



# Place and Resources Scrutiny Committee

**Date:** Thursday, 20 November 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, David Tooke, Sarah Williams, Alex Fuhrmann, Jack Jeanes, Barrie Cooper and Alex Brenton

**Chief Executive:** Catherine Howe, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic & Governance Services Meeting Contact 01305 224450 / [antony.nash@dorsetcouncil.gov.uk](mailto: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.   | <b>APOLOGIES</b><br><br>To receive any apologies for absence.                                                                                                                                                                                                                                                                       |       |
| 2.   | <b>MINUTES</b><br><br>To confirm the minutes of the meeting held on 18 September 2025.                                                                                                                                                                                                                                              | 5 - 8 |
| 3.   | <b>DECLARATIONS OF INTEREST</b><br><br>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](mailto:antony.nash@dorsetcouncil.gov.uk) by 8.30am on 17 November 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 [antony.nash@dorsetcouncil.gov.uk](mailto:antony.nash@dorsetcouncil.gov.uk) by 8.30am on 17 November 2025

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

**6. OUR FUTURE COUNCIL – UPDATE AND REVIEW 9 - 26**

To receive the report from the Corporate Director, Transformation, Customer and Cultural Services

**7. CLIMATE AND NATURE PROGRESS REPORT – AUTUMN/WINTER 2025 27 - 82**

To consider the report by the Sustainability Team Manager, Environment, Policy & Partnership Manager and Corporate Sustainability Officer.

**8. PLACE AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME 83 - 86**

To review the Place and Resources Scrutiny Committee Work Programme.

**9. EXECUTIVE ARRANGEMENTS FORWARD PLANS 87 - 120**

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.*

**10. 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.

**11. EXEMPT BUSINESS**

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

**There are no exempt items scheduled for this meeting.**

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## **PLACE AND RESOURCES SCRUTINY COMMITTEE**

### **MINUTES OF MEETING HELD ON THURSDAY 18 SEPTEMBER 2025**

**Present:** Cllrs Ray Bryan (Vice-Chair), Louie O'Leary, Craig Monks and Alex Fuhrmann

**Present remotely:** Cllrs Sarah Williams and Alex Brenton

**Apologies:** Cllrs Nocturin Lacey-Clarke, David Tooke and Jack Jeanes

**Also present:** Cllr Gill Taylor, Cllr Jon Andrews, Cllr Shane Bartlett and Cllr Simon Gibson

**Also present remotely:** Cllr Barry Goringe, Cllr Andrew Parry, Cllr Jane Somper, Cllr Andy Todd, Cllr Tomes, Cllr Ryan Hope, Cllr Belinda Bawden and Cllr Sherry Jespersen

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

Lisa Cotton (Corporate Director for Customer and Cultural Services), Jessica Maskrey (Head of Service – Assets & Property), Jack Wiltshire (Corporate Director for Highways and Engineering), Christopher Whitehouse (Projects Team Manager) and Michael Westwood (Service Manager for Parking Services)

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

**22. Minutes**

The Minutes of the meeting on 24 July 2025 were agreed as a correct record and signed by the chair.

**23. Declarations of interest**

Cllr Shane Bartlett and Cllr Louis O'Leary provided an initial declaration around their roles in relation to the Dorset Innovation Park.

**24. Public Participation**

There was no public participation.

**25. Questions from Councillors**

There were no questions from Councillors.

**26. Empty Properties Update**

The Head of Head of Service - Assets & Property introduced the report and dashboard that was provided following work to consolidate the wide range of information provided. The discussion covered the following areas.

- The issues that create delays shown in the report and the rolling picture in housing that influences vacant properties.
- The rolling review process and operating model of assets and properties
- Assets usage and its consideration in reviews and the prioritisation of properties for review
- The measures of the transfers and disposals with a transfer and KPI of number of asset reviews completed.
- Housing usage especially around temporary accommodation and its role in the system ahead of getting people into settled longer term accommodation.
- Housing association's role in housing of residents in Dorset.
- The importance of early engagement with services in homelessness prevention.
- The cost of holding vacant properties and how that cost is attributed.

The committee identified an opportunity of using councillors and ward specific lists to validate assets held to support the shortening the review cycle.

The Committee requested further details for asset reference 0072's disposal.

## **27. Electric Vehicle Charging Performance**

The Projects Team Manager introduced the report and outlined the current picture in terms of electric vehicle usage and the growing demand for charging facilities. They emphasised the role of Local Authorities in utilising public facilities to meet future need. Following the introduction the discussion covered the following areas;

- Car parking usage and patterns and the impact of chargers on car parking capacity.
- The cost of EV charging in public spaces relative to home charging.
- The ability to charge at home and the restrictions that prohibit home charging such as, planning considerations and access to power in urban areas.
- The spatial requirements of electric vehicle charging points on parking facilities.
- The transparency of EV charging charges at the point of purchase.
- The funding sources and the opportunity to meet the future demands.
- The role of EV charging infrastructure on tourism and general economic growth.
- Barriers to finding more sites for EV charging facilities especially in smaller settlements.
- The process taken to find sites, alternatives and to implement the charging points.
- The metrics that quantify demand vs provision and the council's provision of EV charging.
- The grid infrastructure requirements of the future provision charging for electric vehicles.

## Recommendations-

That consideration be given to making the prices for charging Electric Vehicles in Dorset Council car parks physically visible to inform customer choice.

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

The Committee reviewed the work programme.

### 29. **Executive Arrangements Forward Plans**

The Committee reviewed the forward plans.

### 30. **Urgent items**

There were no urgent items

### 31. **Exempt Business**

There was no exempt business.

**Duration of meeting:** 6.30 - 9.05 pm

**Chairman**

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## Place and Resources Scrutiny Committee

20 November 2025

### Our Future Council – update and review

### For Review and Consultation

**Cabinet Member:**

Cllr B Wilson, Corporate Development and Transformation

**Local Councillor(s):**

All

**Senior Leadership Team:**

C Howe, Chief Executive

**Report author and job title:** Lisa Cotton, Corporate Director, Transformation, Customer and Cultural Services

**Email:** [lisa.cotton@dorsetcouncil.gov.uk](mailto:lisa.cotton@dorsetcouncil.gov.uk)

**Statutory Authority:**

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

**Executive summary**

This paper gives an update on Dorset Council's transformation programme, Our Future Council (OFC). This programme is essential for delivering the changes required to ensure that we become a technology-enabled, customer-focused, and financially sustainable council with a workforce equipped with the right skills to adapt to a rapidly changing working environment. We are delivering our first phase and aligning this transformation programme with other change programmes across the council to ensure a strategic view of their combined impact.

The transformation programme is integral to delivering the priorities of the Council Plan for 2024–2029 through delivering a sharper focus on how resources are matched to these priorities. The four main priorities and some of the impacts of the transformation programme are as follows:

**Grow our economy:** we are making our services more modern and digital, which helps local businesses connect with us easily and creates roles with future skills.

**Provide high-quality and affordable housing:** we are improving how we work together on housing, planning, and support services. We use data to make sure people get the help they need.

**Communities for all:** we are making our services easier to use and making sure everyone can get help early. We work with other groups and listen to our communities.

**Respond to the climate and nature crisis:** we are making our services and buildings more environmentally friendly. We use technology and data to help Dorset reach its climate goals and protect nature. OFC also has significant financial targets which are critical to the financial sustainability of Dorset Council over the course of the programme.

This paper explains what we have done so far, what we have learned, and what we plan to do next.

## **1. Recommendation(s)**

- 1.1 Consider the report and share your thoughts or questions on the information provided.
- 1.2 Note the progress so far in the Our Future Council programme, including the delivery plans and the new ways we are managing the programme.
- 1.3 Recognise the lessons we have learned and the changes we have made to how we manage and deliver the programme from 2025 onwards.
- 1.4 Note ongoing reporting to Audit and Governance Committee to review programme risks and governance and agree that the Place and Resources Scrutiny Committee will review progress on the programme within the next 12 months and add this to the committee's forward plan.

## **2. Reason for the recommendation(s)**

- 2.1 These recommendations are designed to help the committee understand our progress to date, and our future delivery plans and how we will approach change and transformation moving forward. By reviewing and discussing the report, members can share their views, raise any concerns, and ensure that decisions are based on clear evidence. Recognising the progress and the new way of managing the programme helps build trust and confidence, while acknowledging lessons learned shows a commitment to improvement and increases the likelihood of future success.
- 2.2 Supporting strong governance and regular oversight through the Member Steering Group and scheduled progress reviews, ensures the programme stays on track and councillors remain involved in guiding the work. Agreeing to ongoing scrutiny means the committee can keep a close eye on delivery, spot any issues early, and hold the programme to account for achieving its savings and improvement targets.

## **3. Background and context**

- 3.1 The "Our Future Council" business case, approved in January 2025, set out an ambitious plan to modernise how we work, improve experiences for customers and staff, and strengthen our financial position. We've made strong early progress in the launch of a Customer Hub, Business Support Hub, and Transformation Management Office, but the journey has shown both the scale of opportunity and the complexity of the challenge.

- 3.2 Initially, we aimed to progress organisational redesign with the technology roll-out to align or follow as closely as possible, as agreed by Cabinet in January 2025, to deliver financial benefits through immediate workforce change aligned with the Medium-Term Financial Plan. What we've learned is that the operational pace and complexity of our services mean we don't have the capacity in services to add in the complexity and additional overhead of change activity at the same time as running them safely and effectively without the right technology in place. We're now taking a more integrated and incremental approach, which delivers technology and people changes in a more connected way with regular business cases to Cabinet every six months to ensure transparency, oversight, and continued alignment with our financial planning.
- 3.3 As set out in the latest Medium Term Financial Plan and Budget Strategy report to Cabinet (11 November 2025), the financial context is stark. Without action Dorset Council faces a projected £85 million budget gap by 2029/30. Transformation alone won't close this gap, but it is a vital enabler. We are making conscious, strategic choices to ensure every pound spent or saved delivers better outcomes for residents and a more sustainable future for the council. this means OFC is looking at all aspects of our finances and not just focusing on staffing changes to support long-term financial resilience.
- 3.4 To support this, we are accelerating reforms to how we commission and procure services. Our new Commercial Board and procurement model are driving down costs, challenging supplier increases and scrutinising all non-essential spend. We're using data and intelligence to target inefficiency and focus resources where they add most value.
- 3.5 This report gives the committee an update on our progress, and next steps. It shows how we're embedding our new operating model, developing enabling technologies, and aligning all change with our financial and service plans.
- 3.6 As we continue this transformation, it's important to reflect on what we've achieved, how our approach has evolved, and where we're heading next. The following sections set out our progress, lessons learned, and how we're embedding a "One Council" approach - aligning investment, savings, and outcomes so that all change is joined up and strategic. This structure is designed to give the committee a clear line of sight from context to action, supporting robust scrutiny and informed discussion about our future direction.

#### 4. Key Lines of Enquiry (KLOE) – 2025 Programme Update

##### **Staffing reductions in 2025 (related to our future council)**

- 4.1 The table below shows the staff reductions for Year 1 of the programme :

|  | <b>Business case<br/>projected<br/>reductions<br/>(FTE)</b> | <b>Actual<br/>reduction<br/>(FTE)</b> |
|--|-------------------------------------------------------------|---------------------------------------|
|  |                                                             |                                       |

|                                                                                                                    |              |              |
|--------------------------------------------------------------------------------------------------------------------|--------------|--------------|
| Customer                                                                                                           | 103          | 12.58        |
| Business support                                                                                                   | 43.2         | 14.28        |
| Transformation Management Office                                                                                   | N/A          | 8.35         |
| <b>Sub-Total</b>                                                                                                   | <b>146.2</b> | <b>35.21</b> |
| Of which, posts in customer, business support and transformation office that were accepted as voluntary redundancy | n/a          | 23           |
| Voluntary redundancy <i>in addition to</i> group 1 reductions                                                      | n/a          | 14           |
| <b>Total workforce reduction – Year One</b>                                                                        | <b>146.2</b> | <b>49.21</b> |

4.2 The difference between projected and realised reductions can be attributed to a number of factors:

- Dorset Council has reduced staff costs carefully as part of our transformation. We did not make quick or widespread cuts. Instead, we redesigned services first and made sure any reductions were safe and supported by our new ways of working. This was further supported by a review in approach in summer of this year to enable further phasing as set out in section 3.2. This approach followed a detailed review of the business case, especially around the risks and impact on service delivery. We also found that many roles were more complex than expected - people weren't just doing one job, but a mix of tasks across different areas. This means it will take longer to separate and reshape those roles properly
- We listened closely to staff, trade unions, and stakeholders throughout the process. Their feedback shaped our approach and helped us manage change responsibly.
- The council, like others across the country continue to respond to increased demand for services and this has been considered when proposing a reduction in capacity before technology is fully rolled out.

4.3 The consequence of this adjustment to the approach means that the design of workforce changes has been slowed to allow for technology to be implemented. Therefore, the workforce reductions are lower than first planned. By using voluntary redundancy, not filling vacancies, and changing how we work, we have forecast a part-year saving of £1.71 million from workforce savings in 2025/26. This will reduce our workforce by 49.21 FTE by January 2026 and deliver recurrent annual savings. Additional savings of £5 million of savings are on track for realisation from the

commissioning and procurement workstream of OFC. This total of £6.71 million is on track to be released in 2025/26.

- 4.4 This £6.7 million delivery demonstrates strong progress toward our £10 million savings target for the year. We are actively building on this foundation through the ongoing budget process, continuing to identify further efficiencies and additional savings opportunities to ensure we achieve our overall organisational savings requirement.
- 4.5 Every change is checked to make sure it delivers value and does not harm services or staff wellbeing. This helps us keep the skills we need and supports better ways of working.
- 4.6 We are committed to balancing savings with staff engagement and service quality. Going forward, we will manage any further changes through careful planning and ongoing conversations with staff and unions, making sure reductions are sustainable and support our goal of a modern, resilient council.

## **5. Progress against original plan**

- 5.1 We have made strong progress in delivering the first phase of our new operating model. We have followed our plans to establish the Customer Hub, Business Support Hub, and Transformation Management Office as the foundation for new ways of working across the organisation.
  - The Customer Hub is a joined-up approach to handling customer enquiries, designed to provide residents with easy, consistent access to council services through multiple channels, online, by phone, and in-person, while aiming to resolve issues quickly and efficiently at the first point of contact.
  - The Business Support Hub will enable a connected, professional service model that delivers streamlined, digitally enabled support across key internal functions, such as Adults, Children's Services, Finance, HR, and the Executive Support office. It aims to improve efficiency, reduce duplication, and enhance the internal customer experience by providing consistent, high-quality support to council teams and services.
  - The new Transformation Management Office is the internal team responsible for leading, coordinating, and supporting the delivery of the council's transformation programme.
- 5.2 These hubs are now being implemented and will soon begin to shape how we deliver services, support internal teams, and manage change. Alongside this, we are developing our enabling technologies - this includes our new Finance, HR and Payroll system (known as ERP), and a new phone and messaging system to improve how residents contact us. These tools will support better outcomes for both residents and staff, and help drive wider transformation across the council.

