of household residual waste is significantly less than the ~4.51% growth in tax base in the MTFP for 2025/26. This highlights that Waste volume growth is not linear with tax base / property growth, and reflects that wider factors are having an impact on 'real term' arisings.

4.27 Finally, the weather plays a significant role, most importantly in the volume of Green Waste disposal. A really dry summer has been seen to dramatically reduced the volume of Green waste disposal over the summer and autumn period, as the grass grows more slowly.

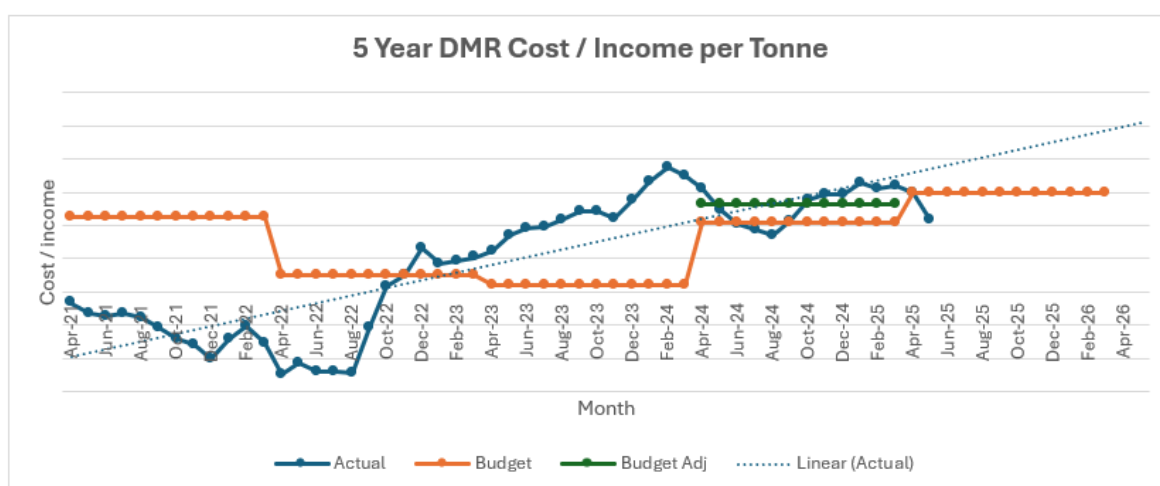
Trend analysis

4.28 The finance team work closely with the Waste Strategy team, analysing trends over the longer term alongside applying latest market intelligence, to identify areas that potentially need to be flagged as a budget pressure for volume growth. For 2025/26, an identified expected increase of 750 tonnes (as indicated in prior paragraph) in the residual waste budget, so built a pressure into the MTFP to fund this expected growth in household waste.

4.29 These assumptions will of course be monitored in close detail throughout the 2025/26 financial year. In addition, for 2025/26, the overall residual waste budget had a £90k saving attached to it as a 'reduction in waste saving as a result of the educational campaigns' i.e. Right stuff, Right bin. Naturally it is difficult to quantify the financial results of educational campaigns, but we can for example expect to see reductions in residual waste, and increases in food disposal tonnages, which would equate to budgetary savings (residual waste has a significantly higher disposal cost per tonne compared to food waste).

4.30 The estimated effect of these campaigns is considered by the technical experts within the Waste service. At a high level, a £90k saving would be the equivalent of ~732 tonnes of food waste being diverted from residual (black bag) to the dedicated food waste collections. Again, this will all be monitored as part of the regular in-depth monthly monitoring on tonnage volumes.

Recycling



Note: no values are shown on the axis as this is commercially sensitive information, and so the graph is for illustration purposes only.

4.31 Dry Mixed Recyclate (DMR) and Glass have a volatile disposal fee that is variable and changes every month due to the latest market prices for recyclable materials e.g. aluminium, fibre, plastic bottles etc. The below graph shows how the monthly DMR disposal cost has changed, and how it tracks against the budget. It can be observed that the 5-year trend shows the price is generally upwards, and also how the council received income during the period following the pandemic.

4.32 Due to budget setting during the summer, it is difficult to fully estimate the likely fee this far in advance. The work consists of modelling a wide range of possible scenarios for the price, alongside the latest market intelligence provided by the Waste Strategy team.

4.33 For 2025/26, the budget was based on a disposal fee of £60 per tonne, which was consistent with the position observed during summer / autumn 2024. This meant a budget pressure was needed in the MTFP to fund this increase.

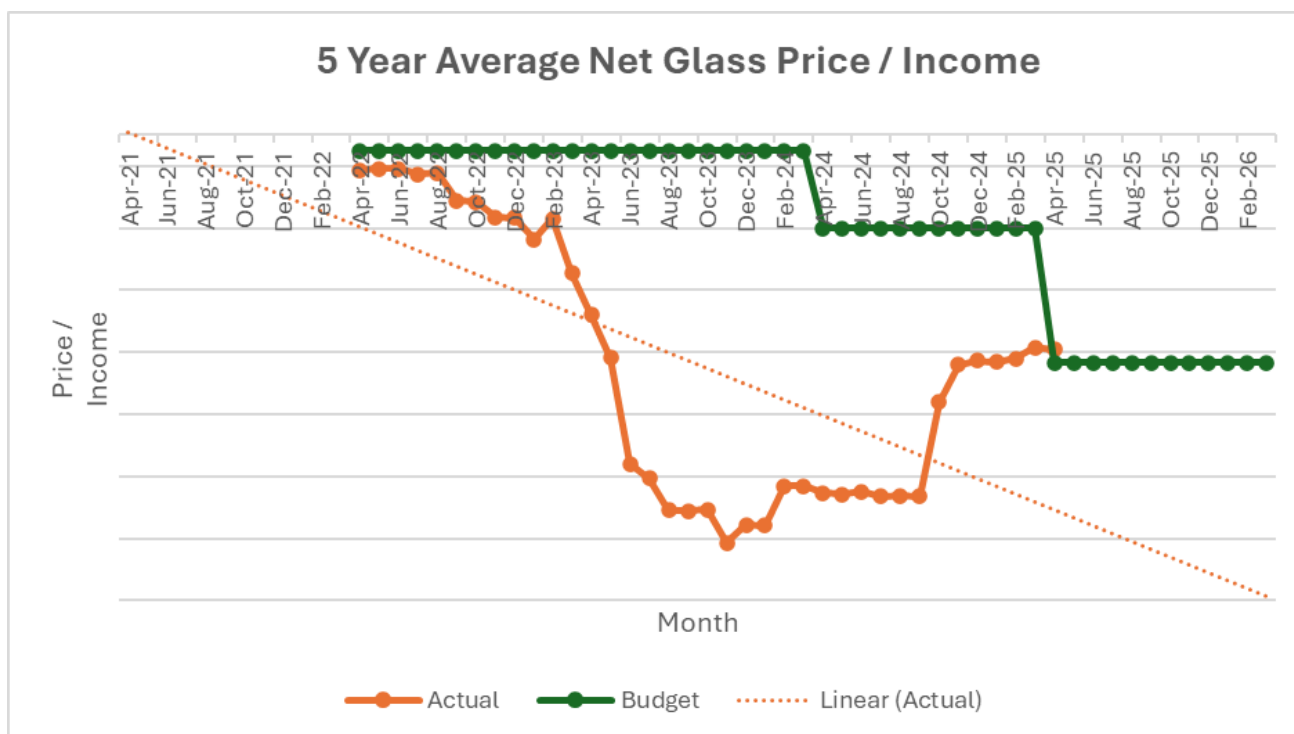
4.34 Below is a summary of the high level modelling across both the DMR and Glass recycle budget lines

DMR / Glass Budget 25/26 Scenarios				DMR @ £50				DMR @ £55				DMR @ £60			
Current Year Budget	1,058,862			Tonnes	Cost			Tonnes	Cost			Tonnes	Cost		
				DMR	27,150	50.00	1,357,500	DMR	27,150	55.00	1,493,250	DMR	27,150	60.00	1,629,000
Current Assumption				Glass	12,196	-50.00	-609,800	Glass	12,196	-50.00	-609,800	Glass	12,196	-50.00	-609,800
							747,700				883,450				1,019,200
							311,162				175,412				39,662
	Tonnes	Cost													
DMR	27,150	50.00	1,357,500												
Glass	12,196	-85.00	-1,036,660												
			320,840												
		Saving	738,022												
				Tonnes	Cost			Tonnes	Cost			Tonnes	Cost		
				DMR	27,150	50.00	1,357,500	DMR	27,150	55.00	1,493,250	DMR	27,150	60.00	1,629,000
				Glass	12,196	-60.00	-731,760	Glass	12,196	-60.00	-731,760	Glass	12,196	-60.00	-731,760
							625,740				761,490				897,240
							433,122				297,372				161,622
				Tonnes	Cost			Tonnes	Cost			Tonnes	Cost		
				DMR	27,150	50.00	1,357,500	DMR	27,150	55.00	1,493,250	DMR	27,150	60.00	1,629,000
				Glass	12,196	-70.00	-853,720	Glass	12,196	-70.00	-853,720	Glass	12,196	-70.00	-853,720
							503,780				639,530				775,280
							555,082				419,332				283,582
				Tonnes	Cost			Tonnes	Cost			Tonnes	Cost		
				DMR	27,150	50.00	1,357,500	DMR	27,150	55.00	1,493,250	DMR	27,150	60.00	1,629,000
				Glass	12,196	-80.00	-975,680	Glass	12,196	-80.00	-975,680	Glass	12,196	-80.00	-975,680
							381,820				517,570				653,320
							677,042				541,292				405,542

4.35 Budgeting for Glass is very similar to DMR. For a two year period income has significantly exceeded the budgeted surplus. This contributed to the favourable budgetary performance of the wider Waste Strategy service. For 2025/26, due to the continued levels of income, combined with the need to make savings, the income budget was set in excess of £70 per tonne.