## **Customer Hub: Operating Model and Strategic Intent**

- 5.3 Following consultation, we have now finalised the operating model for our new Customer Hub - one of the cornerstone components of the Our Future Council transformation programme. The Customer Hub has been designed to connect specialist and general customer teams more effectively, enabling a joined-up approach to service delivery that is both responsive and resilient. We plan to launch our new transformation management office in December 2025 and our customer and business support teams at the beginning of February and are appointing to new structures imminently.
- 5.4 The model is structured around three service layers:
- **Digital Self-Service:** Empowering residents to access information, guidance, and complete transactions independently through enhanced online tools and website functionality.
  - **Central Support Team:** Handling transactional activity in line with business rules, supported by improved technology and streamlined processes.
  - **Specialist Teams:** Providing expert support for complex or high-impact customer needs, acting as the bridge between central support and service delivery teams.
- 5.5 This structure enables Dorset Council to deliver a more consistent and accessible customer experience, while maintaining the flexibility to support those with more complex needs. The integration of specialist knowledge closer to the front door ensures that customers receive timely, informed responses, and that staff are equipped to manage demand effectively.
- 5.6 We have now started to design ready for implementation of our new Digital Contact Centre, which will enhance customer accessibility through digital channels while sustaining human contact for those who need it most - particularly vulnerable residents. This dual approach ensures that Dorset Council can meet rising expectations for digital convenience without compromising its commitment to inclusive, person-centred service.
- 5.7 The Customer Hub will continue to evolve through co-designed service improvements, increased automation, and stronger connections between teams. As new technologies are introduced and processes are refined, the Hub will become a central driver of efficiency, resilience, and improved customer outcomes across the organisation.

## **Business Support Hub: Operating Model and Strategic Intent**

- 5.8 The Business Support Hub has now completed its first phase of implementation, following extensive consultation and structural design. It is a key enabler within Dorset Council's new operating model, providing the capacity and skills needed to support operational and strategic delivery across the organisation.

- 5.9 The hub is structured around a hub-and-spoke model, with generalist and functional support centralised in the hub and specialist support retained in dedicated spokes. The initial iteration includes:
- Chief Executive Support
  - Generalist Business Support
  - Children's Spoke Business Support
- 5.10 Future iterations will expand to include HR and Finance functional support and an Adults Spoke, ensuring that enabling activities are robust, resilient, and responsive to service needs.
- 5.11 This model brings together colleagues with complementary skills and experience, allowing for co-designed processes and improved service delivery. By consolidating dispersed business management activity, the hub eliminates duplication, enhances consistency, and supports a more agile and efficient organisation. It also introduces a career-graded job description for Business Support Officers, creating a recognised pathway for professional development and talent growth.
- 5.12 Technology plays a central role in the hub's operating model, with automation and digital tools embedded to streamline transactional tasks and enable self-service. This allows business support teams to focus on higher-value activities and ensures that support is delivered in the right place, at the right time, using the right tools.

### **Transformation Management Office - Operating Model and Strategic Intent**

- 5.13 The Transformation Management Office (TMO) has been established as a strategic function within Dorset Council's new operating model, following Cabinet approval and consultation. It replaces the previous federated model of change delivery, which, while effective at the service level, lacked coherence and strategic alignment across the organisation. The TMO is designed to:
- **Align transformation efforts** with a consistent set of organisational design principles
  - **Improve tracking and delivery** of financial efficiencies
  - **Enable strategic and cohesive change** across the council
  - **Maximise specialist resources** and reduce duplication
- 5.14 It acts as a single point of accountability for transformation, connecting portfolios of change and ensuring that all initiatives are coordinated under the "One Council" framework. This approach supports a culture of shared ownership, strategic alignment, and transparent decision-making.
- 5.15 The TMO also plays a critical role in embedding new ways of working, supporting the delivery of the Target Operating Model (TOM), and ensuring that transformation is collaborative, responsive to feedback, and grounded in organisational learning. It is responsible for prioritising change activity, managing interdependencies, and ensuring that every pound spent or saved contributes to Dorset Council's corporate priorities and outcomes for residents.

## 6. Total cost to organisation so far in comparison to budgeted

- 6.1 Dorset Council continues to invest in change, transformation, and improvement to deliver its strategic priorities and meet the challenges of financial sustainability.
- 6.2 As set out in the business case, this investment is made through a combination of reserves, flexible use of capital receipts, and revenue budget allocations - with a clear expectation that all spending must deliver financial, organisational, business, and customer benefits.

Our investment covers a range of costs, including:

- Internal and external resources (e.g. additional transformation resource or fixed term roles)
  - Commissioning of external contractors
  - Redundancy and workforce transition costs
  - Implementation of new systems and technologies (software and delivery)
- 6.3 It is important to recognise that the cost of delivering major technologies, such as our main Finance, HR and Payroll platforms (ERP) and digital contact centres - is significant. These are essential investments that may not always deliver direct financial savings but are critical enablers of efficiency, accessibility, and essential service improvement. Wherever possible, we will embed automation and AI to streamline processes, reduce repeat contact, and improve customer experience.
- 6.4 We have provided a breakdown of investment to date, alongside the budget envelope we are working within. This includes the investment requirements presented to Cabinet in October 2025, which are now being reviewed as part of the 2026/27 budget-setting process. We are also refreshing our investment and savings profile for the next three years to ensure that all future transformation activity is aligned with our financial strategy and delivers a clear return on investment.

### **Budget allocation and spend for our future council (January 2024 – October 2025)**

- 6.5 The investment profile approved by Cabinet in January totalled £22.23 million for 2025/26. While overall spend has been lower than projected, this reflects both efficiencies and under-resourcing in key areas such as change management and the capacity to plan for and deliver future technology, which has limited progress. We are now strengthening capability and using investment funding carefully to keep spending at a level that supports full delivery. Savings are welcome, but underspending on critical capacity can be equally problematic and will be addressed going forward.

|                                   | Business case<br>forecast spend<br>2025/26<br>£m | Actual spend April<br>2024 to October<br>2025<br>£m | Budget spend October<br>2025 – March 2026 (as<br>per Cabinet report Oct<br>25)<br>£m |
|-----------------------------------|--------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------|
| Technology                        | 8.8                                              | 0.008                                               | 0.53                                                                                 |
| Internal and<br>external capacity | 7.28                                             | 3.85                                                | 4.9                                                                                  |
| Redundancy costs                  | 6.15                                             | 1.44                                                | 2.5                                                                                  |
| <b>Total</b>                      | <b>22.23</b>                                     | <b>5.29</b>                                         | <b>7.93</b>                                                                          |

## **Investment Plan for 2025/26**

6.7 For 2025/26, Dorset Council has approved a **£12.4 million investment plan**, released in stages every six months as delivery milestones are met. This funding supports:

- Implementation of enabling technologies Finance, HR and Payroll system (ERP), Phone and Messaging system (digital contact centre), automation platform, booking systems)
- Additional internal employee and external skilled capacity where required.
- Redundancy and transition costs

6.8 All spending is subject to regular review, with further releases contingent on demonstrable progress and savings. This ensures a disciplined, transparent, and accountable approach to investment, aligned with our Medium-Term Financial Plan and our commitment to delivering transformation that is both impactful and financially responsible.

6.9 We are forecasting £6.7 million of savings in 2025-26 with continued commitment to realise a cumulative, recurring annual benefit of £18.8 million by 2028 as outlined in the business case approved in January 2025.

## **7. Safeguards in place to ensure service continuance**

7.1 Throughout our transformation journey, Dorset Council has prioritised service continuity and minimising disruption for both residents and staff. This risk based approach included risk and impact assessments of proposed changes and subsequent changed in approach to mitigate areas of high risk to service delivery. This included 'lift and shift' of functions to the new customer hub to reduce initial change and effectively position the service ready for future transformation.

7.2 The council, like others across the country continues to respond to increased demand for services and this has been considered when proposing a reduction in capacity before technology is fully rolled out. The consequence of this adjustment to the approach resulted in slower workforce changes to allow for technology to be implemented.

7.3 Our Design Authority, Programme Board, and Members Steering Group have provided rigorous oversight, ensuring that all risks are identified, assessed, and managed before any significant changes are made.

7.4 We have deliberately phased our changes, adjusting our original plans in response to consultation feedback and risk assessments. This has included slowing or sequencing some service redesigns to be more closely aligned with the delivery of enabling technologies - such as our new Finance, HR and Payroll system (ERP) and Phone and Messaging System (Digital Contact Centre) - so that teams have

the tools and support they need to deliver change effectively and maintain high-quality services.

- 7.5 At every stage, we have engaged with service leaders and staff, inviting alternative proposals and ensuring that those closest to delivery are involved in shaping and leading change. Our Organisational Development team continues to work with managers to build confidence and capability, supporting business continuity as we move through each phase.
- 7.6 This approach means that every decision is made with service continuity in mind, balancing the pace of transformation with the need to safeguard our core services and support our workforce. Our governance framework ensures that we remain agile, responsive, and focused on delivering sustainable improvements for Dorset's residents.
- 7.7 Our focus remains on minimising disruption and maintaining high-quality services as we deliver change. We will keep reviewing risks, phasing changes, and accelerating enabling technologies so that teams are always equipped to deliver for Dorset's residents. Strategic risks are included in the [Dorset Council Corporate Risk register](#).

## **8. Employee wellbeing data and additional support provided to support people through change**

- 8.1 We recognise that the success of Our Future Council depends not only on the systems and structures we implement, but on the wellbeing, resilience, and engagement of our workforce. As we deliver significant organisational change, we remain committed to supporting our employees through a people-centred approach that prioritises inclusion, accessibility, transparency, and long-term sustainability
- 8.2 We have embedded regular HR updates, webinars, and feedback channels to ensure staff are informed, heard, and supported. Staff stories and lived experiences are actively shaping our transformation journey, and we continue to collaborate with Trade Unions, employee groups and employee networks to co-design change that reflects the needs and aspirations of our workforce. This has included all employee webinars on a regular basis across the last 12 months, internal and external wellbeing services such as steps to wellbeing and a coaching and mentoring offer for all employees.
- 8.3 Digital inclusion is a core principle of our strategy. We are equipping all employees with the tools, skills, and confidence needed to thrive in a modern workplace, ensuring that transformation supports wellbeing, flexibility, and collaboration. This includes tailored learning and development opportunities, targeted upskilling, apprenticeships, and leadership development in digital capability. We are integrating digital competencies into career development frameworks to unlock new pathways for growth and progression.

- 8.4 We understand that change can be challenging. That's why we are taking a deliberate and inclusive approach, considering the impact of transformation on individuals and teams, and ensuring that culture, conditions, and policy help colleagues to thrive. Our phased delivery model allows us to embed organisational learning, respond to feedback, and adjust our approach to maintain a healthy and productive workforce.
- 8.5 Our strong and constructive relationships with Trade Unions remain central to our approach. We are committed to maintaining open dialogue, co-creating digital strategies, and ensuring transparency and fairness throughout the transformation process. This collaborative ethos ensures that change is not imposed but shaped together with equity and support at its heart.
- 8.6 As we move forward, employee wellbeing will continue to be a key measure of success. We are not only transforming how we work we are building a culture that empowers our people, strengthens our organisation, and delivers better outcomes for Dorset's residents.
- 8.7 We will continue to prioritise staff wellbeing, embedding regular feedback, learning opportunities, and support throughout the transformation. Our commitment is to ensure every colleague feels valued, informed, and empowered to thrive in a changing organisation.

## **9. Digital Innovation & Solutions integrated to date**

- 9.1 We have taken a 'test & learn' approach and have had a number of positive outcomes using Automation, AI and other Innovative tools in a variety of scenarios and have now started embedding them as core enablers of our transformation strategy. These technologies are not standalone tools - they are often multifaceted and integral to how we redesign services, improve efficiency, and deliver better outcomes for residents and staff.
- 9.2 Following successful pilots using UiPath's Robotic Process Automation (RPA) platform, we have begun automating repetitive, rule-based tasks across key service areas. Over 300 processes have been mapped, and we are now working with teams to optimize high-impact activities in customer services, business support, and central support functions.
- 9.3 Early automation use cases - such as managing care home vacancies, Freedom of Information requests, and climate impact workflows have already indicated we can deliver measurable improvements in speed, accuracy, compliance, and customer satisfaction. We will continue to build on these solutions ensuring we support the organisation to get the most out of the tools and capabilities available to them.
- 9.4 We are also introducing AI capabilities in social care, regulatory services, planning and business support, helping teams make faster, more informed decisions and freeing up staff time for more complex and human-centered work. Pilots run to date are demonstrating real value, and we will continue to expand across the organisation as we transition to new ways of working. Supporting Government

initiative within the **Incubator for AI** (i.AI part of the Department for Science Innovation & Technology) on projects like 'Minute' in collaboration with other Local Authorities using AI to support Education, Health and Care Planning (EHCP) will now be moving forward into more formal pilots and finally into practice.

- 9.5 After several short pilots we are now increasing our use of “Internet of Things” smart sensor technology across a new Long-Range Network (LoRaWAN) to gather intelligence on how best to support services in public spaces. The use of AI is also applied when converting the vast amounts of data we gather, more specifically machine learning models to interpret patterns and trends into insights to inform data led decision making.
- 9.6 As part of our evolving technology architecture, we are implementing a single booking platform that will allow residents, customers, and employees to book services, spaces, and activities more easily. This will reduce duplication, streamline user experience, and enable us to rationalise legacy ICT tools - releasing financial benefits and improving service accessibility.
- 9.10 Our approach to innovative technologies like automation and AI is deliberate, inclusive and responsible with recommendations from a recent audit of our governance and protocols all now signed off. We are working closely with service teams, the Design Authority, and our transformation office to ensure that every implementation is aligned with our principles, operating model, supports staff wellbeing, and contributes to our strategic goals. These technologies are not just about cost savings - they are about building a modern, responsive council that uses data and innovation to deliver better public services.
- 9.11 As we move forward, we will expand the use of technology where it adds value, always ensuring that new tools are introduced safely, with staff involvement, and in ways that improve both customer and workforce experience.

## **10. Finance, HR and Payroll system (ERP) progress update**

- 10.1 Dorset Council is aligning the implementation of our new Finance, HR and Payroll system (ERP) with the redesign of our core corporate, strategic, and enabling services. While some structural changes are being delivered ahead of ERP to maintain momentum and readiness, the rollout of the new system will enable further automation, simplification, and integration, supporting our ambition to work as One Council and deliver sustainable improvements for staff and residents.
- 10.2 We are now aligning the redesign of associated core services with the implementation of the new ERP. The reprofiled programme design and roadmap will be complete for our next performance update to Cabinet and aligned to the 2026/27 budget timeline.
- 10.3 We recognise that delivering a new ERP system is a complex and critical undertaking, so we are taking a thorough, phased approach to ensure success. We have completed a comprehensive procurement process and selected Oracle as our new ERP platform, which will replace our current system before support ends in 2027. The rollout is planned over the next two years and is carefully timed to align

with the redesign of our core corporate, strategic, and enabling services including finance, HR, and payroll.

- 10.4 Now that Oracle has been confirmed as our partner and our preferred approach is aligned to the redesign of strategic and enabling services, detailed reprogramming work is already underway to ensure the system and service changes are fully integrated.
- 10.5 Alongside this, we are actively building internal capabilities not only to deliver the ERP programme successfully but also to establish our future strategic and enabling functions, for example, Information Technology, Strategic Communications, People and Workforce, Finance, Strategy, Performance and Policy. This will strengthen our ability to manage ongoing change delivery and digital transformation, ensuring Dorset Council has the skills and capacity to sustain improvements beyond the ERP rollout.
- 10.6 While we are progressing with the delivery of new organisational structures ahead of the ERP go-live, the redesign and transformation of these services will be closely integrated with the ERP implementation. This means that as the new system is introduced, we will further refine processes, automate tasks, and use AI within the ERP to simplify work and reduce duplication across the council.
- 10.7 A dedicated group is mapping business processes, reviewing data needs, and designing future ways of working to make sure we are not just swapping systems but improving how we operate. Our approach is to use the new HR and Finance system as it is designed, rather than customising it, so we can take full advantage of its standard features. This will help us deliver better efficiency, reliable data, and a simpler experience for everyone.
- 10.8 In summary, we are aligning the Strategic and Enabling programme and the implementation of the new HR and finance system (ERP) more closely, such that the redesign of our core services aligns with the technical enablers to successfully deliver the changes to our ways of working. Some structural changes will be delivered earlier to maintain momentum and readiness. The ERP rollout will enable further automation, simplification, and integration, supporting our ambition to work as One Council and deliver sustainable improvements for staff and residents.
- 10.9 As we look forward, our phased approach ensures that as the new ERP system is implemented, Dorset Council will be ready to fully integrate, automate, and continually improve our core services - delivering greater efficiency, resilience, and value for our staff and residents as One Council.

## **11 Summary**

- 11.1 Dorset Council is ready for the next phase of transformation. We have learned from experience, listened to our workforce and communities, and put in place the governance, skills, and enabling technologies needed for success. With strong

leadership, clear priorities, and a commitment to transparency and continuous improvement, we are confident in our ability to deliver sustainable change together, as One Council.

- 11.2 This report addresses the committee's key lines of enquiry. Officers are available to provide further information or respond to additional questions as needed.

## 12 Key deliverables and milestones: Staged Delivery Plan (2025–2028)

| Phase          | Key Deliverables                                                                                                                                                                                                                                                                       | Internal Capacity Focus                                                                                                                                                            | External Support                                                                                                                   | Savings/Benefits Realised                                                                                                                                   | Next Investment Trigger                                                                                                                |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>H2 2025</b> | <ul style="list-style-type: none"> <li>Stand up Transformation Management Office</li> <li>Launch digital contact centre product team</li> <li>Begin ERP implementation (strategic partner onboarded)</li> <li>Redesign of customer, business support, and enabling services</li> </ul> | <ul style="list-style-type: none"> <li>Core change team in place</li> <li>Product team established</li> <li>Internal ERP project roles filled</li> </ul>                           | <p>Digital partner for contact centre (short-term)</p> <p>ERP implementation partner (strategic, time-limited)</p>                 | <ul style="list-style-type: none"> <li>Initial process redesign savings</li> <li>Management of establishment</li> <li>Third-party spend controls</li> </ul> | <ul style="list-style-type: none"> <li>Review delivery and savings at 6 months</li> <li>Reprofile investment for next phase</li> </ul> |
| <b>H1 2026</b> | <ul style="list-style-type: none"> <li>Digital contact centre live</li> <li>ERP phase 1 live</li> <li>Further service redesign (Place, Housing, Adults, Childrens/Public Health &amp; Prevention)</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Upskilling of internal teams</li> <li>Change and ICT roles embedded</li> <li>Begin transition of product/digital skills in-house</li> </ul> | <ul style="list-style-type: none"> <li>Reduced digital partner input</li> <li>ERP partner focused on knowledge transfer</li> </ul> | <ul style="list-style-type: none"> <li>Increased cashable savings</li> <li>Workforce and third-party spend reductions</li> </ul>                            | <ul style="list-style-type: none"> <li>Review and adjust internal/external mix</li> <li>Trigger next investment if needed</li> </ul>   |
| <b>H2 2026</b> | <ul style="list-style-type: none"> <li>ERP phase 2 live</li> <li>Customer Hub model expanded</li> <li>Strategic and Enabling model foundations in place</li> <li>Commissioning/procurement model embedded</li> <li>Internal capability leads product/digital delivery</li> </ul>       | <ul style="list-style-type: none"> <li>Internal product and change teams lead delivery</li> <li>Ongoing upskilling</li> </ul>                                                      | <ul style="list-style-type: none"> <li>Minimal external support</li> <li>Only for specialist skills</li> </ul>                     | <ul style="list-style-type: none"> <li>Ongoing savings</li> <li>Reduced cost of delivery</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Confirm final phase investment</li> <li>Plan for business-as-usual transition</li> </ul>        |
| <b>2027–28</b> | <ul style="list-style-type: none"> <li>All significant technology in delivery or completed delivered</li> <li>Internal teams own and develop products</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>Sustainable internal capacity</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>External support only for exceptional needs</li> </ul>                                      | <ul style="list-style-type: none"> <li>Target £18.8m workforce savings achieved</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>No further major investment required</li> </ul>                                                 |

|  |                                                                                   |                                                                             |  |                                                                            |  |
|--|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--|----------------------------------------------------------------------------|--|
|  | <ul style="list-style-type: none"><li>• Continuous improvement embedded</li></ul> | <ul style="list-style-type: none"><li>• Change/ICT fully in-house</li></ul> |  | <ul style="list-style-type: none"><li>• Ongoing efficiency gains</li></ul> |  |
|--|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--|----------------------------------------------------------------------------|--|

**13 Alternative options considered**

Not applicable – update report only.

**14 Legal considerations**

Not applicable – update report only.

**15 Financial implications**

Not applicable – update report only.

**16 Natural environment, climate & ecology implications**

Not applicable – update report only.

**17 Well-being and health implications**

Not applicable – update report only.

**18 Other implications**

None

**19. Risk implications**

- 19.1 The programme adopts a phased, risk-based approach to mitigate disruption and ensure service continuity. Risks are tracked through the Corporate Risk Register and reviewed regularly by governance bodies. The current risk level is moderate due to the complexity of transformation, with residual risk expected to reduce as enabling technologies and workforce adaptations are implemented. Strategic risks are included in the [Dorset Council Corporate Risk register](#).

**20. Equalities**

Not applicable – update report only.

**21. Appendices**

None

**22. Background papers**

Cabinet report October 2025

**23. Report sign-off**

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

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## Place and Resources Scrutiny Committee

### 20 November 2025

### Climate and Nature Progress Report – Autumn/Winter 2025

### For Review and Consultation

**Cabinet Member:**

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

**Local Councillor(s):** County Wide

**Senior Leadership Team:**

S Ford, Corporate Director, Strategy, Performance and Sustainability

**Report author and job title:** Antony Littlechild, Sustainability Team Manager /  
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[connor.pearson@dorsetcouncil.gov.uk](mailto:connor.pearson@dorsetcouncil.gov.uk)

**Statutory Authority:**

**Report status:** Public Choose an item.

**1. Executive summary (maximum of 500 words)**

- 1.1. Since refreshing the Natural Environment, Climate and Ecology strategy in 2023, the council has continued to demonstrate its commitment to a climate friendly, nature positive and resilient Dorset. The Dorset Council Plan 2024-29 has brought forward the council's net zero targets and reiterated its goals for nature-positive management across the county.
- 1.2. This report is the second biannual report for 2025. It provides a quantitative overview on our council's and county's emissions and nature management, and performance against our key strategic aims.

**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. This report outlines Dorset Council's progress against its environmental goals as set out in the Natural Environment, Climate and Ecology Strategy 2023–25 and the Dorset Council Plan 2024–29. The strategy is built around three pillars: reducing greenhouse gas emissions, supporting nature recovery, and adapting to environmental change.
- 4.2. **Carbon emissions reduction** – Appendix A to this report provides further detail on the progress of our emissions trajectories, both as a council and for the wider county.
- 4.3. **Nature recovery** – Further detail has been added to this year's report on nature as requested by Scrutiny Committee in July 2025. This provides a range of quantitative data as well as highlighting the work to develop a Local Nature Recovery Strategy for Dorset LNRS. Nature Based Solutions also have a critical role to play in both sequestering carbon emissions and managing the impacts of climate change.
- 4.4. **Adapting to climate change** – Previous reports have focused on climate mitigation, but work has begun on considering our strategic response to climate change and this will play an increasingly important role in our future programme. A citizens panel on climate adaptation was established in October 2025 which is a first step in the development of a wider stake holder engagement process to develop a county wider strategy. This in turn will allow for great quantitative report on changes to the climate.
- 4.5. Following the Dorset Council Plan 2024-29, the council has committed to achieving net zero emissions for its direct operations by 2035, indirect operations by 2040, and the wider Dorset area by 2045.

#### 5. **2024/25 carbon emissions reduction progress (Council Operational)**

- 5.1. In 2024/25, Dorset Council's total operational emissions (Scopes 1, 2, and 3) were 23,593 tonnes of CO<sub>2</sub>e, this is a 31.3% reduction from the 2019/20 baseline. However, scope 1 and 2 emissions alone saw a higher decrease of 35% since the baseline year. These are the emissions under which Dorset Council has more direct control. Overall this indicates that emission reduction fell short of the 2025 interim target of a 40% reduction.

5.2. These figures do not however take full account of the switch from diesel to HVO fuel for council fleet vehicles, which only began in winter 2024 and was not fully implemented until April 2025. The benefit for this significant carbon reduction measure will be seen in 2025/26 data. In total we expect this to save around 4,000 tonnes of CO<sub>2</sub>e, equivalent to 70% of our fleet emission. We therefore anticipate our scope 1 and 2 emissions to have reduced by 50-55% (compared to our baseline) by 2025/26, going beyond our 25/26 interim target of 48% and bringing us back on track.

5.3. Key highlights from the Autumn 2025 report include:

- Buildings and Assets: Emissions reduced by 45% compared to the baseline, driven by energy efficiency upgrades and 6MW of installed solar PV capacity.
- Highways Materials: Emissions have dropped to 36% compared to the baseline, aided by increased use of warm mix asphalt.
- Street Lighting: Emissions decreased by 41% compared to the baseline, meeting the 2025 target.
- Fleet: Emissions have fallen to 19% compared to the baseline, supported by the introduction of Hydrotreated Vegetable Oil (HVO) and expanded EV use.
- Business Mileage: Emissions saw a 7% year-on-year decrease and now sits at a 34% reduction on the baseline.
- Waste from Dorset Council sites: Emissions increase year-on-year due a higher-than-normal use of landfill but have still fallen by 65% against the baseline.
- Commuting: Emissions saw a slight increase but at a reduced rate of growth compared to previous years, now sitting at a 17% reduction on the baseline.
- Dorset Travel: Emissions saw a 1% increase year-on-year due to increased demand, especially in SEND transport, with the workstream now sitting at a 23% reduction on the baseline.

## 6. **2023 carbon emissions reduction progress (County-wide/Facilitation)**

6.1. Nationally, emissions have decreased by 5.95% between 2022 and 2023. This has largely been driven by a reduction in electricity emissions due to both a decrease in electricity demand and an increase in the share of renewable energy in national electricity supply and imports.

- 6.2. Emissions have continued to fall in all regions, regardless of geographic, demographic and industrial differences, and fell in 94% (340 out of 361) of local authority areas.
- 6.3. In the year to 2023, Dorset's area-wide emissions reduced by 5.16% (from 2,209 to 2,095 ktCO<sub>2</sub>e). Compared to our 2017 baseline, Dorset's area-wide emissions reduced by 18.76% by 2023 (from 2,580 to 2,095 ktCO<sub>2</sub>e). Dorset's area-wide emissions reduced by 41.37% from 2005 to 2022 (from 3,574 to 2,095 ktCO<sub>2</sub>e).
- 6.4. The sources of Dorset's area-wide emissions in 2023 were – from largest to smallest – agriculture (33%), transport (29%), domestic (20%), industry (6%), commercial (5%), Waste (3%), and the public sector (2%).
- 6.5. Area emissions were above the target trajectory in 2021 and 2022, but have come back within target in 2023, reducing by 18.8% compared to the baseline of 2017.

## 7. Nature Recovery

- 7.1. This report provides an overview Dorset Council teams that are involved in delivering newly created or enhanced nature (nature recovery) as part of their work including projects or schemes that Dorset Council are responsible for. As we have not provided quantitative data of nature recovery to this detail before, this report has covered both 2023/24 and 2024/24 data where possible, in order to offer points of comparison.
- 7.2. Countryside management: Dorset Council's nature recovery efforts are guided by the upcoming Dorset Local Nature Recovery Strategy (DLNRS), which will establish a monitoring framework using both local and national data.
  - The council manages 171 designated sites, including SSSIs, Ramsar sites, and nature reserves, with 770 hectares under countryside stewardship agreements.
  - In 2024–25, the council received over £1.6 million in Defra grant funding.
  - Some of the key outcomes from the Greenspace team through 2023-25 were a 12% increase in verges managed for nature, an increase in wildflower seed planting and a greater effort to remove invasive or non-native species.
- 7.3. Project delivery and operations: Nature recovery is integrated across council operations.

- The landscape and grounds team increased tree and wildflower planting, though hedgerow and shrub planting declined slightly due to fewer schemes.
- The arboriculture team maintained over 560,000 trees and responded to an increased number of storm-related emergencies. The team have met their 100% target on checking on trees adjacent to fallen trees within 2 weeks
- Capital projects saw reduced biodiversity enhancements in 2024–25, likely due to fewer school and community schemes
- Highways projects doubled wildflower planting and increased tree planting.

7.4. Development and planning: Dorset's Biodiversity Appraisal Protocol (DBAP) continues to secure wildlife enhancements and habitat compensation.

- Between 2009-2023, developers and homeowners in Dorset have taken over 3,300 actions to protect bats, and £1,235,333 of compensation money has been collected for habitat enhancement and creation in Dorset.
- Biodiversity Net Gain (BNG): since 2024, a new national approach made it mandatory for developers to deliver a biodiversity net gain of at least 10% and this habitat must be secured for 30 years. The number of approved DBAP biodiversity plans has decreased in the number from 2023-24 to 24-25, likely due to applicants adjusting to mandatory Biodiversity Net Gain and delaying planning applications.
- We are currently unable to report on BNG delivered through the planning system due to the BNG module not currently being available on the Mgov. The BNG module, when released, will allow us to measure the amount of nature recovery and will be available in the next reporting period.
- There has been an increase in the amount of nutrient mitigation through several land purchase agreements and temporary mitigation agreements.

7.5. Sustainable Farming: Dorset Council owns 40 farms and 17 farmland-only assets. Currently, 25% of these are managed under environmental schemes such as Countryside Stewardship and the Sustainable Farming Incentive; the target is 70% by 2030.

7.6. Hosted Partnerships: partnerships are central to Dorset's nature recovery.

- Litter Free Dorset delivered the "Reconnecting with Nature Spaces" project, targeting urban areas and vulnerable groups.