4.36 For reference, the budget was not stretched in prior years as the assumption at the time was the 'boom' in glass would be short lived, and market intelligence from the contractors advised not to expect such a prolonged level of buoyant income. The net income prior to the 2022/23 year was typically around £1-£5 per tonne, so it had an overall immaterial impact on the wider Waste Disposal budget.

4.37 Again, DMR and Glass tonnages and prices are monitored in depth on a monthly basis throughout the year, and there are a range of tables and graphs used to track prior trends, and to assist in forecasting future figures. The recyclate market is notoriously difficult to predict, as the market is very volatile and can significantly change in short periods (as seen on the DMR graph).



4.38 However, having the contract on the variable pricing model is generally seen to be more favourable from a budgetary perspective as opposed to locking in a 'fixed fee', as this would highly likely lead to a higher charge, and a lost opportunity to make a surplus when market conditions are favourable – as evidenced by the significant net income that the Council has made from recycled glass in the last few years.

Budgeting for excellence

4.39 Dorset Council now recycles 60.5% of all the waste it collects at the kerbside, against a national average of 44%. This places Dorset Council as the number one unitary council for recycling rates.

4.40 Better recycling rates means a lower cost service. This is because the various recyclate streams (e.g. food, mixed recyclate, glass) are all disposed of at a considerably lower cost than "black bag" residual waste. This is driven by market conditions. Industries are keen to obtain specific materials and therefore sorting through black bag residual waste is expensive.

4.41 This means that good performance for recycling levels means a lower cost for the taxpayer, and conversely poor performance for recycling levels means increased cost for the taxpayer.

4.42 At each budget setting round, management judgement together with latest contracted prices are used to calculate the waste disposal budget, based on:

- a) Volumes of tonnes expected to arise for each waste stream
- b) Disposal points for waste (some waste streams have more than one disposal point, in different geographical locations)
- c) Cost per tonne for disposal at each disposal point including haulage costs

4.43 For example, the following assumptions were made on waste tonnages by stream for 2024/25:

High Level Annual Tonnage Numbers for context - 2024/25			
Household Black Bag Residual		49,508	
DMR		24,996	
Glass		10,812	
Food		15,250	

4.44 In order to pursue the objective of the best possible service cost, the service employees a team of six recycling education and promotion officers, at a cost of circa £300k.

4.45 Given that Dorset Council are the number one Unitary council for recycling rates, it could be argued that this is a measure of the effectiveness of the recycling education and promotion team.

4.46 The costs of that team would be (more than) recovered in a situation where the number of tonnes are reduced by 5%. For example:

Potential Scenario - Additional 5% Diversion			
Food Waste Diversion		763	94,215
DMR Diversion		1,250	109,233
Glass Diversion		541	123,300
			326,747

4.47 The table above shows the saving on the “gate fee” (the price per tonne for disposal) for waste. In addition, there may also be reductions in haulage expenditure due to lower volumes having to be transported.

5 Legal considerations

5.1 The Local Government Finance Act 1992 requires Councils to set a balanced budget.

6 Financial implications

6.1 There are no specific financial implications from the recommendations within this paper. An effective approach to budget setting helps ensure the Council is able to achieve value for money and makes best use of resources.

7 Natural environment, climate & ecology implications

7.1 Whilst how budget and resources are allocated has implications on the natural environment, climate and ecology there are no specific recommendations in the paper which have implications.

8 Well-being and health implications

8.1 Whilst how budget and resources are allocated has implications on well-being and health there are no specific recommendations in the paper which have implications.

9 Other implications

9.1 None

10 Risk implications

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

Current Risk: Low

Residual Risk: Low

11 Equalities

11.1 There are no specific equalities impact from this paper.

12 Background papers

12.1 [Dorset Council 11 February 2025 - Dorset Council](#)

13 Report sign-off

- 13.1 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)

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Place & Resources Scrutiny Committee

24 July 2025

An overview of the approach to procurement

For Review and Consultation

Cabinet Member:

Cllr S Clifford, Finance & Capital Strategy

Local Councillor(s): All

Executive Director:

A Dunn, Executive Director, Corporate Development

Report author and job title: Sean Cremer, Corporate Director Finance & Commercial

Email: Sean.Cremer@dorsetcouncil.gov.uk

Statutory Authority: Dorset Council

Report status: Public

1. Executive Summary

1.1. Procurement is a critical function that enables Dorset Council to deliver services efficiently, transparently, and in line with its strategic goals. This report outlines the Council's procurement framework following the introduction of the Procurement Act 2023 (PA23) and associated Procurement Regulations 2024, which replaced the EU-based Public Contract Regulations 2015 (PCR15). These reforms aim to simplify procurement, enhance transparency, and support broader social and economic objectives. Dorset Council currently has 2062 contracts for good and services ranging from highway maintenance through to vehicle hire. There are approximately 100 expiring contracts each year for Place, Children's and Adults (each, so 300 total on average), with a maximum of 10 projects being worked on by procurement officers at any one time. This paper sets out to give an overview of the processes, legislation and approach taken to this complex area.

Key highlights include:

1.2. Legislative Frameworks: The Council now operates under multiple procurement regimes, including PA23, PCR15 (for legacy contracts), and the Provider Selection Regime 2023 (PSR23) for healthcare services. Each framework offers

different routes to market, such as open procedures, frameworks, dynamic markets, and direct awards.

- 1.3. Routes to Market: The report details the most commonly used procurement methods, explaining when and why each is applied. Emphasis is placed on flexibility, compliance, and achieving best value, with increasing use of frameworks and direct awards to streamline processes.

Case Studies: Several real-world examples are provided:

- 1.4. A vehicle hire contract that balanced cost, quality, and social value while supporting local suppliers.
- 1.5. A laboratory testing services contract that revealed the importance of accurate demand forecasting and flexible contract design.
- 1.6. An Enterprise Resource Planning (ERP) system procurement showcasing innovation and collaboration with Crown Commercial Services.
- 1.7. The North Quay redevelopment case, which illustrates how even well-designed procurements can be affected by external market dynamics.
- 1.8. Governance and Assurance: The report reinforces the importance of internal controls, including Contract Procedure Rules (CPRs), evaluation models, and project assurance mechanisms.
- 1.9. Strategic Alignment: Procurement is positioned as a key enabler of the Council's wider transformation agenda, supporting local economic development, sustainability, and digital innovation.
- 1.10. The Committee is invited to note the contents of this report, consider how procurement activity can continue to evolve to meet the Council's future needs and scrutinise further this topic and case studies during the meeting.

2. Recommendation(s)

- 2.1. Place and Resources Committee note the content of this report and consider how procurement activity can continue to evolve to meet the Council's future needs.

3. Reason for the recommendation(s)

- 3.1. The Place & Resources Scrutiny committee Members have requested the opportunity to scrutinise the Council's approach to Procurement.

4. Approaches to procurement

4.1. This report provides the Place and Resources Scrutiny Committee with an overview of Dorset Council's current approach to procurement, in light of recent legislative changes and evolving strategic priorities. It outlines the legal frameworks governing procurement, the routes to market available to the Council, and the internal processes that ensure transparency, value for money, and alignment with corporate objectives. The report also includes case studies that illustrate how procurement principles are applied in practice, highlighting both successful outcomes and lessons learned. This paper is presented for review and consultation, supporting the Committee's role in scrutinising procurement policy and practice across the organisation.

Current Procurement Legislation

4.2. Procurement is defined as the buying of goods and services that enable an organisation to operate its supply chains. For Dorset Council, procurement safeguards that this process is completed in accordance with the Council's strategic aims and deliver best value to our residents.

4.3. **Contract Procedure Rules (CPRs)** are the internal rules adopted by local authorities in England under Section 135 of the Local Government Act 1972. CPRs form part of a council's constitution and govern how the council conducts procurement and contracting activities. The public document is accessible on moderngov: [CONTRACT PROCEDURE RULES.pdf](#) and will be updated as the OFC (Our Future Council) Programme roles out.

Procurement Act 2023 (PA23)

4.4. From 24 February 2025, local government procurement in the UK is governed by the **Procurement Act 2023 (PA23)** and the accompanying Procurement Regulations 2024. These reforms replace the previous EU-based rules and aim to create a simpler, more transparent, and more flexible procurement system.

4.5. The new legislation empowers councils to consider broader factors like supplier location and social impact, while maintaining transparency and value for money. It also introduces a single digital platform to streamline supplier engagement and improve oversight of public spending.

4.6. Under the new act, use of the central platform and flexible frameworks, along with a change from Most Economically Advantageous Tender to Most Advantages Tender (MEAT to MAT) will help to level the playing field for SMEs and VCSEs.

- 4.7. A newly formed Procurement Review Unit can review procurement decisions by the public sector and there is a new Exclusions & Debarment list, so contract management has increased in importance. Broadly, the general procurement principles and processes are retained in PA23, with changes in terminology linked to UK law. Assimilating the information of PA23 is not a simple task as the new requirements have been dispersed within the Procurement Act 2023, the Procurement Regulations 2024, Procurement Policy Notes, the forty-seven Cabinet Office Guidance notes, online modular training and follow-up training.

Public Contract Regulations 2015 (PCR15)

- 4.8. *Note to reader: PCR15 has now been superseded by PA23 but still applies to previous procurements/frameworks/extensions.*
- 4.9. Procurements already in progress or calls offs from frameworks which were procured prior to 24 February 2025 remain subject to the **Public Contract Regulations 2015 (PCR15)**. Note that framework agreements and dynamic purchasing systems started before that date (with DPSs deemed to terminate by 23 February 2029 if not earlier), AND modifications to contracts originally procured under PCR15, even if those modifications occur after 24 February 2025 are governed by PCR15.