- Dorset National Landscape Partnership had a total of £2,382,317 of investment over the last two years, with number of projects supported rising from 68 in 2023-24 to 83 in 2024-25.
- Cranborne Chase also contributed £121,968 to nature recovery in northeast Dorset, focusing on woodland, wetland, and species surveys.

- 7.7. Overall figures: Between 2023-24 and 2024-25, the services/teams for Dorset Council saw an increase in the number of trees and hedgerows planted, sq m of wetland created, and number of natural flood management project. There was a decrease in the number of shrubs and wildflower seed planted and removal of invasive and non-native species.
- 7.8. Nature Recovery Dorset: Launched in August 2024, the Nature Recovery Dorset network has grown to 231 members, including individuals, farmers, charities, and businesses across Dorset Council and BCP Council areas. Collectively, they have created or enhanced approximately 22,687 hectares for nature. The network is mapped online to showcase contributions across the county: [dorsetcouncil.gov.uk/nrd-network](https://dorsetcouncil.gov.uk/nrd-network).

## 8. Resilience

- 8.1. Dorset Council – we are midway through a whole organisation climate risk assessment that should serve to give better visibility of climate risks and help inform future discussion of their resource impacts. We are aiming to produce to 44 council-wide risk statements across these areas; and give them service-specific risk scores.
- 8.2. Countywide – we have started to take the first steps in developing a county strategy. We've partnered up with Involve, a charity that supports public participation, to create a Dorset Citizens' Climate Panel. It comprises 22 residents, selected by lottery, who reflect the diversity of Dorset's population. Together they will help shape our county's response to climate change impacts – learning about climate adaptation and giving us a community perspective to help inform our eventual strategy.
- 8.3. The panel will meet four times between October and November and hear from a range of experts and undertaking facilitated discussion. To explore what an adapted Dorset may look like to our communities by 2050, issues they are most concerned about related to climate change impacts and
- 8.4. A stakeholder advisory group has also been established comprising the Met Office, the Environment Agency, the LSE Grantham Institute, Dorset Youth, and many others. This group will help to shape the Citizen Panel process.

- 8.5. The panel process will conclude in December, and the outcomes of this process will help to inform a Dorset Adaptation Strategy process facilitated by Dorset Council and stakeholder organisations. It is anticipated that this process will begin in early 2026.

## 9. Next Steps

- 9.1. The council's operational programme aims to achieve net zero emissions in its scopes 1 and 2 operations by 2035, and all operations including scope 3 by 2040. In 2030, we hold interim targets of 80% reductions compared to the baseline for scopes 1 and 2, and 70% reductions for all operations. Whilst much has been achieved so far, further urgency is required for the council to achieve its interim and net zero targets.
- 9.2. Section 5 of the Autumn 2025 progress report (attached), sets out key steps for the next 12 months, these include –
- Accelerating the councils own carbon reduction programme, through new building retrofit programmes and large-scale solar programme, revised streetlight LED programme and increasing use of HVO fuel for our fleet
  - Delivering a range of programmes to support residents to take action, such as focus on on-street charging infrastructure, Dorset Solar Together, and great partnerships working on home retrofit
  - Working to engage and support young people, public sector partners, and town and parish councils
  - Creating a stronger strategic framework for climate and nature in Dorset through development of key strategies and plans such as the Dorset Local Transport Plan, Dorset Local Plan, A Dorset Local Area Energy Plan and the Dorset Local Nature Recovery Strategy (LNRS)
  - Exploration of Biodiversity Net Gain (BNG) as a funding mechanism
  - Robustly building climate and nature consideration into our decision making and procurement processes
  - Developing our approach to adaptation to climate change both for our council services and wider Dorset working with our Dorset Climate resilience panel and our key partners and stakeholders
  - Carrying out a Climate Change Operational Risks and Opportunities Assessment for the council's operations, and developing a Dorset-wide Climate Adaptation Strategy

## **10. Alternative options considered**

10.1. Not applicable

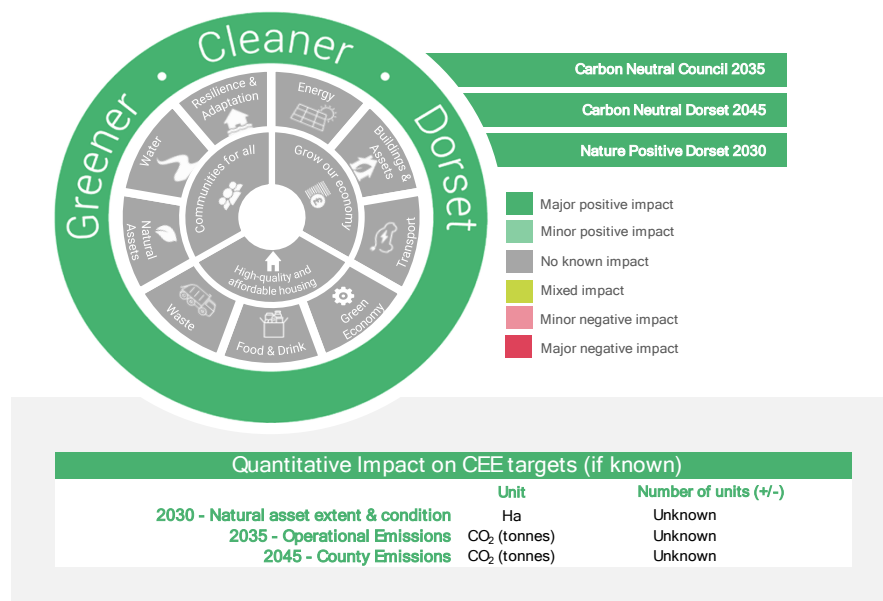
## **11. Legal considerations**

11.1. Not applicable

## **12. Financial implications**

- 12.1. In the region of £93 million has supported the councils' climate and nature programmes to date. Approximately 85% of this comes from government grants of various sources, such as the Public Sector Decarbonisation fund and match funding from private sector and other organisations. Roughly 15% comes from Dorset Council. Figure 41 (pg42) in the main progress report gives a graphical representation of these different funding sources. This is not an exhaustive list but gives a feel for the scale and success in securing external funds.
- 12.2. As we move forward, we continue to explore a wide range of external funding opportunities to include government grants, potential income streams and community funding, as well as develop the evidence and project pipelines to allow Dorset to maximise future funding opportunities as they arise.
- 12.3. Dorset Council has allocated a total of £16 million capital funding between 2022 to 2027 to facilitate reduction of the council's carbon footprint.
- 12.4. An initial £10m was allocated in March 2022 to support key workstreams such as – energy efficiency and renewable energy projects on council buildings, developing an electric vehicle charging infrastructure across our estate, purchase electric vehicles, installing LED lamps in Dorset streetlights and supporting external support programmes such as Low Carbon Dorset and Healthy Homes Dorset.
- 12.5. In March 2025, cabinet agreed the allocation of an additional £6.025 from 2025-2027. This was to support the acceleration of the council's carbon reduction programmes to ensure that carbon targets could be achieved 5 years faster.
- 12.6. It is anticipated that £8.4 million of capital would have been committed to these climate programmes between 2022 and April 2025. Collectively these schemes aim to reduce energy demand, switch the council away from fossil fuel use to electric, increase self-supply of electricity and reduce energy and fuel bills. For measures installed to date it is anticipated that energy bills have been reduced by more than £1 million per year.

### 13. Natural environment, climate & ecology implications



### 14. Well-being and health implications

- 14.1. There are no specific health and wellbeing implications of this report. However, the implementation of the strategy and action plan has significant co-benefits for health and wellbeing. The three pillars of the strategy aim to mitigate climate change, adapt to the impacts of climate change, and support nature recovery. Actions carried out in their pursuit aim to provide a cleaner, safer and more nature-positive environment.

### 15. Other implications

- 15.1. 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.

### 16. Risk implications

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

Current Risk: High

Residual Risk: Medium

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

16.3. 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 continued urgency and further progress.

16.4. 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.

## 17. **Equalities**

17.1. There are no specific equalities implications for this report itself, but climate change is recognised to have a disproportionate impact on vulnerable people, which the strategy being reported upon aims to adapt the local area for climate change and mitigate further climate change.

## 18. **Other implications**

18.1. Appendix A: Natural Environment, Climate and Ecology Progress Report – Autumn/Winter 2025

## 19. **Background papers**

19.1. [Natural Environment, Climate and Ecology Strategy 2023 to 25 Refresh - Dorset Council](#)

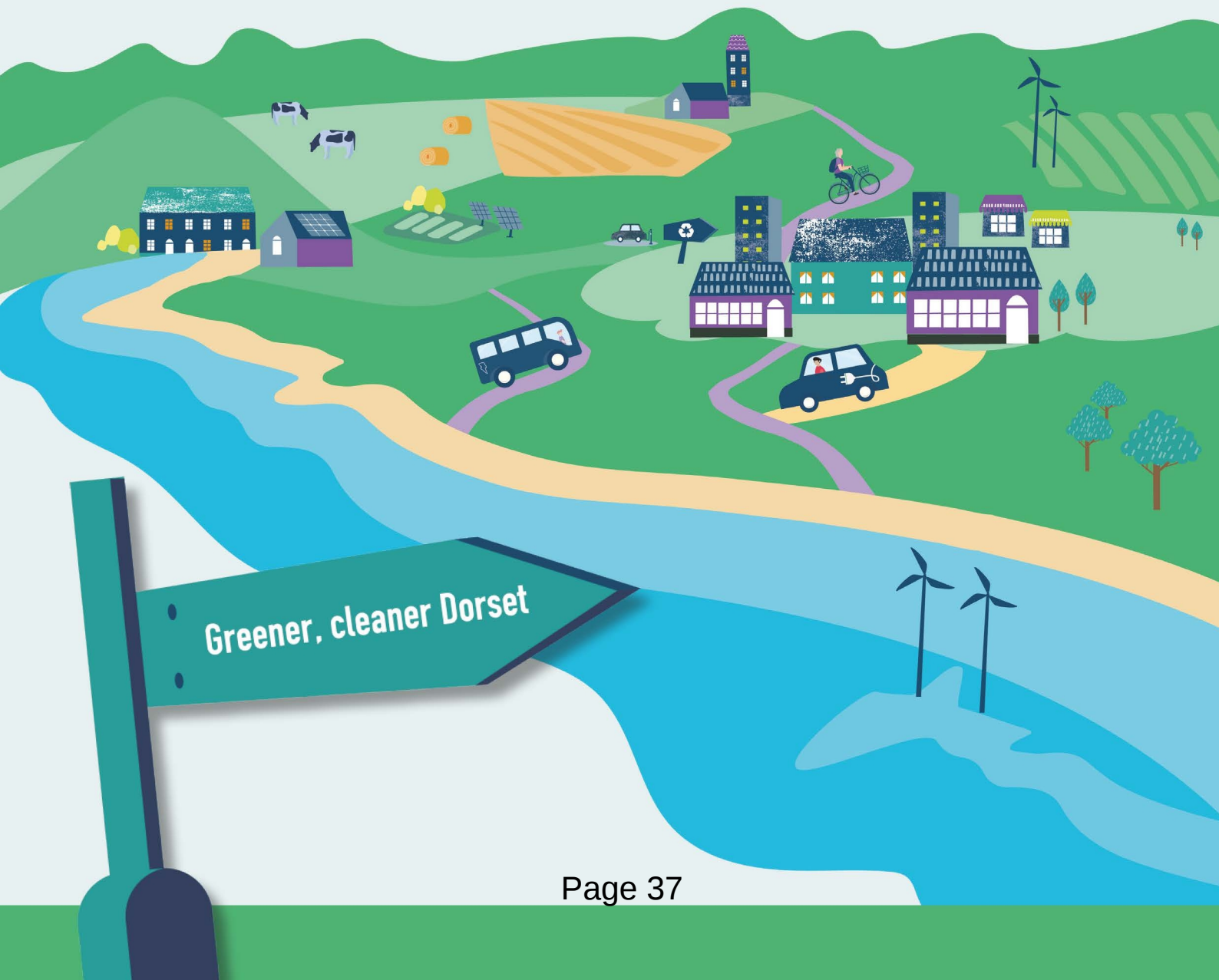
19.2. Cabinet 25 March 2025, Revised greenhouse gas (GHG) emissions reduction trajectories and key milestones - [\(Public Pack\)Agenda Document for Cabinet, 25/03/2025 18:30](#)

## 20. **Report sign-off**

20.1. 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)

# Climate and Nature

**Progress Report – Autumn/Winter 2025**



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# 1. Introduction

- 1.1. This report gives a quantitative summary of the progress against the Natural Environment, Climate and Ecology Strategy 2023-25, and the updates to it in the Dorset Council Plan 2024-29. The strategy is focused on three pillars: cutting our greenhouse gas emissions; helping nature to recovery by protecting and enhancing our land, rivers and seas; and adapting for the impacts of unavoidable environmental change. These pillars feed through into nine core missions that seek to address “how we power and heat things; how we build, make and dispose of things; how we use our land, rivers and seas.”<sup>1</sup>
- 1.2. The Dorset Council Plan 2024-29 accelerated the net zero target outcomes of the Natural Environment, Climate and Ecology Strategy 2023-25, and we now aim to deliver:
- Net Zero emissions for Dorset Council’s direct operations (scopes 1 and 2<sup>2</sup>) by 2035
  - Net Zero emissions for Dorset Council’s indirect operations (scope 3) by 2040
  - Net Zero emissions for the Dorset Council area by 2045
- 1.3. The Dorset Council Plan 2024-29 also reiterates the strategy’s target for 30% of the Dorset Council area’s land to be in positive management for nature by 2030, and included further targets that:
- 80% of our urban verges will be managed to enhance their value for nature by 2030
  - Improve 300 miles of the Rights of Way network, making it more accessible to connect people’s access to nature by 2030
  - 70% of our county farms land will be managed using sustainable farming practices that balance food production and nature by 2030
  - 15,000 hectares of Dorset are covered by Landscape Recovery management agreements by 2030

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<sup>1</sup> [Natural Environment, Climate and Ecology Strategy 2023 to 25 Refresh - Dorset Council](#)

<sup>2</sup> Scope 1 emissions are those from activities owned or controlled by an organisation.

Scope 2 emissions are those that are associated with an organisation’s consumption of purchased electricity, heat, steam and cooling

Scope 3 emissions are a consequence of an organisation’s actions that occur at sources they do not own or control and are not classed as Scope 2 emissions. i.e. business mileage, procured travel, or commuting.

[2025 Government greenhouse gas conversion factors for company reporting: Methodology paper](#)



- 1.4. This report provides an update on emissions and the nature trajectory using the latest available data. As such, it does not provide a comprehensive or detailed narrative of programme delivery, which was the subject of our earlier qualitative report on programme delivery released in July 2025.<sup>3</sup>
- 1.5. This report concentrates on nature recovery work where the council is enhancing and creating natural spaces and therefore does not account for wider nature maintenance work. As we have not provided quantitative data of nature recovery to this detail before, this report has covered both 2023/24 and 2024/24 data where possible, in order to offer points of comparison.