Provider Selection Regime (PSR23)

- 4.10. From 1 January 2024, local authorities in England followed the **Provider Selection Regime (PSR23)** when commissioning certain defined healthcare services. Introduced under the Health Care Services (Provider Selection Regime) Regulations 2023, the PSR replaces previous procurement rules for healthcare and aims to simplify and streamline how services are awarded. Dorset Council typically procure under these regulations for Public Health activity.
- 4.11. Under PSR23 local authorities now have more flexibility to award contracts based on what best serves patients and communities, whether through direct awards, identifying the most suitable provider, or running a competitive process. The PSR supports collaboration, continuity of care, and transparency, while ensuring that decisions are made in the public interest.

Routes to market

4.12. The specific route to market will depend on the law that applies to the procurement. Dorset Council currently operates under a range of procurement regimes depending on the nature of the contract as summarised in the table below. Under the PCR15 (for procurements commenced before 24 February 2025), and the PA23 (for procurements from that date onward), the most common routes to market include¹: (1) open procedure – a single-stage tender open to all suppliers; (2) restricted procedure – a two-stage process with pre-qualification (or multi stage competitive flexible process); (3) framework agreements – pre-established supplier panels for quicker call-offs; and (4) dynamic purchasing systems/markets (DPS) – flexible electronic systems for commonly used goods and services. For healthcare services, PSR23 applies, offering tailored routes such as direct awards and competitive processes based on service continuity, suitability, and integration. All procurement activity must also comply with the Council's Contract Procedure Rules (CPRs), which set internal thresholds, authorisation levels, and governance requirements to ensure transparency, value for money, and legal compliance.

4.13. The following table summarises the available routes to market for Dorset Council and why they might be used.

Route to Market	Description	Applicable Under	When Used / Why
Open Procedure	Single stage tender open to all suppliers.	PA23, CPRs	Simple, transparent, and suitable when market is competitive and well-defined.
Competitive Flexible Procedure	A new, adaptable procedure under PA23 allowing tailored stages. (Note PCR15 restricted and competitive dialogue)	PA23	Offers flexibility in design, useful for much higher value complex or innovative procurements.

¹ Note that the terminology differs depending on which law applies.

Route to Market	Description	Applicable Under	When Used / Why
Framework Agreements	Pre-approved supplier panels for repeated purchases. (note some also allow reopening/rejoining)	PCR15, PA23, CPRs	Speeds up procurement; used for recurring needs with known suppliers.
Dynamic Markets (DPS) (formerly Systems under PCR15)	Electronic systems for commonly used goods/services with open membership.	PA23 (replaces DPS under PCR15)	Flexible and scalable; allows new suppliers to join at any time.
Direct Award	Contract awarded without competition in specific cases.	PA23, PSR, CPRs	Used for urgency, exclusivity, or continuity of care (especially under PSR).
PSR Direct Award Processes A–C	Tailored direct award routes for healthcare services.	PSR23	Based on suitability, continuity, or sole provider scenarios in health services.
Most Suitable Provider Process	Light-touch assessment for best-fit healthcare provider.	PSR23	Balances efficiency with service quality in non-urgent healthcare procurement.
Competitive Process (PSR)	Full competition for healthcare services.	PSR23	Used when multiple providers could deliver and

Route to Market	Description	Applicable Under	When Used / Why
			value needs to be tested.
Council-Specific CPR Routes	Internal thresholds and procedures for low-value or non-regulated contracts.	CPRs	Ensures governance and compliance for all spend, even below national thresholds.

4.14. Use of frameworks, direct awards etc. has increased throughout the public sector where value for money and compliance are assured. Frameworks and direct awards are commonly used in local authority procurement, and their use has increased significantly in recent years due to their efficiency, cost-effectiveness, and reduced administrative burden. Frameworks leverage economies of scale, offering competitive pricing and pre-negotiated terms. Pre-vetted suppliers and simplified processes reduce the time and resource burden on officers and bid writing teams. Suppliers save time and money by not having to prepare full tenders repeatedly. Frameworks are legally compliant and reduce the risk of procedural errors or challenges. Direct awards and mini competitions allow for faster procurement, especially for urgent needs.

Case Studies

A straight forward procurement: plan, define, procure, manage

4.15. The following table summarises the key steps in “a *relatively* straightforward” procurement - showing the basic mechanics above in action to allow an understanding of the process. The ‘process’ of procurement has not fundamentally changed. There is increased transparency under PA23 that requires publication of multiple notices throughout the procurement process. The following also assumes that that make vs buy or insource vs outsource decision has been made. Additionally, important cross cutting elements apply as outlined below e.g. governance and assurance, capability (skills, training, capacity), risk management and use of data.

Stage	Description
Commercial Strategy	Aligns procurement with Council goals. E.g. consider SME engagement, social value, and market shaping.
Planning	
Define the Requirement / Results / outcome	Identify what is being procured (e.g. stationery), estimate total contract value, and confirm it is a contract (not a grant or collaboration). Consider whether market engagement or market research is required (e.g. engaging with local authorities etc).
Route to Market	Consider available options: existing frameworks (e.g. CCS, ESPO, YPO), mini-competition, or open procedure. Select the most appropriate compliant route based on what law applies.
Prepare Specification & Criteria	Draft a clear specification (and KPIs if relevant), define evaluation criteria (e.g. price 60%, quality 30%, social value 10%), and prepare procurement documents (ITT, T&Cs).
Governance & Approvals	Confirm budget availability, check scheme of delegation (e.g. Cabinet approval), etc. ensuring there is flexibility, and this is kept up to date given OFC. Realistic timescales and milestones project planning time for approvals, evaluation etc. Consider project assurance e.g. independent reviews at key decision points and / or Portfolio updates.
Sourcing	
Tender Process	Issue ITT to suppliers (e.g. via framework), allow clarifications, and set a clear deadline for bid submissions.
Evaluation	Evaluate bids using the agreed scoring matrix (in Dorset Council this is a Tender Evaluation Model), hold moderation meetings, and conduct due diligence (e.g. fraud checks, financial checks).

Stage	Description
Award & Feedback	Document award decision (defined by governance and approvals), issue notifications, observe standstill period (if applicable), and provide feedback to all bidders.
Contract Finalisation	Sign contract with authorised officer, update contract register (called Accord at Dorset Council), and arrange onboarding/kick-off with supplier.
Contract Management	Monitor KPIs, hold review meetings, and plan for renewal or re-procurement in advance of contract expiry. Dispute resolution and managing performance. Planning for transition, exit and business continuity. Benefits Realisation ie tracking whether intended outcomes and value for money were achieved.

Example: Vehicle hire requirement

- 4.16. The Council has self-drive vehicle hire from U Drive who provide a full range of vehicles, including cars, minibuses, light commercial vehicles (LCVs), and large goods vehicles (LGVs) up to 7.5 tonnes. The contract scope meets all the Council's vehicle hire needs under a single agreement. The contract duration is six years, an initial four-year term with two optional one-year extensions, designed to offer stability while remaining flexible to future needs. This term was considered attractive to the supplier market and encouraged competitive pricing. While the Council aims to reduce reliance on hired vehicles over time, no significant changes to requirements are anticipated. The contract also includes provision for electric and hybrid vehicles and allows for updates to the vehicle list as needed.
- 4.17. Procurement options were reviewed, including the CCS, ESPO, and TPPL frameworks. However, the ESPO framework was not yet available at the time, and the TPPL framework did not include key Dorset-based suppliers such as U Drive and Enterprise. Additionally, Dorset Vehicle Rentals, a local supplier, was not listed on any framework and would only have had the opportunity to compete through an open tender. Cost comparisons also showed that framework rates were significantly higher than those in the existing U Drive contract. As a result, the Council proceeded with an open tender process, which allowed local suppliers to compete. This route also enabled the Council to tailor the

specification and clarify all associated charges. The tender covered the entire Dorset Council area under a single lot, and the process was managed by the Procurement team in Finance and Commercial.

- 4.18. The evaluation model for the tender was based on a 60:30:10 split between price, quality, and social value. Price was the most heavily weighted factor, with tenderers required to submit rates for a full range of vehicle types and hire durations, along with any additional charges (e.g. refuelling, out-of-hours delivery). These were assessed using estimated volumes to calculate a total cost per bidder. Quality, weighted at 30%, focused on key service elements such as vehicle availability, ease of booking, punctual delivery and collection, and rapid response to breakdowns. Specific quality criteria included: service delivery (15%), supply and demand (10%), vehicle suitability (15%), breakdown and damage response (15%), windscreen and tyre replacement (15%), communication with the Council (15%), and invoicing, KPIs, and value for money (15%). Social value, weighted at 10%, assessed bidders' commitments to sustainability and good employment practices, in line with the Council's Commercial Strategy. All responses were scored using the criteria set out in the agreed Evaluation Model

Clear requirement using relevant pass/fail criteria - Laboratory Testing Services – Contract Review and Procurement

- 4.19. This procurement was for laboratory testing services related to pre-proceedings in Children's Services (including DNA, alcohol, drugs etc). This contract deliberately structured as a simple, low-value contract using mandatory pass/fail criteria to ensure only technically qualified suppliers could participate. The use of clear, objective requirements such as industry accreditations streamlined the evaluation process and reduced ambiguity.
- 4.20. The initial contract underestimated demand and within two months, it became clear that the contract value underestimated actual demand. As a result this initial contract effectively served as a pilot, enabling the Council to better understand service needs and market capacity. This experience was utilised to inform future commissioning and contract design, including the need for flexibility provisions, improved financial forecasting, and more robust market intelligence.
- 4.21. An internal assessment of the demand of this service identified that actual spend was likely to be nearer £120,000. As a result of the actual spend vs the total contract value meant it was not possible to issue a contract variation, so the contract period had to be foreshortened to two years-
- 4.22. The market for this service is highly specialised, and the new procurement successfully reached qualified suppliers with the technical capability to deliver the required services. Continued use of the mandatory pass/fail criteria,

including industry accreditations limited the supply base tendering which ensures that suppliers are able to accurately assess their ability to deliver the contract up front and resources are not wasted by those who do not have the technical capacity by engaging with a procurement exercise they could not complete.