## 2. Council-wide carbon emissions

### 2.1. About this data

- 2.1.1. This section presents Dorset Council's operational emissions, reporting on the emissions the council has directly emitted or indirectly contributed to through its operations, such as electricity and procured travel. Emissions figures are reported in terms of tonnes of Carbon Dioxide Equivalents (tCO<sub>2</sub>e), but incorporate the seven main greenhouse gases that contribute to climate change recognised by the Kyoto Protocol, most notable of which are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O). Emissions are calculated by measuring the council's consumption, such as kWh of electricity or litres of fuel, and converting it through the national conversion factor provided by the Department of Energy Security and Net Zero (DESNZ).<sup>4</sup>
- 2.1.2. Our 2019/20 baseline data do not take full account for external emissions such as procurement and homeworking. These figures are already captured in the Dorset-wide figures and are outside of the council's direct control. In last year's progress report, an indicative estimate for Working from Home emissions was given as 1,334.65 tCO<sub>2</sub>e. Based on approximate staff working patterns for 2024/25, the indicative estimate for emissions from working from home is 1,392.44 tCO<sub>2</sub>e. Further work is being carried out on monitoring and reducing the council's emissions from its wider procurement.

### 2.2. Changes from previous years

- 2.2.1. The council continuously works towards making its data as accurate and robust as possible. As such, the method of collection for some data may change from year to year as more accurate methods are used. In order to offer an accurate measure of comparison, changes to methodologies are backdated to the council's baseline in 2019/20.

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<sup>3</sup> [Natural Environment, Climate and Ecology Progress Report – Spring/Summer 2025.pdf](#)

<sup>4</sup> [Greenhouse gas reporting: conversion factors 2024 - GOV.UK](#)



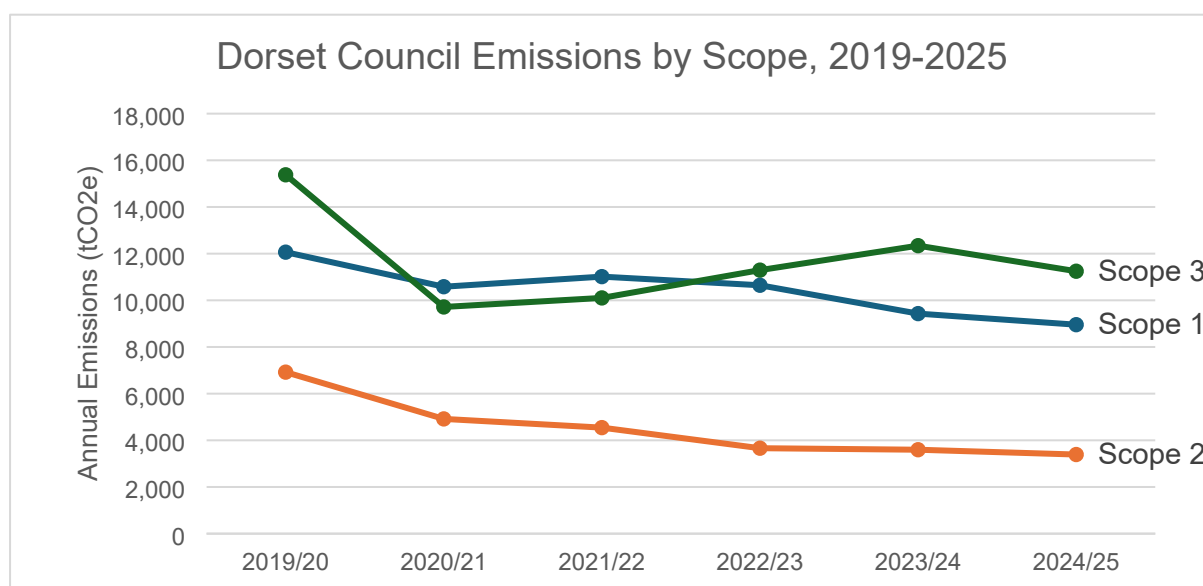
- 2.2.2. **Fleet – Well-to-Tank:** This year was the first to include Hydrotreated Vegetable Oil (HVO) as a fuel source for our fleet. The DESNZ scope 1 conversion factor for HVO is significantly below that of diesel, offering significant carbon savings for a transitional drop-in fuel. However, this does not include the full life-cycle emissions of HVO, which are covered under the Well-to-Tank emissions in Scope 3. The council has not previously measured Well-to-Tank emissions; therefore, this has been backdated to also include the Well-to-Tank emissions for our fleet's diesel and petrol usage since 2019/20. This also brings fleet's fuel emissions closer in line with its electricity emissions, which were already measuring the scope 3 factor of transmission and distribution of electricity for its EVs.
- 2.2.3. **Business Mileage and Commuting:** Business mileage and commuting emissions have previously used the conversion factor for a Medium Car in the UK. This conversion factor covers vehicles designed around an engine size of 1.4-2.0L. DESNZ offers a different conversion factor for Average Car in the UK, which accounts for all cars registered for UK roads, balanced around the ratio of ownership and average mileage for vehicles of each size. This conversion factor offers a more accurate portrayal of the types of cars used for business mileage and commuting at Dorset Council.
- 2.2.4. **Dorset Travel:** Dorset Travel has continued to monitor and review its data, which has been backdated to the baseline year to allow for accurate comparison. As data is reviewed, the service can update estimates with actual mileage accrued, giving more accurate mileage and emissions figures.

## 2.3. Dorset Council's Emissions

- 2.3.1. The council's operational emissions encompass eight workstreams, which vary in their coverage of direct and indirect emissions. In 2024/25, the largest scope of emissions continued to be scope 3, of which we have the least amount of influence over compared to scope 1 and 2. This includes many of the workstreams which are demand-driven, such as Dorset Travel, or led by national funding schemes, such as Highways Materials. Despite this, the council has continued to decrease emissions across all scopes.



Figure 1: *Workstreams' share of Dorset Council Scopes 1+2 Emissions, 2019/20 and 2024/25*



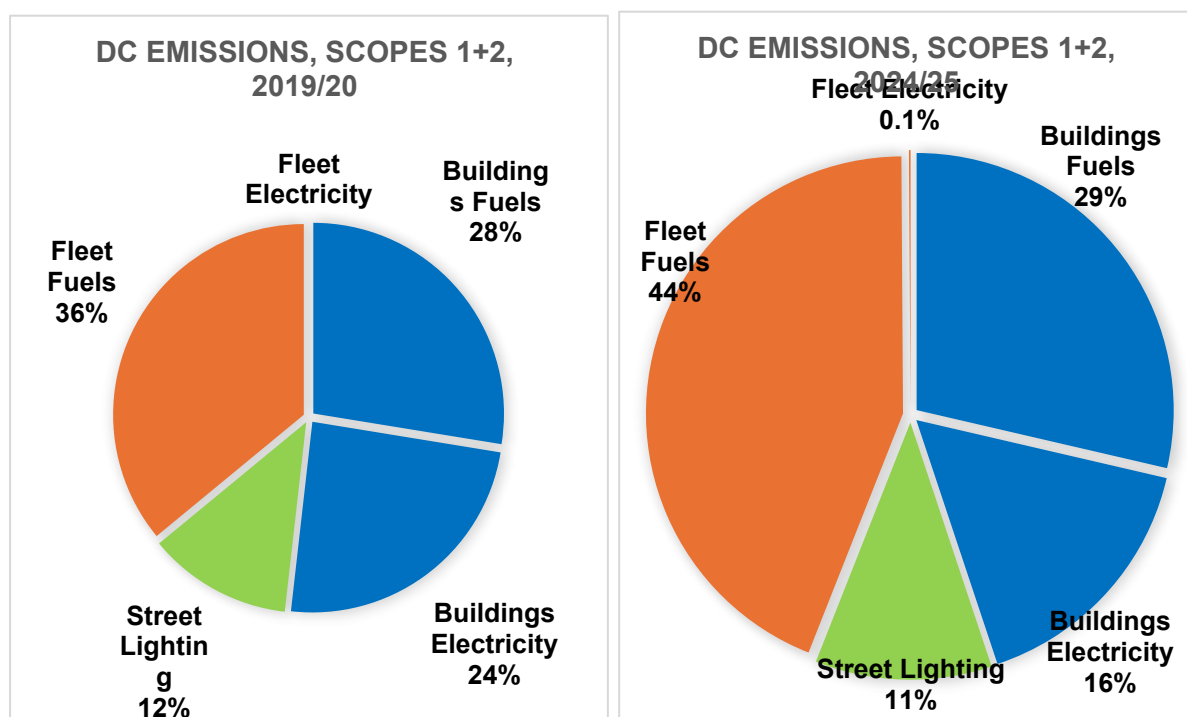
2.3.2. Our scopes 1 and 2 emissions are the areas we have more direct control or stronger influence over, comprising directly burned fuels for our buildings and fleet vehicles, and electricity for our buildings, fleet EVs, and street lighting.

Figure 2: Dorset Council Emissions by percentage share, 2019/20 and 2024/25

| Workstream              | Scopes | Percentage of council's Scopes 1+2 emissions 19/20 | Percentage of council's Scopes 1+2 emissions 24/25 |
|-------------------------|--------|----------------------------------------------------|----------------------------------------------------|
| Buildings – Fuels       | 1      | 28%                                                | 29%                                                |
| Buildings – Electricity | 2      | 24%                                                | 16%                                                |
| Fleet – Fuels           | 1      | 36%                                                | 44%                                                |
| Fleet - Electricity     | 2      | 0%                                                 | 0.1%                                               |
| Street Lighting         | 2      | 12%                                                | 11%                                                |



Figure 3: *Workstreams' share of Dorset Council Scopes 1+2 Emissions, 2019/20 and 2024/25*

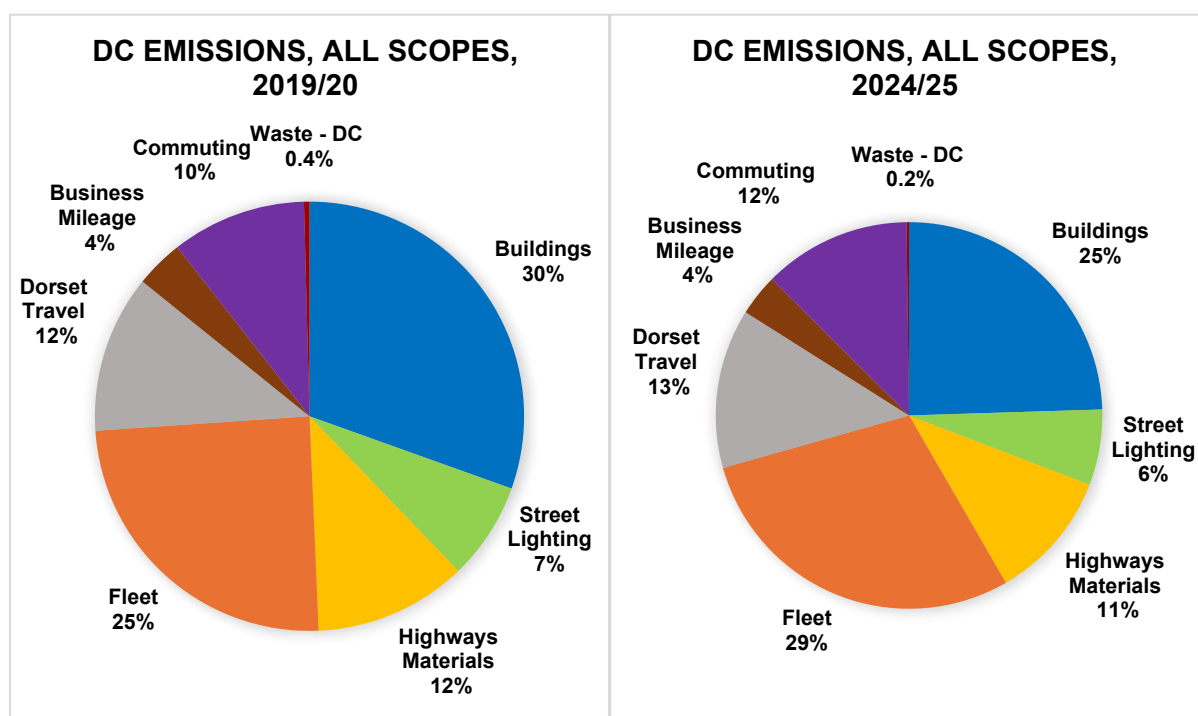


2.3.3. Across all three scopes, all workstreams have reduced their emissions compared to the baseline year of 2019/20. The rate that each workstream has reduced its emissions has varied since 2019/20, therefore the percentage share of each workstream has shifted over time. Most notably, buildings had started as the largest contributor to the council's emissions, but has now been superseded by fleet emissions, owing to the significant energy-efficiency upgrades and decarbonisation of our estate's electricity and heating systems.

Figure 4: *Dorset Council Emissions by percentage share, 2019/20 and 2024/25*

| Workstream          | Scopes | Percentage of council's emissions 19/20 | Percentage of council's emissions 24/25 |
|---------------------|--------|-----------------------------------------|-----------------------------------------|
| Buildings           | 1,2,3  | 30%                                     | 25%                                     |
| Streetlighting      | 2,3    | 7%                                      | 6%                                      |
| Highways Materials  | 3      | 12%                                     | 11%                                     |
| Fleet               | 1,2,3  | 25%                                     | 29%                                     |
| Dorset Travel       | 3      | 12%                                     | 13%                                     |
| Business Mileage    | 3      | 4%                                      | 3%                                      |
| Commuting           | 3      | 10%                                     | 12%                                     |
| Waste from DC sites | 3      | 0.4%                                    | 0.2%                                    |

Figure 5: *Workstreams' share of Dorset Council All Scopes Emissions, 2019/20 and 2024/25*

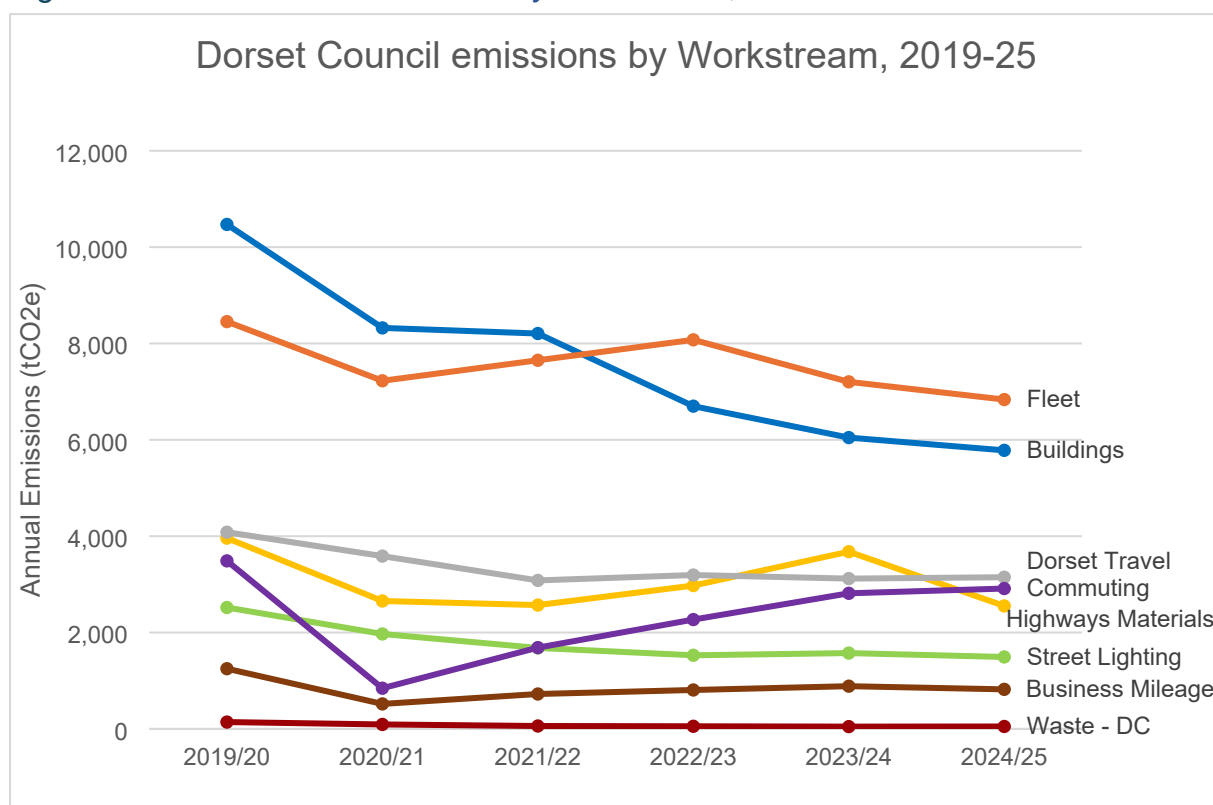


2.3.4. Although every workstream has reduced compared to the baseline, three of the eight workstreams have seen an increase in emissions compared to 23/24. These were Dorset Travel, Commuting, and Waste from DC sites. However, overall, emissions have decreased compared to 2023/24 by 7%.