Innovative approach – ERP - Enterprise Resource Planning

- 4.23. Dorset Council has adopted an innovative and strategic approach to the procurement of its Enterprise Resource Planning (ERP) system, as part of the wider OFC transformation programme. The outcome of this procurement is scheduled to be presented to Cabinet at the end of July 2025.
- 4.24. Recognising the limitations and upcoming end-of-life status of its legacy SAP-based Dorset Enterprise System (DES), the Council engaged Socitm Advisory (now called Civiteq) to support the development of an Outline Business Case. This process explored market options and confirmed that a modern, integrated ERP platform leveraging automation and AI was essential to achieving operational efficiency and improved service delivery.
- 4.25. To maximise value and ensure compliance, the council is working directly with Crown Commercial Service (CCS) to procure the solution via a national framework, streamlining the process and reducing procurement overheads. CCS frameworks are pre-competed, meaning suppliers have already been vetted for compliance, capability, and value for money. Contracts are based on pre-agreed terms, simplifying negotiation.
- 4.26. The approach to procurement meant that the Council was able to benefit from:
- insights provided by Civiteq, ensuring the specification and approach was aligned with best practice and digital transformation goals.
 - insights from CCS as the framework owner to support interfacing with, and procuring from, the framework and supporting documentation.
- 4.27. This collaborative and forward-thinking model is designed to deliver better outcomes, reduce long-term costs, and enhance data-driven decision-making across HR, finance functions.

Stimulating market engagement – North Quay

- 4.28. The North Quay redevelopment in Weymouth serves as a case study in well-designed procurement that ultimately did not reach contract award. Dorset Council launched a competitive process to appoint a development partner for the regeneration of the North Quay and Weymouth Bowl sites, with the aim of delivering high-quality, sustainable mixed-use schemes. The Council initially ruled out self-development and conditional sale options due to financial and delivery risks, opting instead for a competitive procurement of a development partner (as the Council wanted to influence the outcome).
- 4.29. The procurement was carefully structured in line with 2016 Procurement law and promoted through Find a Tender and the Proactis (ProContract) portal to stimulate market interest (as well as press coverage). The advisers to the council were Ashfords for legal and Vail Williams for property and Aecom for project management. Despite this, the process did not result in a successful award highlighting that even robust procurement design cannot always overcome external market dynamics such as investor caution, economic uncertainty, or site-specific constraints (preferences from the market came through the early market engagement process prior to launching a competitive dialogue and tweaks were made to the process).
- 4.30. Since the formal process closed, the Council has received direct approaches from potential partners, indicating that market engagement continues informally and may yet lead to a viable development solution. This example underscores the importance of flexibility, ongoing dialogue, and adaptive strategy in complex regeneration projects and any future decision will follow all necessary approvals, governance steps, and legal processes.
- 4.31. The Concession Contracts Regulations 2016 (CCR 2016) were a set of UK procurement rules that implemented Directive 2014/23/EU on the award of concession contracts which governed this procurement (beyond the long list of processes in the table above). This process was used as the Council wanted to retain influence over the outcome and the financial return was uncertain and dependent on market conditions and this was a situation where dialogue with bidders was needed to shape the final solution.

5. Legal considerations

5.1. As set out in this paper there is a clear legal framework setting out how Local Authorities must approach procurement activity.

6. Financial implications

6.1. There are no specific financial implications from the recommendations within this paper. Effective procurement is integral to supporting the achievement of value for money and can drive local economic growth.

7. Natural environment, climate & ecology implications

7.1. Whilst the approach to procurement has implications on the natural environment, climate and ecology there are no specific recommendations in the paper which have implications.

8. Well-being and health implications

8.1. Effective procurement has implications on well-being and health there are no specific recommendations in the paper which have implications.

9. Equalities

9.1. There are no specific financial implications from this report.

10. Background papers

10.1. Most recent Cabinet forward look 26 March 2025: [Procurement Forward Look Cabinet Report MARCH 2025.pdf](#)

10.2. CPRs: [CONTRACT PROCEDURE RULES.pdf](#)

10.3. [A councillor's guide to procurement \(2025 edition\) Local Government Association](#)

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)

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Place and Resources Scrutiny Committee

24 July 2025

Natural Environment, Climate and Ecology: Progress Report – Summer 2025

For Review and Consultation

Cabinet Member:

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

Local Councillor(s):

County Wide

Executive Director:

A Dunn, Executive Director, Corporate Development

Report author and job title: Antony Littlechild, Sustainability Team Manager;
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Statutory Authority:

Report status: Public Choose an item.

1. Executive summary

- 1.1. The council has continued to demonstrate its commitment to a climate friendly, nature positive and resilient Dorset. The imperative for action has never been stronger, with the spring of 2025 being the warmest and sunniest on UK record¹, underscoring the immediate impact of climate change on Dorset and the UK. The Councils Natural Environment, Climate and Ecology Strategy, sets out the agenda for change and action required.
- 1.2. This report is the first biannual report for 2025. It provides a qualitative narrative of the Councils deliver against our strategic aims. This report provides a snapshot of key areas of progress over the year 2024/25 highlighting the council's critical role in not only address climate and nature through its own operations but the critical role the Council has in working with partners to set and influence strategic policy frameworks to delivering climate and nature goals across the County and beyond. It is important to

¹ [Double record breaker: Spring 2025 is warmest and sunniest on UK record - Met Office](#)

note this report does not cover all the activity underway across council services but focuses on those strategic areas of action. Further details of progress and programmes can be found on our website - [Progress so far - Dorset Council](#).

2. Recommendation(s)

- 2.1. To review progress made in delivering the natural environment, climate and ecology strategy during 2024/25.

3. Reason for the recommendation(s)

- 3.1. In line with the recommendation of the Scrutiny Committee on 12 May 2021 that the Committee would provide oversight against progress and delivery of the strategy and action plan via six monthly progress reports, the Committee's views will be used to inform the shape of the next phase of the delivery programme.

4. Background and context

- 4.1. The Natural Environment, Climate and Ecology Strategy, was refreshed in 2023, setting out the key areas of action required both by the council to deliver its operational objectives and the work required to facilitate wider delivery across the County in partnership with other organisation. As noted in previous reports we have made significant progress since 2021, and programs of work continue to build on these strong foundations.
- 4.2. Over the past year the council has accelerated its delivery and strengthened its ambition through commitments made within the council plan (2024-2029), which sets tackling the climate and nature emergencies as one of four strategic priorities.
- 4.3. The council reports progress against its Natural Environment, Climate and Ecology Strategy biannually.
 - Spring/Summer reporting: qualitative narrative on delivery within our operational and facilitation programmes – i.e. our interventions.
 - Autumn/Winter reporting: quantitative reporting on the consequent changes to our council and county emissions trajectory – i.e. on the outcomes.

This report is the first of our biannual reports for 2025, representing a qualitative update of our own delivery.

4.4. Our last (Autumn/Winter 2024) quantitative report² noted that good progress had been made but there was a need to accelerate activity to bring emissions reduction back on track. It highlighted:

- Dorset county-wide emissions had reduced by around 13.2% by 2022 and that the three most significant sources of greenhouse gas emissions in Dorset are agriculture (33%), transport (28%), and domestic sources (20%). It also noted that last year Dorset emission reductions had been better than the national and southwest averages.
- Dorset Council scope 1 and 2 operational emissions had reduced by approximately 31% by end March 2024. Emissions from our buildings saw a steep decrease, but overall, in-year progress had been small, and more work was required to ensure emission reduction was on target by March 2025.
- It also highlighted that around 22% of Dorset's land falls within our ecological network, but only around a third of the network is known to be in good condition or fair – with a fifth known to be in poor condition. The development of the Local Nature Recovery strategy was essential to improving this.

5. Progress in 2024 / 25

- 5.1. The Natural Environment Climate and Ecology, progress report -summer 2025 (attached at Appendix A), provides a snapshot of progress, and is focused on the key strategic areas of work that have been prioritised over the past year. These have helped to accelerate our own progress to show the requisite leadership, develop the effective alignment of strategic policy frameworks to deliver climate a nature goals and work with partners at a county, regional and national level.
- 5.2. In addition to this, work continues across the council to deliver each mission of the Natural Environment, Climate and Ecology Strategy, as noted in the spring 2023/24 report [Progress so far - Dorset Council](#).
- 5.3. 2024/25 saw a continuation of considerable delivery across a vast programme of work, as highlighted in Appendix A. Key highlights include:
- Continued decarbonisation of our estate through retrofit and installing renewable energy generation, as well as producing decarbonisation plans for 120 properties, and identifying 2.2MW of potential renewable energy generation across 50 sites.
 - The roll-out of Hydrotreated Vegetable Oil (HVO) across all council fuel bunker sites and transitioning our small fleet to EV

² [Natural Environment, Climate and Ecology Progress Report - Autumn/Winter 2024](#)