Figure 6: Dorset Council Greenhouse Gas Emission Sources

| Workstream          | 2019/20 Baseline (tCO <sub>2</sub> e) | 2023/24 (tCO <sub>2</sub> e) | 2024/25 (tCO <sub>2</sub> e) | % Change from Baseline | % Change from 2023/24 |
|---------------------|---------------------------------------|------------------------------|------------------------------|------------------------|-----------------------|
| Buildings           | 10,471.0                              | 6,046.4                      | 5,781.8                      | -44.8%                 | -4.4%                 |
| Street Lighting     | 2,519.5                               | 1,573.5                      | 1,492.6                      | -40.8%                 | -5.1%                 |
| Highways Materials  | 3,960.0                               | 3,677.9                      | 2,551.6                      | -35.6%                 | -30.6%                |
| Fleet               | 8,453.6                               | 7,204.0                      | 6,835.8                      | -19.1%                 | -5.1%                 |
| Dorset Travel       | 4,082.2                               | 3,119.7                      | 3,147.7                      | -22.9%                 | 0.9%                  |
| Business Mileage    | 1,249.2                               | 886.3                        | 820.7                        | -34.3%                 | -7.4%                 |
| Commuting           | 3,487.4                               | 2,814.2                      | 2,912.9                      | -16.5%                 | 3.5%                  |
| Waste from DC sites | 141.5                                 | 47.2                         | 49.9                         | -64.7%                 | 5.8%                  |
| <b>Total</b>        | <b>34,364.3</b>                       | <b>25,369.2</b>              | <b>23,593.1</b>              | <b>-31.3%</b>          | <b>-7.0%</b>          |

Figure 7: *Dorset Council emissions by Workstream, 2019-25*



## 2.4. Workstream Breakdown

### 2.4.1. Buildings and Assets

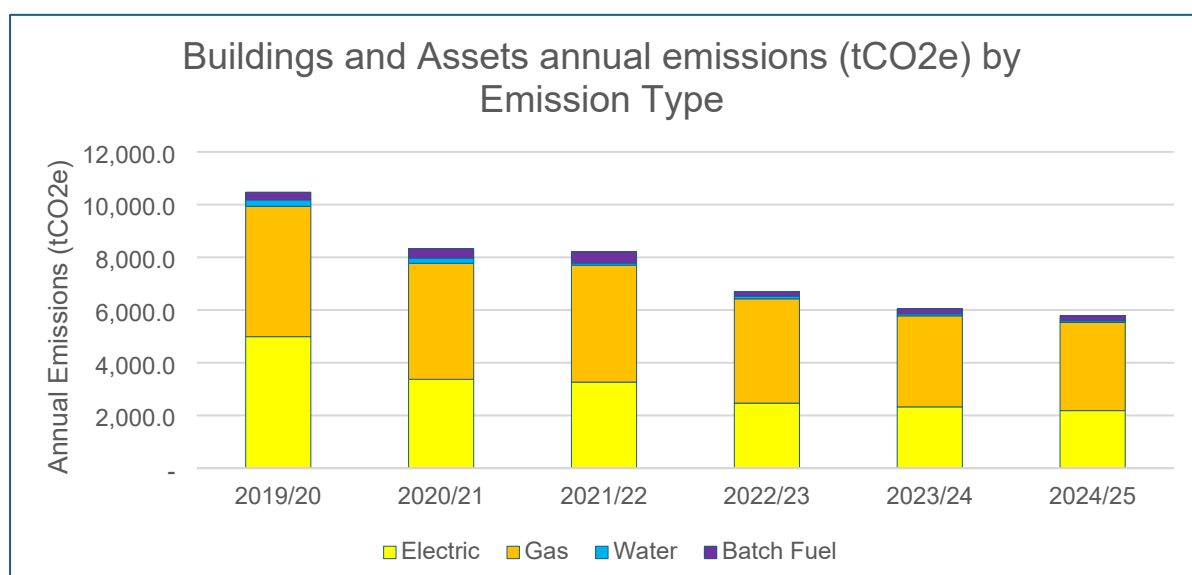
Compared to the baseline year (2019/20), Dorset Council's electricity, fuel and water emissions for its **buildings and assets** have **reduced by approximately 45% to 5,782 tonnes of CO<sub>2</sub>e**.

2.4.1.1. The council's buildings and assets have continued to achieve some of the largest emissions savings of our workstreams, both in terms of tonnage of CO<sub>2</sub>e and as a percentage of its baseline figure. The sources of emissions within buildings and assets are electricity, natural gas, batch fuels (kerosene, red diesel, propane), and water supply and treatment.

Figure 8: *Breakdown of emissions for Buildings and Assets by Emission Sources*

| Emission Source | 2019/20<br>(tCO <sub>2</sub> e) | 2024/25<br>(tCO <sub>2</sub> e) | Difference<br>(tCO <sub>2</sub> e) | % Change<br>from baseline |
|-----------------|---------------------------------|---------------------------------|------------------------------------|---------------------------|
| Electricity     | 4,990.0                         | 2,184.3                         | 2,805.7                            | - 56%                     |
| Gas             | 4,943.9                         | 3,344.5                         | 1,599.4                            | - 32%                     |
| Batch Fuels     | 290.8                           | 190.2                           | 100.7                              | - 35%                     |
| Water           | 246.3                           | 62.9                            | 183.4                              | - 74%                     |
| <b>Total</b>    | <b>10,471.0</b>                 | <b>5,781.8</b>                  | <b>4,689.2</b>                     | <b>- 45%</b>              |

Figure 9: *Buildings and Assets annual emissions (tCO<sub>2</sub>e) by Emission Source, 2019-25*



2.4.1.2. Buildings and Assets is one of the few workstreams which encompasses all three scopes of emissions. The sources of emissions in each scope are:

2.4.1.3. Scope 1:

- Natural Gas
- Kerosene
- Red diesel
- Propane

Scope 2:

- Purchased electricity

Scope 3:

- Electricity transmission and distribution
- Water treatment and supply

Figure 10: *Breakdown of emissions for Buildings and Assets by Scope*

| Scope        | 2019/20<br>(tCO <sub>2</sub> e) | 2024/25<br>(tCO <sub>2</sub> e) | Difference<br>(tCO <sub>2</sub> e) | % Change<br>from baseline |
|--------------|---------------------------------|---------------------------------|------------------------------------|---------------------------|
| Scope 1      | 5,234.7                         | 3,534.6                         | 1,700.1                            | - 32%                     |
| Scope 2      | 4,599.5                         | 2,006.9                         | 2,592.6                            | - 56%                     |
| Scope 3      | 636.8                           | 240.3                           | 396.6                              | - 62%                     |
| <b>Total</b> | <b>10,471.0</b>                 | <b>5,781.8</b>                  | <b>4,689.2</b>                     | <b>- 45%</b>              |

2.4.1.4. Last year, we reported that the national conversion factor for grid electricity, provided by DESNZ, had increased compared to the year before (22/23). This year, the conversion factor has stayed stable, but the council has continued to decrease its emissions from electricity due to a 6% decrease in electricity purchased compared to the 23/24, achieving both carbon and financial savings. This is through a combination of energy efficiency upgrades and the continued expansion of on-site renewable energy generation, which has now seen a total of 6MW of solar PV capacity installed. The installation of on-site renewables also has the additional benefit of decreasing electricity transmission and distribution, a scope 3 emission.

2.4.1.5. The council has continued to decrease its usage of natural gas through replacing building heating systems and improving the energy efficiency of buildings through material upgrades. However, scope 1 emissions (gas and batch fuels) have decreased at the slowest rate, at 32% savings compared to the baseline year. This leaves scope 1 as the largest scope within buildings and assets. Whilst electricity emissions will decrease through decarbonisation of the national grid and the installation of on-site renewable energy generation, building heating will need further concerted efforts to decarbonise.



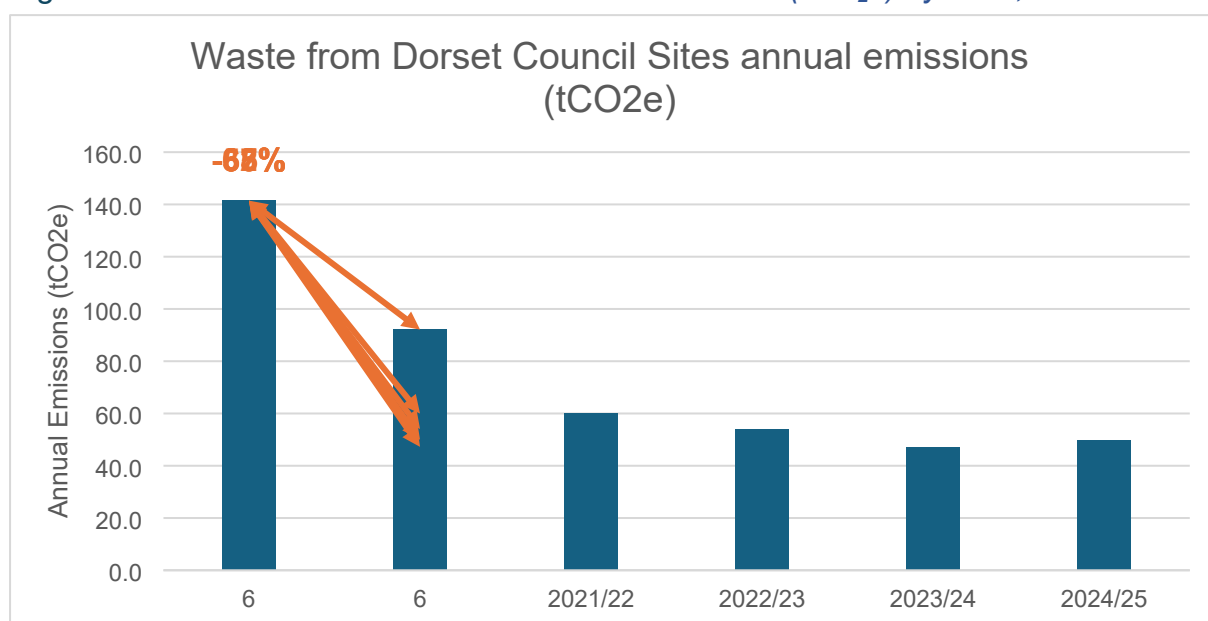
## 2.4.2. Waste from Dorset Council sites

Compared to the baseline year (2019/20), emissions from **Waste from Dorset Council sites** have **reduced by approximately 65% to 49.9 tonnes of CO<sub>2</sub>e.**

2.4.2.1. Emissions savings from Waste from Dorset Council sites is far ahead of carbon reduction targets at a 65% saving compared to the baseline year but has seen a small regression in 2024/25 compared to the year before, which had achieved 67% savings.

2.4.2.2. The council sent less waste overall compared to the year prior; however, due to periods of machine breakdown at the usual treatment site, some waste had been diverted to landfill. Due to the significantly larger conversion factor for landfill compared to recycling, this has had a disproportionate effect overall carbon savings, despite progress being made in other avenues.

Figure 11: *Waste from Dorset Council Sites Emissions (tCO<sub>2</sub>e) by Year, 2019-2025*



## 2.4.3. Highways Materials

Compared to the baseline year (2019/20), emissions from **Highways materials** have **reduced by approximately 36% to 2,552 tonnes of CO<sub>2</sub>e.**

2.4.3.1. Emissions from Highways Materials made a significant saving in 2024/25 compared to the year before, dropping 31% compared to the year prior. This is due to a combination of a smaller highways resurfacing program and an increase in the usage of lower emission materials.

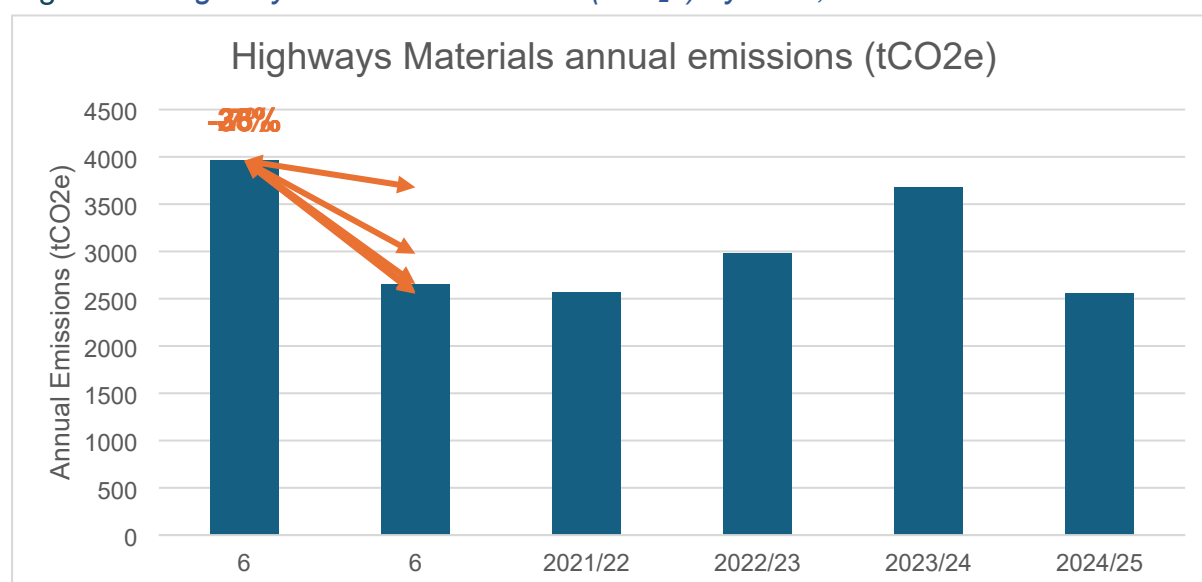


2.4.3.2. Resurfacing work was able to make use of a higher proportion of warm mix asphalt compared to the year before, which contributes towards much lower emissions compared to the hot mix alternative. This year, the Highways team were able to use a majority warm mix (low energy) asphalt for its resurfacing work.