- Developing the strategic policy framework to deliver climate and nature goals and strengthen partnership working at a county, regional and national level - including the launch of the Economic Growth Strategy, Local Nature Recovery Strategy, Local Transport Plan (LPT4), and Workplace Travel Plan.
 - Developing our strategic approach to climate adaptation and ensuring our services and communities are resilient for the future. Including both an internal Council Operational Climate Risk Assessment and developing plans to develop a county-wide Climate Adaptation Strategy.
 - Delivering key strategic programmes across the county supporting Dorset businesses and communities such as: -
 - Farming in Protected Landscapes (FiPL) programme, - offering the farming sector support, grants and networking to achieve multi benefit including sustainable farm practice, cost reduction, flood risk, carbon storage, and biodiversity.
 - Low Carbon Dorset programme – providing technical support and grants to organisations, helping them utilise low carbon technologies to reduce energy bills, support business growth and innovation, improve organisation viability and reduce the counties carbon emissions.
 - Deliver and develop strategic programmes helping residents reduce bills, access grants and improve their homes through Healthy Homes Dorset, and a new Dorset Solar Together programme.
 - Pioneering a Climate Ambassadors Network with the Met Office and our Children's Services – to support schools and local communities participate in tackling climate change and nature loss.
 - Significant progress on our sustainable procurement project, offering training and guidance on effective sustainable procurement for our services, and developing our understanding of our scope 3 emissions.
 - Remaining the #1 unitary for recycling, improving our recycling rate to 60.5% compared to a 43.4% national average.
 - Collaborating with regional partners, such as through our Public Sector Decarbonisation Group and The Great Southwest, to develop a joined-up approach to tackling climate change and exploit opportunities for our county and our region.
- 5.4. We expect continued reduction in council emissions in 2024/25 related to ongoing programmes of work, details will be reported in autumn/ winter 2025. This will include a reduction of 350 tonne CO₂e in fleet fuel emission (equivalent to 3% of scope 1 and 2 emissions), achieved through the HVO pilot, at one of the council's depots from November to March 25.
- 5.5. The full impact of the programmes such as building retrofit, solar PV and full switch to HVO fuel will be seen in the autumn/winter 2026 reporting. As a

result of this work, we anticipate council emissions dropping by over 4000 tonnes CO₂e a year, equivalent to a 31% of scope 1 and 2 emissions. This will ensure the council remains ahead of its 47% target for 2026.

- 5.6. In addition to this, wider work continues across the council to deliver each mission of the Natural Environment, Climate and Ecology Strategy, as noted in the spring 2023/24 report [Progress so far - Dorset Council](#).

6. Alternative options considered

- 6.1. Not applicable

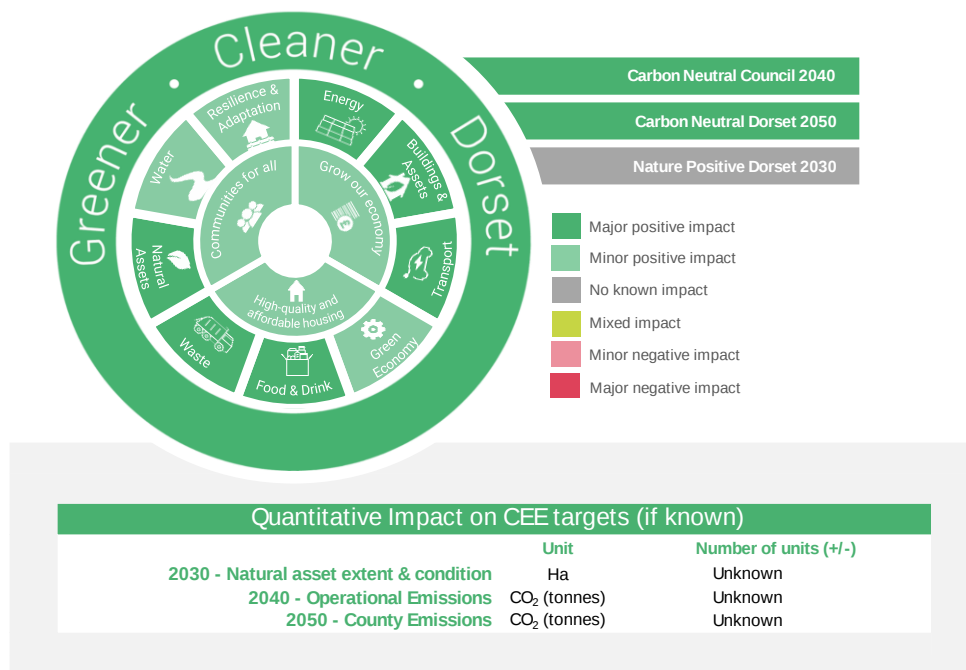
7. Legal considerations

- 7.1. Not applicable

8. Financial implications

- 8.1. This report itself has no financial implications but does reflect the impact and delivery that has been achieved through previous capital and revenue investments that have been agreed as part of the programme.
- 8.2. In 2022 Dorset Council committed £10 million capital funding and additional revenue to deliver its climate ambitions. By the end of financial year 2024/25 £5.3 million of capital has been spent on carbon reduction programmes. The remaining 4.7 million has been allocated over the next two years to deliver programmes such as building decarbonisation, Solar PV on DC buildings, EV infrastructure for DC fleet vehicles, Street lighting LED upgrades and the Low Carbon Dorset programme. An additional £6.025 million was allocated in March 2025 ([Agenda for Cabinet on Tuesday, 25th March, 2025, 6.30 pm - Dorset Council](#)) to accelerate these programmes of work.
- 8.3. The cabinet report highlighted the need to continue our success in accessing additional resources from a variety of external sources through competitive grant funding and partnership working. To achieve this, it is critical that we continue to develop schemes and programme to ensure we are opportunity ready with the right evidence and resources to win funding competitions. To date the programme has been supplemented by over £25m of external funding from schemes such as the Public Sector Decarbonisation Scheme (PSDS) and Low Emission Vehicle Infrastructure (LEVI).

9. Natural environment, climate & ecology implications



Natural Environment, Climate & Ecology Strategy Commitments	Impact
Energy	Major positive impact
Buildings & Assets	Major positive impact
Transport	Major positive impact
Green Economy	Minor positive impact
Food & Drink	Major positive impact
Waste	Major positive impact
Natural Assets & Ecology	Major positive impact
Water	Minor positive impact
Resilience and Adaptation	Minor positive impact
Corporate Plan Aims	Impact
Grow our economy	Minor positive impact
High-quality and affordable housing	Minor positive impact
Communities for all	Minor positive impact

10. Well-being and health implications

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

engagement with residents to understand what they consider important in the development of Dorset Strategy.

11. Other implications

- 11.1. There are no other specific implications contained in this report. As previously noted, the strategy and action plan itself has wide ranging implications, opportunities, and benefits for the way the council delivers services and works with others across the county.

12. Risk Implications

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

Current Risk: High

Residual Risk: Medium

- 12.2. Due to the known high level of public interest in the climate change agenda and the previous commitment to provide the public with a biannual progress report, to not do should be considered a high reputational risk to Dorset Council.
- 12.3. The publication of this report is in line with commitments made and shows a significant level of progress; but notes that there remains a need for increased urgency and further progress.
- 12.4. In addition, the impacts of climate change pose a significant risk to council services and budgets and the wider Dorset area in the medium and long term. Failure to effectively address the climate and ecological emergency and resilience will increase the risks associated with climate change.

13. Equalities

- 13.1. Any specific impacts are considered through the delivery of the strategy and associated programmes.

14. Appendices

- 14.1. Appendix A - Natural Environment, Climate and Ecology: Progress Report – Summer 2025.

15. Background papers

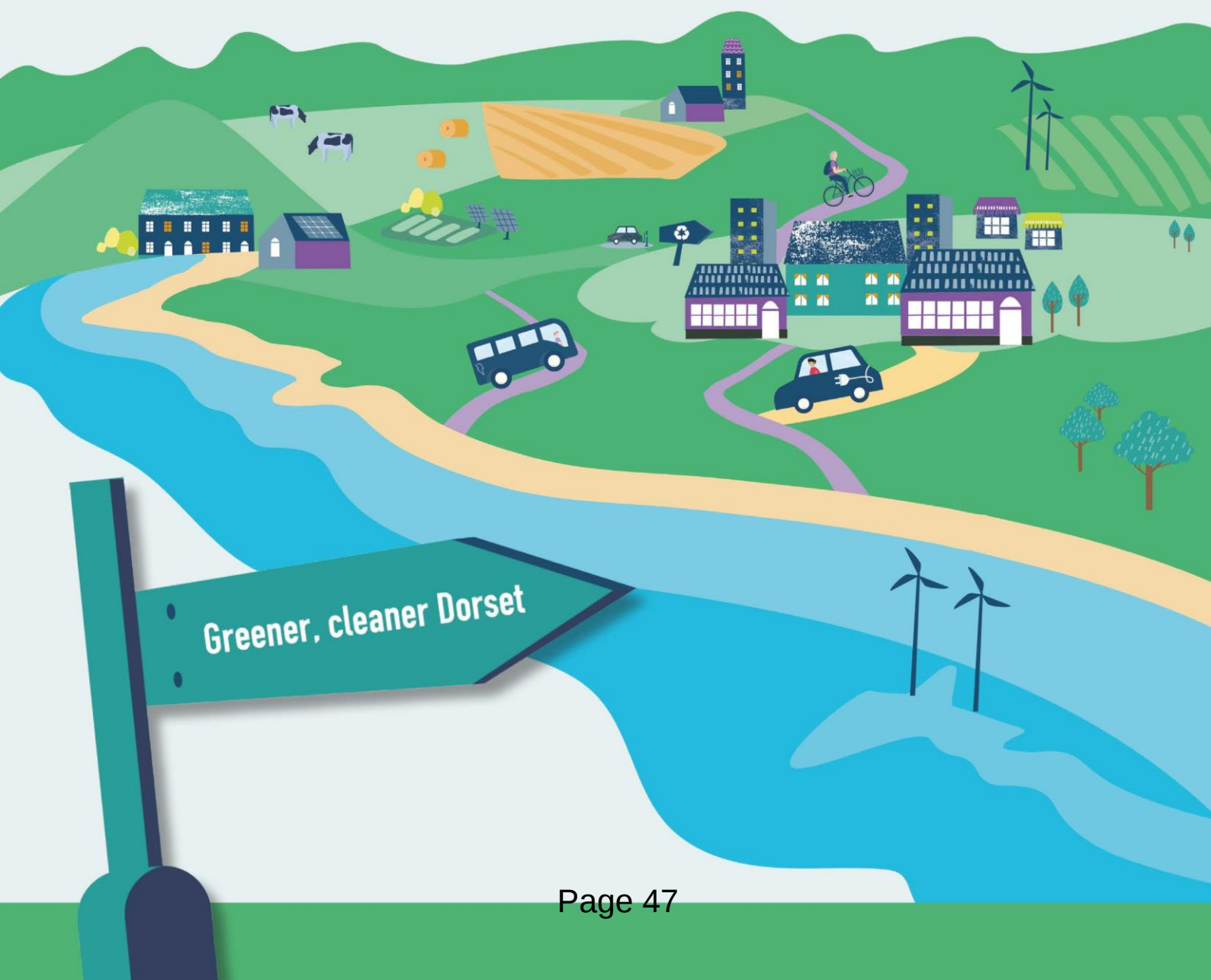
- 15.1. Revised greenhouse gas (GHG) emissions reduction trajectories and key milestones – Cabinet March 25th 2025.