Figure 12: Proportion of Asphalt Mix Used, 23/24 to 24/25

| Year    | Proportion of Material Used |                               |
|---------|-----------------------------|-------------------------------|
|         | Hot Mix Asphalt             | Warm Mix (low energy) Asphalt |
| 2023/24 | 56%                         | 44%                           |
| 2024/25 | 47%                         | 53%                           |

Figure 13: Highway Materials Emissions (tCO<sub>2</sub>e) by Year, 2019-2025



#### 2.4.4. Street Lighting

Compared to the baseline year (2019/20), emissions from **Street Lighting** have reduced by approximately 41% to 1,492.6 tonnes of CO<sub>2</sub>e.

2.4.4.1. Street lighting comprises both Scope 2 emissions for the electricity, and Scope 3 emissions for its transmission and distribution.

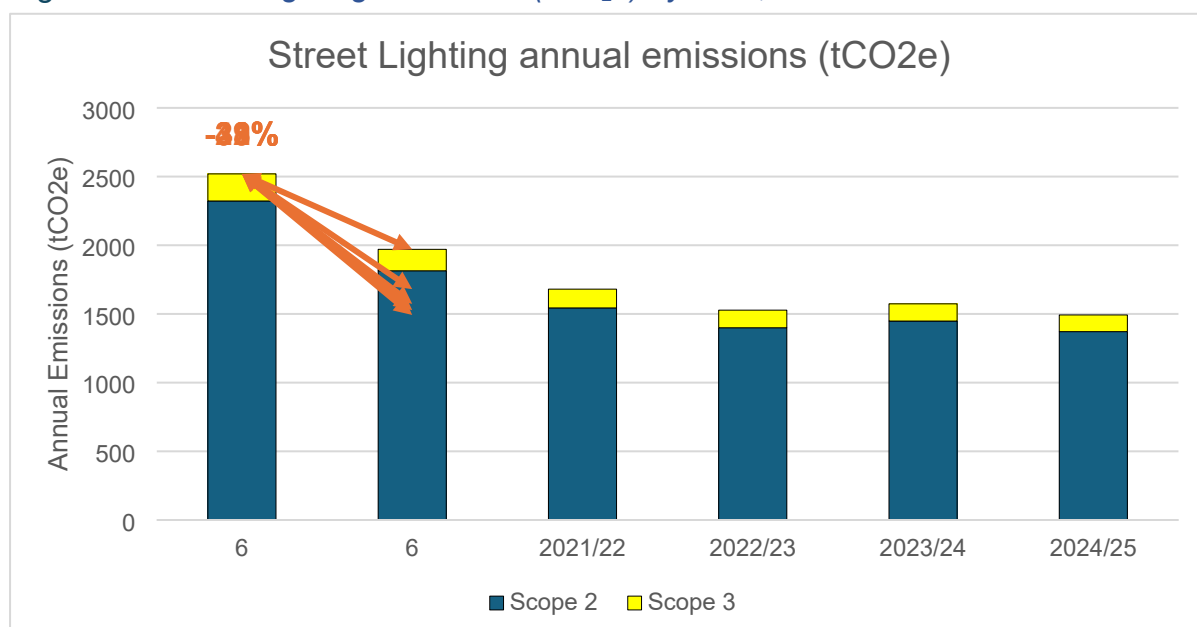
2.4.4.2. The council reduced its consumption of electricity for its street lighting by 5% compared to the year prior (2023/24), and consumed 27% less electricity compared to the baseline year (2019/20). This year, the national conversion factor for grid electricity stayed stable, therefore this decrease in



consumption has also led to a decrease in carbon emissions, achieving the 40% emissions reduction target for 2025.

2.4.4.3. The programme of street lighting replacement was halted in October 2024, pending an update to the Street Lighting policy. The updated policy was approved in September 2025, setting lower colour temperatures and introducing dimming in quiet roads. The replacement programme is currently in its design stage to incorporate the new policy for the remaining street lighting replacements. In the same cabinet paper, cabinet also approved an initiative with the street lighting service provider to replace 18,500 lanterns with more energy-efficient LED replacements over the next two to three years.

Figure 14: *Street Lighting Emissions (tCO<sub>2</sub>e) by Year, 2019-2025*



## 2.4.5. Fleet

Compared to the baseline year (2019/20), emissions from the council's Fleet have **reduced by approximately 19% to 6,835.82 tonnes of CO<sub>2</sub>e.**

2.4.5.1. Fleet is our other workstream which encompasses all three scopes of emissions. In 2024/25, we have seen a 20% reduction in Scopes 1 and 2 emissions compared to the baseline year, and a 19% reduction in total fleet emissions compared to the baseline year. The sources of emissions in each scope are:



#### 2.4.5.2. Scope 1:

- Bunkered fuel: Diesel, Hydrotreated Vegetable Oil (HVO)
- Fuel card purchases: Diesel, Petrol

#### Scope 2:

- Electricity for EVs

#### Scope 3:

- Electricity transmission and distribution for EVs
- Well-to-tank emissions for directly burned fuels (diesel, HVO, petrol)

2.4.5.3. From this year, we have started to capture the well-to-tank emissions of our directly burned fuels in our fleet vehicles and plant (diesel, HVO, petrol). This refers to the emissions from the production and transport of a fuel. This is similar to the electricity transmission and distribution factor which we have tracked in the past for our EVs. This has required us to also backdate well-to-tank emissions from fleet to our baseline year.

2.4.5.4. This year, the council trialled hydrotreated vegetable oil as a drop-in replacement fuel for diesel which produces less emissions. HVO can be used in most vehicles with a diesel engine unless specified otherwise by the manufacturer; around 90% of our diesel fleet vehicles are viable for using HVO.

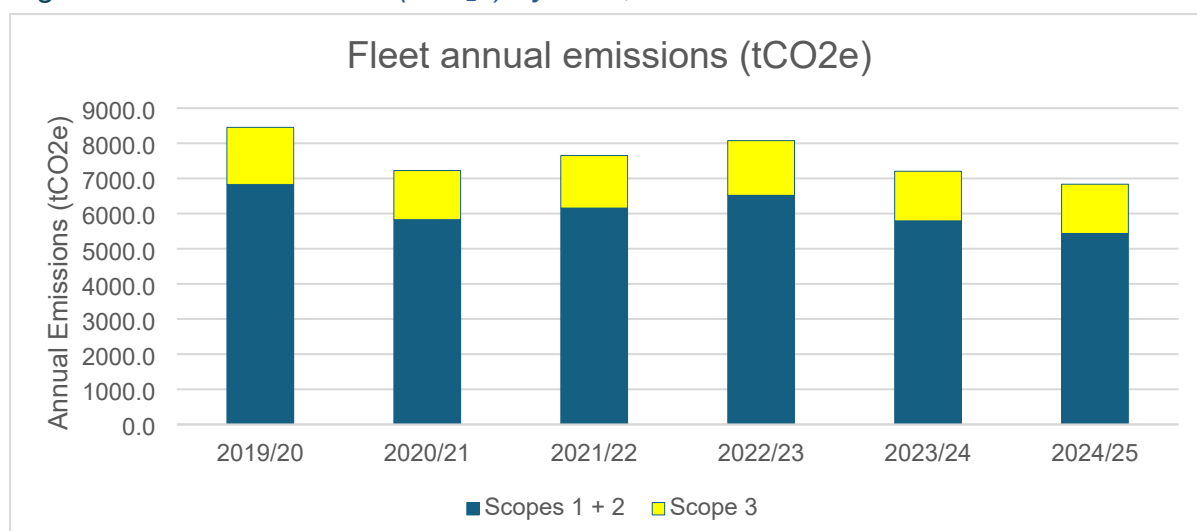
2.4.5.5. The first trial was for our highways summer surface dressing in 2024, which was then expanded to refuelling vehicles from one depot. Because of this, we have only started to see the impact of lower emissions compared to the year before. From April 2025, the rollout of HVO was expanded across the rest of the fleet, and therefore we should see a greater reduction in scope 1 emissions in next year's figures.

Table 15: *Breakdown of emissions for Fleet by Scope*

| Scope        | 2019/20        | 2020/21        | 2021/22        | 2022/23        | 2023/24        | 2024/25        |
|--------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Scopes 1 + 2 | 6,829.1        | 5,827.8        | 6,156.8        | 6,519.1        | 5,793.4        | 5,433.6        |
| Scope 3      | 1,624.5        | 1,398.0        | 1,494.6        | 1,556.7        | 1,410.6        | 1,402.3        |
| <b>Total</b> | <b>8,453.6</b> | <b>7,225.9</b> | <b>7,651.4</b> | <b>8,075.7</b> | <b>7,204.0</b> | <b>6,835.8</b> |



Figure 16: *Fleet Emissions (tCO<sub>2</sub>e) by Year, 2019-2025*



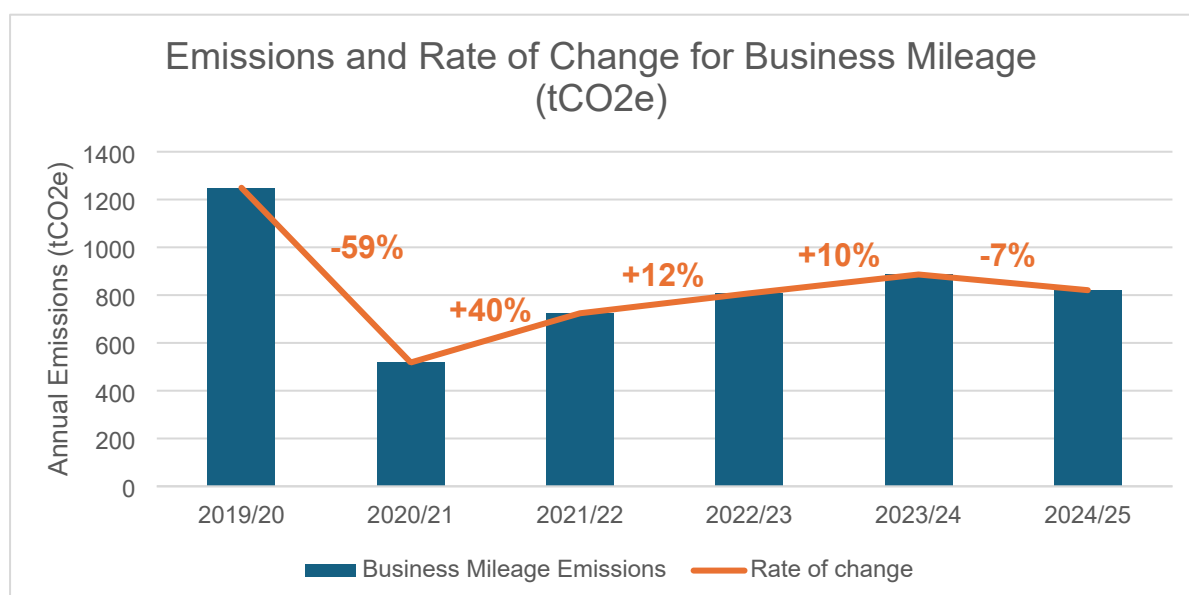
#### 2.4.6. Business Mileage

Compared to the baseline year (2019/20), emissions from the council's **Business mileage** have **reduced by approximately 34% to 821 tonnes of CO<sub>2</sub>e.**

- 2.4.6.1. Business mileage emissions have now decreased compared to the previous year for the first time since 2020/21. Since the sharp drop in the first year of the pandemic, emissions had been increasing year-on-year, but at a slowing rate of change. The council saw a year-on-year 7% drop in business mileage emissions in 2024/25. Whilst this is a change in the right direction, it is still above business mileage emissions for 2022/23.
- 2.4.6.2. As described in the *Changes from Previous Years* section, we have switched from using the DESNZ conversion factor for Medium-sized Cars to the conversion factor for Average Cars in the UK, which gives a more accurate reflection of the vehicles used for business mileage purposes. This new emission factor has been backdated to our baseline year of 2019/20 to allow for accurate comparison.



Figure 17: *Business Mileage Emissions (tCO<sub>2</sub>e) and Rate of Change by Year, 2019-2025*

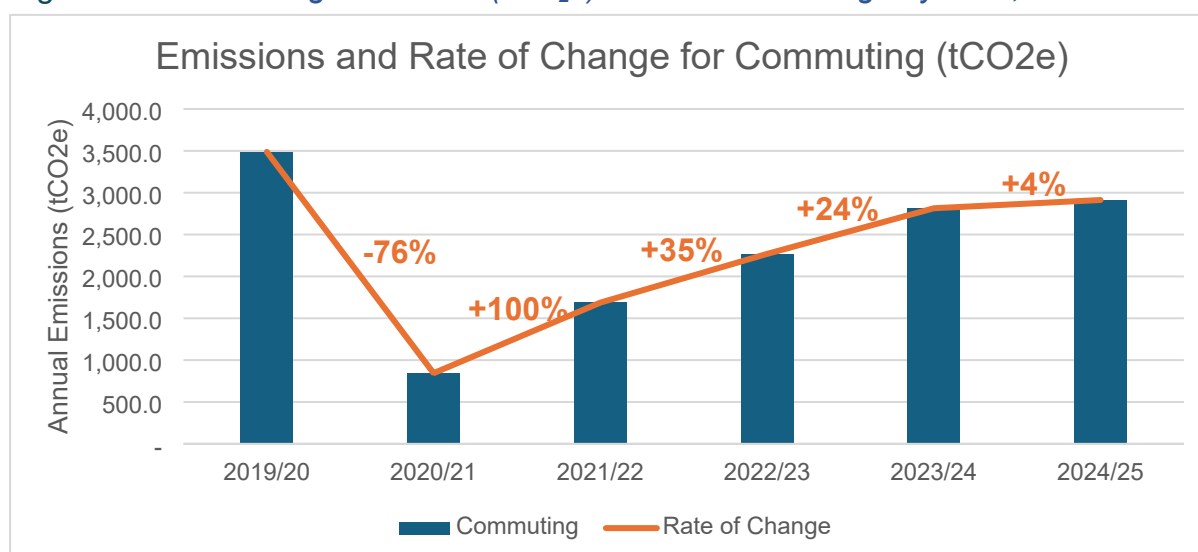


#### 2.4.7. Commuting

Compared to the baseline year (2019/20), emissions from **Commuting** have reduced by approximately 16.9% to 2,912.9 tonnes of CO<sub>2</sub>e.