16. Report Signoff

- 16.1. 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).

Natural Environment, Climate and Ecology

Progress Report – Spring/Summer 2025



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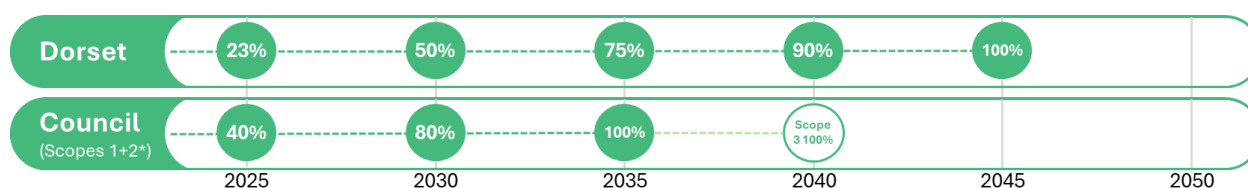
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Introduction

This report gives a summary of how Dorset Council is progressing against the refreshed Natural Environment, Climate and Ecology Strategy 2023 to 2025, and the updated strategic priority set in the Dorset Council Plan 2024 to 2029.

Since the last progress report, the Dorset Council Plan was updated to include “Respond to the climate and nature crisis” as one of its four strategic priorities. In line with this plan, the council moved forward its net zero ambitions by five years: moving our target for the council’s direct emissions from 2040 to 2035¹, and carbon neutral Dorset from 2050 to 2045.

Figure 1: Dorset Council’s Net Zero Targets by Year



The Dorset Council Plan set a range of new climate-related targets, including:

- Transition all of our small vehicles to electric by 2030, and all larger vehicles to low emission fuels by 2026
- Add a further 5MW of solar PV to our estate by 2030
- Switch all our oil-fired heating to non-fossil fuel alternatives by 2028
- Cut emissions from staff business travel by at least 25% by 2029
- Develop adaptation plans for our services by March 2026
- A 65% recycling and composting rate by 2035
- Manage 80% of our urban verges for nature by 2030 (50% now)
- 70% of our county farms estate using sustainable farming practices by 2030 (5% now)
- 15,000Ha of Dorset covered by Landscape Recovery management agreements by 2030

Beyond Dorset Council’s internal targets, the council has a key leadership and place shaping role to work with its partners to affect change outside our immediate control. Despite making up only 2–5% of local areas’ emissions, local authorities can influence over a third of their areas’ total emissions.² Effective progress against our climate change goals requires effective systems leadership across our council, our

¹ Scope 1 emissions are the direct emissions from owned or directly controlled sources.

Scope 2 emissions are the indirect emissions from the generation of purchased energy.

Scope 3 emissions are all other indirect emissions that occur in producing and transporting goods and services, including the full supply chain.

² [Local Authorities and the Sixth Carbon Budget - Climate Change Committee](#)

county, and our region. This can be achieved by accelerating our own progress to show the requisite leadership, developing the effective alignment of strategic policy frameworks to deliver climate and nature goals and working with partners at a County and wider level.

Our Council

Our climate impact begins with the services we provide, both in how we mitigate our own operational emissions, protect nature and prepare services for the impacts of climate change. The council's Climate and Ecological Operational Group meets quarterly to monitor and coordinate the interventions carried out to mitigate the council's emissions. This group convenes the leads of various workstreams, building a stronger understanding of the critical interdependencies, and leveraging that connectivity in order to enable the climate interventions covered in this report. As of our last quantitative report for 2023/24, we had reduced our scope 1 and 2 emissions by 31% compared to our baseline year in 2019/20. The emissions data for 2024/25 will be released with our next quantitative report this autumn/winter.

Some of the key areas of work are as follows:

Operational Dashboard

We continue to develop our dashboard for our operational emissions and are able to track monthly estimates of the council's emissions from streetlighting, business travel, highways materials, and a portion of our fleet. We are working with our partners and providers to automate the tracking of other operational areas, such as the remainder of the fleet and our estate. This dashboard will feed into the council's performance indicators to support the council plan's target measures.

Building Retrofit Programme

In the previous climate progress report — [Autumn/Winter 2024](#) — the largest contributor of our emissions continued to be our estate, despite the significant savings already achieved. In 2023/24, our buildings had made 42.3% savings compared to the baseline year of 2019/20. Further savings have been identified through decarbonisation plans, which have been produced for 120 properties. They identify the possible options for carbon reduction and enable us to strategically prioritise future building retrofit projects. We aim to do this for all our buildings over the next few years.

Renewable Energy Generation

One significant aspect of our building decarbonisation has been the installation of renewable energy technologies. So far, 6MW of Solar PV has been installed on Dorset Council sites, and over 100 of our buildings have now PV panels installed. Detailed assessments of nearly 50 more sites have identified 42 new schemes that could be deliverable, potentially generating an estimated 2.2MW of additional renewable energy. The next phase of procurement is now in the Procurement

Forward Plan, with procurement of these additional Solar PV installations planned for 25/26 and 26/27. Further schemes are also being explored on our leased estate, beyond 2027. These investments are important in not just decarbonising the council's estate, but also in reducing energy costs and generating income through the utilisation of the Smart Export Guarantee.

EV Fleet and Infrastructure

The renewable energy that has been installed is also contributing to decarbonising our fleet, by reducing the demand for grid electricity for our EV chargers. There are now 36 EV charge points installed on the council's estate, with 17 EV pool vehicles available to Dorset Council employees. A further 18 EV charge points across 3 sites are in the process of being installed at the time of reporting. An EV Infrastructure on Dorset Council land group has been set up to organise further phases of EV charging infrastructure, in order to support the fleet's transition to ultra-low emission vehicles (ULEV) alternatives as outlined in the council plan. We are looking to trial a pool vehicle management system that will improve administration of the EV pool fleet, allowing us to base vehicles at sites across the council area.

Fleet Replacement and HVO

The council's 5-year fleet replacement programme aims to replace all small fleet vehicles (cars and car-derived vans) with EVs by 2030, and already EVs make up around one quarter of our small fleet. For our large fleet vehicles, however, Hydrotreated Vegetable Oil (HVO) will act as a drop-in transition fuel until long-term ULEV alternatives are available. This switch to HVO will provide 80-90% carbon savings on diesel fuel. The council has proactively engaged with its supplier and received assurances that our HVO supply is used cooking oil derived, and not from palm or palm-derivatives. HVO is now available at all council fuel sites, and around 90% of our diesel vehicles have now transitioned to HVO. Before this transition, 98% of fleet emissions came from diesel. This is projected to save 4,000 tonnes of CO₂e per annum compared to an all-diesel fleet (31% of our scope 1 and 2 emissions).

Workplace Travel Plan

Alongside our work with our fleet, we continue to work on reducing and decarbonising our business travel carried out on the council's behalf. The Dorset Council Workplace Travel Plan 2025-2030 sets out an *Avoid, Shift, Improve* framework approach for reducing business travel, producing a series of tools for teams across the organisation to reduce their travel needs where possible, and reduce their emissions when unavoidable. The framework collects information and data from teams to build Transport Energy Efficiency Ratings, comparable to an EPC rating for buildings, to then inform tailored action plans on reducing mileage and emissions that can be measured and reported on. The Workplace Travel Plan was published internally this July and is available for employees on the intranet.

Council Operational Climate Risk Assessment

Climate change will also impact our services and staff, and we will need to adapt to a changing climate over the coming years. We have therefore started a risk assessment of these impacts across the council. Following input from all services we are now refining the statement of risks and mitigations for our draft operational climate risk assessment. The purpose of this is to increase corporate visibility, oversight and management of these risks, leading to future adaptation plans for those services at risk. We are considering the impacts from changes in average conditions (e.g. average temperature or sea levels), greater incidence and severity of extreme weather events (e.g. heatwaves, heavy rain fall and wildfire), and spillover effects from non-local impacts. It comprises 44 impact areas within 7 impacts themes:

- Health, safety and wellbeing
- General operations
- Assets, infrastructure and equipment
- Transport and travel
- Supplies and supporting services
- Resourcing and finance
- Strategic, democratic and assurance.

The outputs will be a set of 44 council-wide risk statements, service-specific risk scores, and a narrative document detailing further service-specific nuance. The work is due to complete over the next six months.

Our County

The council's leadership reaches beyond its own operations, both in how we support and facilitate mitigation efforts within the county, and how we inform, collaborate with, and learn from residents, businesses and communities on climate resilience and adaptation. Our work along with that of many other organisations, communities, individuals and other national players will over time have the potential to help the county to become carbon neutral by 2045 and adapt to future climate change impacts, and the development of our policies is a key element of this.

Some of the key areas of work are as follows:

Developing a strategic policy framework

Local Transport Plan 4

The new Local Transport Plan (LTP4) continues to be developed alongside BCP Council to set out the long-term goals, strategy, and policies for improving transport for everyone over the next 10 to 15 years. A report on the new LTP4 will be

presented to the Place and Resources Overview Committee on the 15 July to review and provide feedback on the new vision and objectives of the draft Joint Local Transport Plan 4 (LTP4) 2026–2041. Consultation on the Draft LTP4 Strategy and Implementation Plan will commence alongside the Dorset Local Plan consultation in late summer/Autumn. LTP4 will commit to reducing transport emissions in line with national and local net zero targets. It will target increasing active travel and public transport use, alongside the rapid uptake of zero-emission vehicles (ZEVs). For more information, please visit <https://www.dorsetcouncil.gov.uk/roads-highways-maintenance/transport-planning/local-transport-plan>

Local Nature Recovery Strategy

Dorset's local nature recovery strategy has been collaboratively created with local people and organisations. There is an opportunity for people to help shape this new plan for nature in our county during the public consultation between May – July 2025.

The strategy sets 12 nature recovery priorities, each supported by practical activities that people in different sectors across the county can deliver to help nature recover. The strategy also has a local habitat map, which will be used to help target efforts to achieve the biggest benefits for nature.

Priorities include enhancing grasslands, woodlands, heathlands, rivers, wetlands, coastal habitats, and urban nature spaces, plus boosting species diversity and supporting those species that need bespoke efforts to recover. The strategy also promotes sustainable farming practices and nature-based solutions to address environmental issues like flooding and pollution.

Following the consultation, publication is expected in winter 2025. The council will then be instructed to review the strategy by Defra every 3 – 10 years, setting new priorities and activities based on progress. For more information please visit: <https://www.dorsetcouncil.gov.uk/nature-recovery-strategy>

Energising Dorset – Economic Growth Strategy

The new economic growth strategy, “Energising Dorset”, was adopted by cabinet in June. It highlights the opportunities for clean energy in Dorset, due to the county's geography, geology, deepwater port infrastructure, nuclear license and industrial history. The strategy includes an ambition to create a Clean Energy Super Cluster around technologies such as Offshore Wind, Hydrogen, Carbon Capture and Storage and Nuclear; offering a huge strategic opportunity for investment, energy security, and technological and economic growth – while tackling climate change.

Residual Waste and Recycling

The Dorset Waste Strategy 2024 sets a strategic vision for waste management in Dorset, focusing on actions over the next five years due to anticipated legislative changes. The strategy will detail how we will continue to minimise waste and maximise recycling within Dorset and will identify the policy framework required for

future decisions regarding service delivery, infrastructure developments and treatment options/facilities.

For household waste, we now fully adhere to the 'Simpler Recycling' reforms through our 'Recycle For Dorset' kerbside collection scheme which includes paper, card, plastics, glass, metal, food and garden, drink cartons and aluminium foil. By March 2027, local authorities are legally required to collect plastic films and flexibles. Work is ongoing to determine how we could potentially collect these materials, but it will be heavily reliant on sufficient sorting infrastructure and end markets being available.

Dorset Council now has one of the lowest quantities of residual waste per household in the country at 363.01 kilograms in 2023/24. Residual waste sent to landfill has been reduced to just 0.5%. The majority of our residual waste is now sent to the New Earth Mechanical Biological Treatment plant in Poole where organic and recyclable materials are extracted and leftover material is turned into fuel

Dorset is now the #1 unitary council in the country for recycling, with us now recycling 60.5% of collected waste, compared to a (declining) 43.4% national average. The team also facilitate a range of reuse activities, including maintaining the online 'zero waste' map, swish and give & take days, financial incentives and discounts for reusable nappies and feminine hygiene products, and subsidised home composters.

We continue to maximise community engagement through a wide range of means, such social media, in-person events, direct mail, and messaging on containers and vehicle livery. A project that the team is currently working on is the round improvement programme which identifies collection rounds that have low food and/or recycling tonnages.

The waste team is also currently using an ICT system to enhance waste collection efficiency through a route optimisation project, using data from in-cab devices to redesign household waste collection routes, aiming to improve service delivery and accommodate future growth.

Public Sector Decarbonisation & Ecology Group

The Council is working with other public sector organisations in Dorset to develop a joined-up approach to tackling climate change and nature recovery. Through this partnership we have begun to explore areas such as, sustainable procurement, joint carbon reporting, climate resilience strategy for Dorset and public sector decarbonisation. As well as share best practice and learning.

Delivering programmes to support residents and organisations

Low Carbon Dorset

Following the European Regional Development funded programme (ERDF 2018-2023), Dorset Council's Low Carbon Dorset programme (LCD) continues to support businesses, community and public sector organisations within the Dorset Council area with support from UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF). In just the past two years we have received 281 expressions of interest, completed 181 energy efficiency site visits, and provided grant support to 79 low carbon projects, worth over £1.27M awarded and £1.8M match funding, for SMEs, community and public sector organisations. This resulted in an estimated saving of 844 tonnes of CO₂ pa and 3.17MW of installed capacity. An additional one-year continuation of the Low Carbon Dorset programme (1 April 2025 to 31 March 2026) has been agreed with UK SPF & REPF funding.

In its 8 years to date, LCD has helped over 700 businesses, communities and public sector organisations across Dorset, installing 13MW of renewable energy generation as well a wide range of other low carbon technologies and demonstration projects, saving 25,000 tonnes of CO₂e per year.

A photo exhibition of LCD success stories for local organisations has been touring the county at town and parish councils, schools and colleges, and local fairs, and will continue to tour libraries through 2025. For more information about Low Carbon Dorset, please visit <https://www.dorsetcouncil.gov.uk/low-carbon-dorset>.

Group Buying Renewable Generation

To support local residents, the council is soon to launch a Dorset Solar Together scheme, a group buying scheme that helps residents install solar PV and battery systems at reduced cost by leverage of economies of scale. The council's role will be to promote the scheme, whilst the company that runs the scheme, iChoosr, undertakes customer liaison, helplines, and installer selection and vetting. We have signed up to participate in Scheme 4 (for registrations opening in October 2025 and installations in mid-2026), with the aim for residents to receive letters this August to sign up for the first round in autumn.

Farming in Protected Landscapes

Within the Farming in Protected Landscapes (FIPL) programme, 25 projects which reduced flood risk were delivered, including the Devil's Brook and Cheselbourne Stream multi-benefits project, several Natural Flood Management schemes, and a project converting a redundant slurry pit into a rainwater-fed reservoir, for use by a horticulture business.

Seven projects included elements to improve understanding of carbon storage, carbon emission and climate change impacts, including workshops for dairy farmers in the Axe catchment, and knowledge sharing sessions concerning maximising use of farmyard manure as a nutrient source to improve soil health.

Three hectares of tree canopy and woodland cover were created by planting 2,381 trees, as well as planting 2.9 km of hedges (more than 17,000 individual plants).

Community focus

Climate Adaptation

We have committed to working with partners and communities to develop a countywide Adaptation Strategy, putting residents front and centre of how this shapes up as they need to be at the heart of it. We are working with climate engagement specialists Involve over the coming months to hold a community conversation and visioning exercise, involving a citizens panel and public survey. This will be supported by an advisory group, consisting of community and specialist groups representing key areas of climate adaptation. The aim is to publish the findings and recommendations by December 2025. The outcomes of this engagement will feed into and help shape a strategy development process involving wider stakeholders and more technical working groups on areas such as the economy, infrastructure, utilities, communities, nature and agriculture. It is anticipated the development of a Dorset climate adaptation strategy will begin in early 2026.

Reducing Food Waste

Food waste makes up the largest component of our household black bag rubbish (19%). The waste team therefore undertake various targeted activities to increase participation and use of the kerbside food waste collection service by targeting low participation areas (as identified by crews), doorstepping in those areas and handing out food containers. Other activities include the 'bonster monster' school programme, food waste animations on social media and banners promoting the food waste service on waste collection vehicles and buses. As noted above, all food waste collected continues to be treated in-county using anaerobic digestion which produces biogas used to generate electricity, and biofertilizer sold as a soil improver for plants and crops. The waste team also places a large focus on the successful 'Love Food, Hate Waste' campaign, which encourages people to reduce the amount of food that they produce, whilst saving money at the same time. It also highlights the close links between waste food and climate change (i.e. waste food accounts for more greenhouse gases than flying).

Our Region, and Beyond

The effects of climate change, and the interventions to mitigate and adapt to them, stretch beyond Dorset's borders. We have a critical role to working with partners across the southwest and the country to pioneer new thinking, leverage economies of scale, and to lobby for regional influence and national policy.

Some of the key areas of work are as follows:

Energy Planning

The scrutiny review into grid capacity in 2024 clarified changes to how the energy system is planned, regulated, and funded – and the opportunity for us to have more strategic influence on grid investment. A new national framework for strategic energy planning is emerging, including ‘Regional Energy Strategic Planners’ (RESP) – on whose Board there will be local government representation to create a regional energy system plan. RESPs are just now being established and engaging us; a transitional plan will be in place in early 2026 ahead of establishing the regional boards and developing the regional plan proper for adoption in 2027. One way to prepare is to create a Local Area Energy Plan (LAEP) for Dorset. We have commissioned Regen and CSE to help us consider how we should do energy planning: starting with visioning, baselining, creating a data repository, and clarifying our next steps.

The Great South West

Working with our regional partners we have helped shape a prospectus for the South West, with the aim of highlighting the key strategic economic opportunities in the region. This enables us to showcase the unique opportunities that exist in the South West in areas such as renewable energy development and provides a mechanism to engage with national government to ensure Dorset and the rest of the region receive the support that is required to deliver our ambitions.

Climate Ambassador Programmes

We are working with the Met Office and Children's Services to build a Climate Ambassadors Network of specialist expert volunteers to support schools to create and implement climate action plans. This approach has been trailblazing on a national level and is being used by others as best practice. The first stages have included a variety of practical approaches in different educational settings, such as beach cleans with over 200 students, and training and support for developing action plans with a large multi-academy trust and college. We are also working to support town and parish councils by working with them to building a toolkit and develop a sustainability champions network to support each other and the wider community.

Procurement Toolkit

We are coming towards the end of our year-long sustainable procurement project, working with our public sector partners as part of the national Innovate UK Fast Followers programme. This will help us to better understand and tackle our Scope 3 emissions by understanding where the biggest emitters are in what we buy, develop a strategy for how we can tackle it over the next 15 years, and develop a toolkit that can practically help colleagues. We are therefore developing a baseline and hotspot analysis of our procurement emissions footprint, a strategic roadmap on how we can embed it better and ratchet up requirements over time, and a practical toolkit and

training package. The webtool gives product-specific guidance for 45 product categories for the main lifecycle stages, including on supplier selection questions, tender criteria, model responses, contract KPIs, standards and labels, and proportionality guidance for inclusivity for SMEs and VCSEs. We are now engaging internally in order to gain feedback on the toolkit and training for refining.

Public Sector Emissions Monitoring and Reporting Guidance

In October 2024, the Department for Energy Security & Net Zero announced it planned to develop and publish guidance for public sector organisations on emissions monitoring and reporting for the sector. We have been proactive in working with regional and national partners on shared areas of interest, such as pain points and potential innovations in reducing emissions, and plan to lobby and feed into the consultation process. This is an opportunity to both raise the profile of Dorset's programmes, and to enable some of our more innovative concepts on renewable energy and carbon sequestration. DEZNS plans to publish the guidance by the end of 2025.

Place and Resources Scrutiny Committee Draft Work Programme

Meeting Date: 25th July 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Budget Setting Process	To Understand and evaluate the methodology behind the formation of the budget.	Sean Cremer (Corporate Director Finance & Commercial)	
Procurement processes	To understand and evaluate the practices undertaken and ensure that best value principles are being achieved	Sean Cremer (Corporate Director Finance & Commercial)	
Natural Environment, Climate & Ecology – progress report		Antony Littlechild (Sustainability Team Manager) Nick Ireland (Leader and Cabinet Member for Climate, Performance and Safeguarding)	

Meeting Date: 18 September 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Empty Properties Update	This report outlines data in relation to current empty properties, describes the procedures for operational management of empty properties, as well as the strategic processes in place to review empty properties and determine best future use for the council	Jessica Maskrey (Head of Assets & Property) Cllr R Biggs, Property & Assets and Economic Growth	

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Meeting Date: 20 November 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Our Future Council Programme and Transformation	To receive a report on the progress made towards the saving targets and transformation objectives of the Our Future Council programme	Lisa Cotton (Corporate Director Transformation, Customer & Cultural Services) Nina Coakley (Head of Change) Cllr Ben Wilson (	
Performance Scrutiny	To review the most recent performance information and use this to agree items to add to the	Chris Heighway – Performance and Analytics Team Manager	

	committee work programme for further analysis	Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Annual Complaints report	That the Committee scrutinises and notes the Annual Complaints Report and to ensure an awareness of the numbers and types of complaints received and the organisational learning.	Antony Bygrave (Complaints Manager) Cllr N Ireland, Leader of the Council, Climate, Performance and Safeguarding Cllr R Hope, Customer, Culture and Community Engagement	
Page 61 Natural Environment, Climate & Ecology – Progress report		Antony Littlechild (Sustainability Team Manager) Nick Ireland (Leader and Cabinet Member for Climate, Performance and Safeguarding)	

Pending items:

- FOI and assurance regular update
- The Local Enforcement plan post implementation review
- Electric Vehicle charging points
- Active Travel

Annual items:

- Strategic Asset Management Plan update – September
- Corporate Complaints Team – Annual Report - November

Bi-annual items:

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

Alternate meeting items:

- Performance Scrutiny – informal session held before each committee occurrence - June, November, January, April.

Informal Work of the Committee:

Date	Topic	Format	Members	Lead Officers	Other Information
Quarterly	Review of the committee's performance and risk dashboards	Informal meeting	All committee members	Chris Heighway (Strategic Performance Intelligence & Risk)	Review of the dashboards to identify potential future areas for review by the committee



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.



Shareholder Committee for Dorset Innovation Park Ltd Forward Plan - June 2025 to July 2025 (Publication date – 17 JUNE 2025)

Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for Dorset Innovation Park 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 Shane Bartlett – Cabinet Member for Planning and Emergency Planning

Cllr Simon Clifford – Cabinet Member for Finance and Capital Strategy

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

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
June 2025				
Dorset Innovation Park Ltd - Recruitment of Chair and Managing Director Key Decision - No Public Access - Fully exempt	Decision Maker Shareholder Committee for Dorset Innovation Park Ltd	Decision Date 24 Jun 2025	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	<i>Nick Webster, Head of Growth and Regeneration</i> <i>nicholas.webster@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>
July 2025				
Shareholder Committee for Dorset Innovation Park Ltd terms of reference Key Decision - No Public Access - Open To present the terms of reference for the Shareholder Committee for Dorset Innovation Park Ltd for confirmation.	Decision Maker Shareholder Committee for Dorset Innovation Park Ltd	Decision Date 16 Jul 2025	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	<i>Colin Wood, Innovation Lead</i> <i>colin.wood@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Innovation Park Ltd Articles of Association Key Decision - No Public Access - Open To present the Articles of Association for Dorset Innovation Park Ltd for confirmation.	Decision Maker Shareholder Committee for Dorset Innovation Park Ltd	Decision Date 16 Jul 2025	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	<i>Nick Webster, Head of Growth and Regeneration</i> <i>nicholas.webster@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</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> ross.bowell@dorsetcouncil.gov.uk <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.

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

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The Cabinet Forward Plan - September to December 2025

(Publication date – 11 AUGUST 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 -

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- 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					

Procurement of Recovery and Community Resilience Contracts Key Decision - Yes Public Access - Open The report requests a decision from Cabinet to direct award a set of contracts for Recovery & Community Resilience services as an interim measure to the existing providers to ensure continuity whilst longer-term planning continues to shape the future requirement. This is permitted under the Healthcare Services (Provider Selection Regime) Regulations. These are services that provide support to people in their homes following a stay in hospital.	Decision Maker Cabinet	Decision Date 29 Jul 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>
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>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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	Carly Galloway, Service Manager Business Operations carly.galloway@dorsetcouncil.gov.uk, Jessica Maskrey, Interim Head of Asset Strategy and Development jessica.maskrey@dorsetcouncil.gov.uk Executive Director, Place (Jan Britton)
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	Jack Wiltshire, Corporate Director for Highways and Engineering jack.wiltshire@dorsetcouncil.gov.uk Executive Director, Place (Jan Britton)
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)

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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	<i>Megan Cameron-Brown, Head of Quality Assurance and Partnerships</i> <i>megan.cameron-brown@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Paul Dempsey)</i>
Knightsford Neighbourhood Plan Key Decision - Yes Public Access - Open Report relating to the making (adoption) of the neighbourhood plan following examination and referendum.	Decision Maker Cabinet	Decision Date 9 Sep 2025		Cabinet Member for Planning and Emergency Planning	<i>Ed Gerry, Community Planning Manager</i> <i>ed.gerry@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>
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, resident parking, parking enforcement, avail permits and changing structures for the purpose of improving the parking operation.	Decision Maker Cabinet	Decision Date 9 Oct 2025		Cabinet Member for Place Services	<i>Michael Westwood, Service Manager for Parking Services</i> <i>michael.westwood@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>
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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
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 Lowis, Head of Strategic Communications and Engagement</i> <i>jennifer.louis@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
Dorset Domestic Abuse Strategy 2025-2028 Key Decision - Yes Public Access - Open Dorset Council has a legal requirement to create a Domestic Abuse Strategy as set out in the Domestic Abuse Act 2021. This was the second Strategy the Council had written such legislation came into place. The Strategy requires sign-off from the Council.	Decision Maker Cabinet	Decision Date 9 Oct 2025	People and Health Overview Committee 15 Sep 2025	Cabinet Member for Health and Housing	<i>Andy Frost, Service Manager for Community Safety</i> <i>andy.frost@dorsetcouncil.gov.uk, Ian Grant, Programme Coordinator</i> <i>ian.grant@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults (Jonathan Price)</i>
Age Friendly Communities Key Decision - Yes Public Access - To provide an update on the Age Friendly Communities Programme.	Decision Maker Cabinet	Decision Date 9 Oct 2025	Health and Wellbeing Board 24 Sep 2025	Cabinet Member for Adult Social Care	<i>Sam Poole, Interim Corporate Director for Commissioning & Improvement</i> <i>samuel.poole@dorsetcouncil.gov.uk</i> <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
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> 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 (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> 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>
December					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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	Sharon Attwater, Service Manager for Housing Strategy and Performance sharon.attwater@dorsetcouncil.gov.uk, Andrew Billany, Corporate Director for Housing andrew.billany@dorsetcouncil.gov.uk Executive Director, People - Adults (Jonathan Price)
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	Sarah Perrett, Commissioning Manager - Micro Provider & Voluntary Sector Development sarah.perrett@dorsetcouncil.gov.uk, Mark Tyson, Corporate Director for Adult Commissioning & Improvement mark.tyson@dorsetcouncil.gov.uk Executive Director, People - Adults (Jonathan Price)
February					

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> <i>sarah.how@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults (Jonathan Price)</i>
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> <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 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 sean.cremer@dorsetcouncil .gov.uk, Heather Lappin, Head of Strategic Finance heather.lappin@dorsetcoun cil.gov.uk 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.

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2. Information which is likely to reveal the identity of an individual.
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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.