2.4.7.1. Emissions from commuting have also been gradually slowing their rate of change but have not yet started their decline. Commuting emissions have continued to increase, this year with a year-on-year 4% increase compared to the year before (2023/24). Like business mileage, commuting emissions reporting also uses the average car conversion factor, attributing to the change in the baseline figure compared to previous years of reporting. All changes have been backdated to give an accurate point of comparison.

Figure 18: *Commuting Emissions (tCO<sub>2</sub>e) and Rate of Change by Year, 2019-2025*



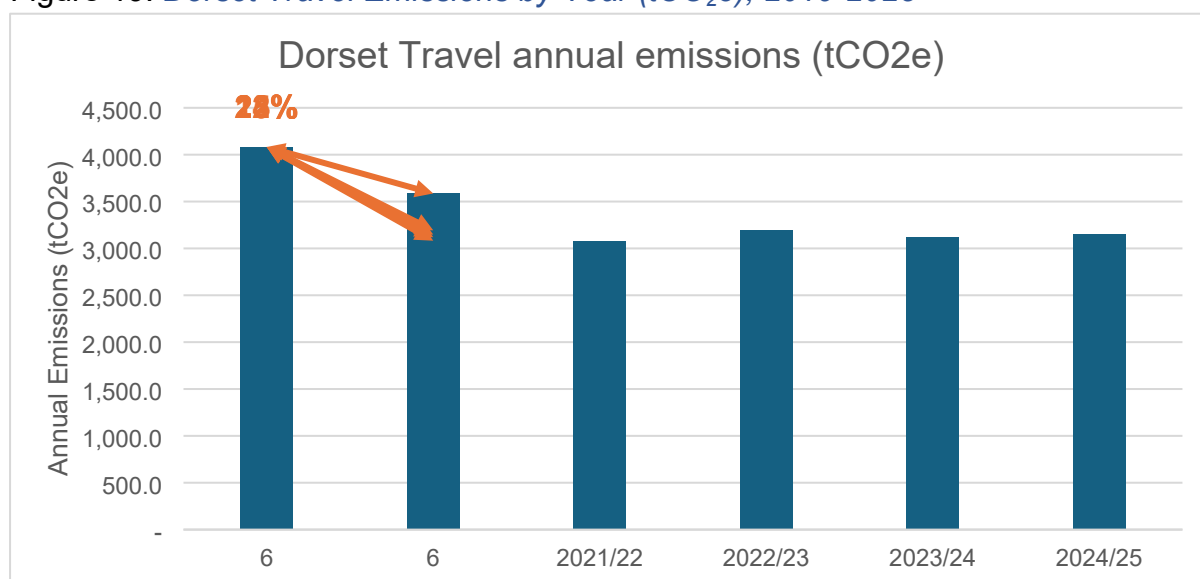
#### 2.4.8. Dorset Travel

Compared to the baseline year (2019/20), emissions from the **Dorset Travel** have **reduced by approximately 22.9% to 3,147.7 tonnes of CO<sub>2</sub>e.**

- 2.4.8.1. Dorset Travel has seen a slight increase in emissions, at 1% compared to the previous year (23/24). Overall, the workstream has reduced its emissions by 22.9% compared to the baseline year. Whilst the overall emissions growth rate is low, there was an increase in mileage for Children and Adults services which was counteracted by decreases in mainstream coach services and call off mileage.
- 2.4.8.2. SEND Services continue to dominate in terms of mileage, with a notable increase of 5.4% in 2024/25, reaching over 3.29 million miles. This corresponds to an increase in demand for SEND transport as the number of children has increased by 7%, although this is offset slightly by an increase in the number of children sharing transport, which helps to reduce the number of solo routes.
- 2.4.8.3. Mainstream Services have shown steady growth, peaking in 2023/24 before experiencing a slight decline in 2024/25. Call Off Services have decreased compared to the previous financial year, suggesting that students are increasingly being placed directly on contracted routes. Childcare and Adults Services have remained relatively stable, with only minor fluctuations. The data highlights a growing demand for transport services, particularly in the SEND and Mainstream areas.
- 2.4.8.4. Dorset Travel has continued to monitor and review its data, which has been backdated to the baseline year to allow for accurate comparison. As data is reviewed, we are able to update estimates with actual mileage accrued, giving more accurate mileage and emissions figures.



Figure 19: *Dorset Travel Emissions by Year (tCO<sub>2</sub>e), 2019-2025*



## 2.5. Performance versus targets

Compared to the baseline year (2019/20), Dorset Council emissions have **reduced by approximately 31% to 23,593 tonnes of CO<sub>2</sub>e.**

2.5.1. Dorset Council has set a target for reducing its scope 1 and 2 emissions to net zero by 2035, and its remaining scope 3 emissions to net zero by 2040. The targets follow trajectories with interim goals in 2025, 2030, 2035 and 2040. These trajectories provide guideline targets for each year.

Figure 20: *Target Trajectories for Carbon Emission Reduction, by Scope*

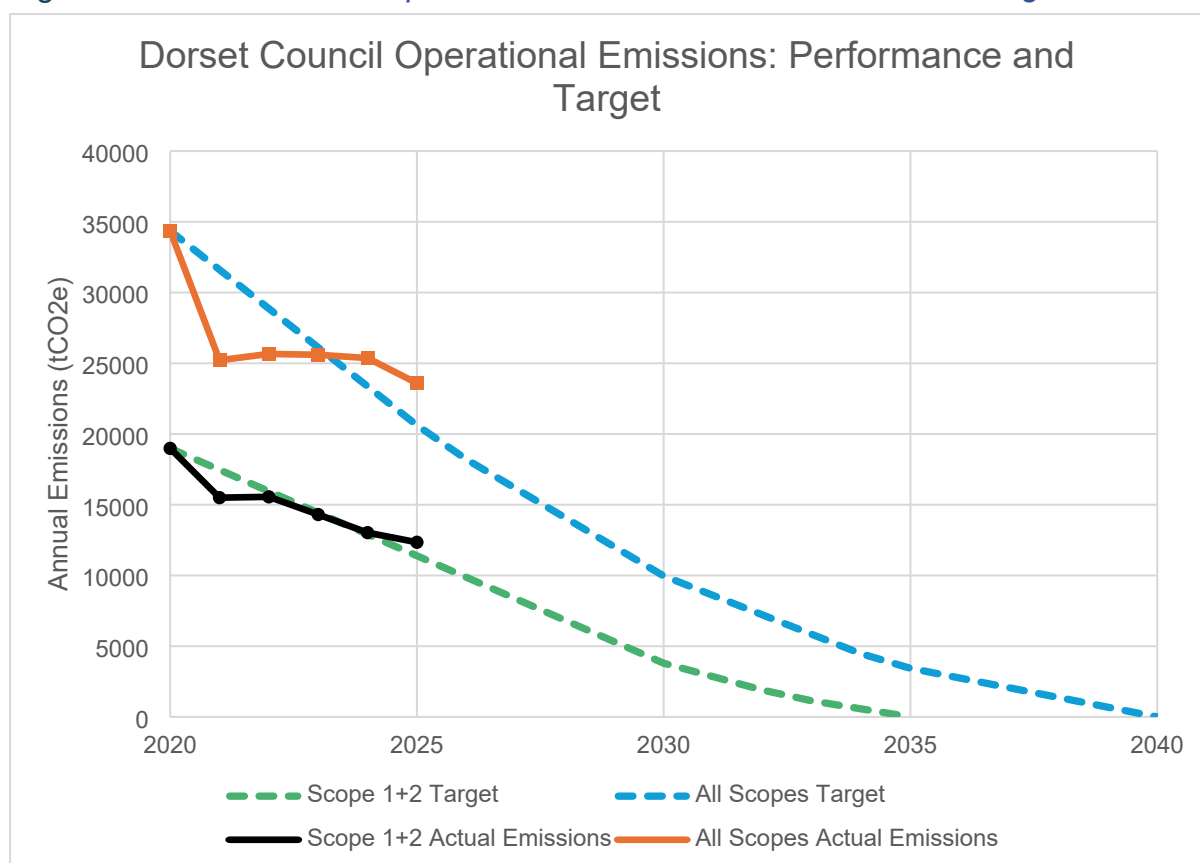
| Scope              | 2025 | 2030 | 2035 | 2040 |
|--------------------|------|------|------|------|
| Scopes 1 + 2       | 40%  | 80%  | 100% |      |
| All Scopes (1,2,3) | 40%  | 70%  | 90%  | 100% |

2.5.2. This year, the guideline target for scopes 1 and 2 was 11,391 tCO<sub>2</sub>e (40% reduction compared to baseline emissions); Dorset Council's scopes 1 and 2 actual emissions was 12,347 tCO<sub>2</sub>e (35% reduction compared to baseline emissions).

2.5.3. The guideline target for all operational emissions (scopes 1, 2 and 3) was 20,619 tCO<sub>2</sub>e (40% reduction compared to baseline emissions); Dorset Council's actual total operational emissions was 23,593 tCO<sub>2</sub>e (31% reduction compared to baseline emissions).



Figure 21: *Dorset Council Operational Emissions: Performance and Target*



2.5.4. Whilst the council has made significant progress in reducing its emissions in 2024/25, it has not achieved either of its interim goals for its 2035 or 2040 trajectories (40% reduction compared to the baseline year). However, the rate of decarbonisation for our total operations has accelerated, with notable progress in multiple workstreams, such as Highways Materials and Business Mileage in Scope 3 both seeing declines in emissions, and all Scope 1+2 workstreams also seeing declines compared to the year before.

2.5.5. The 25/26 targets will be for a 48% reduction in emissions for Scopes 1+2 (9,872.5 tCO<sub>2</sub>e), and a 47% reduction in emissions for All Scopes (18,213.1). With the introduction of HVO fuel for council fleet vehicles, which only began in winter 2024 and was not fully implemented until April 2025, we expect a saving of around 4,000 tonnes of CO<sub>2</sub>e, equivalent to 70% of our fleet emission. We therefore anticipate our scope 1 and 2 emissions to have reduced by 50-55% (compared to our baseline) by 2025/26, going beyond our 25/26 interim target of 48% and bringing us back on track.

Figure 22: *Dorset Council Operational Emissions by Workstream, All Scopes, 2019-2025*

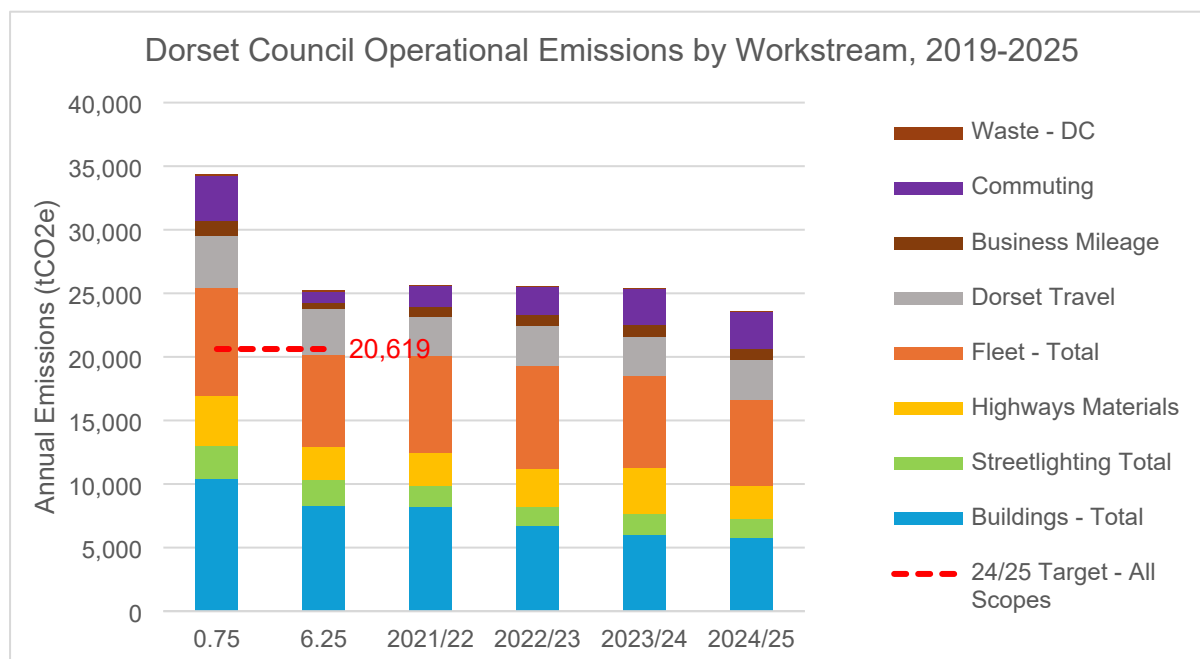
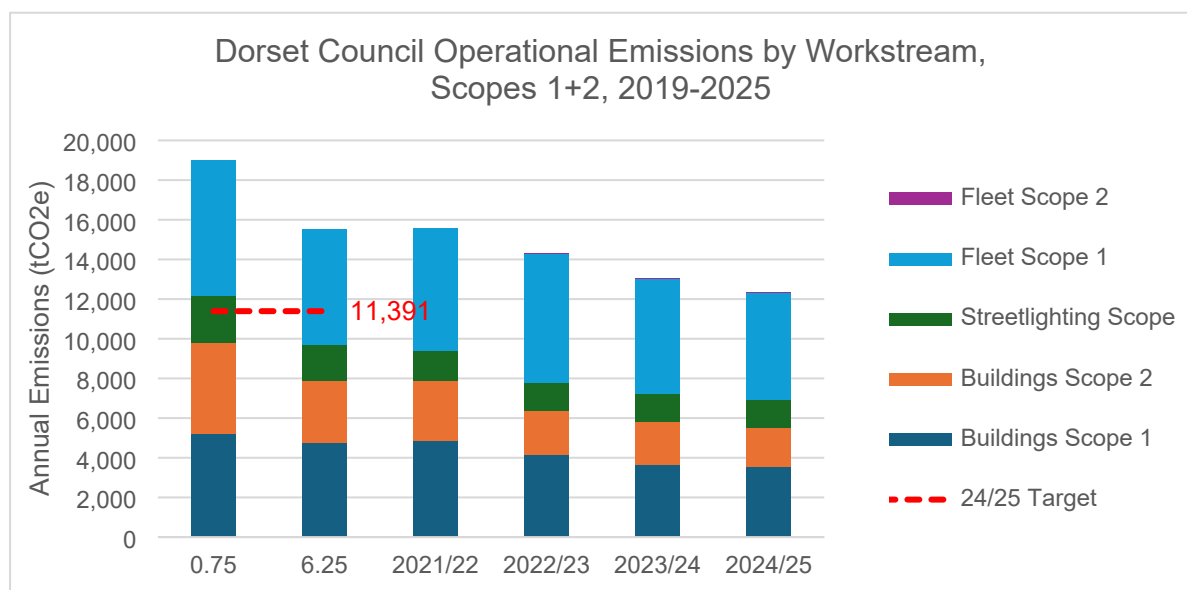


Figure 23: *Dorset Council Operational Emissions by Workstream, Scopes 1+2, 2019-2025*



### 3. Dorset Council Area Emissions

3.1. It is widely recognised that local authorities can influence up to 30% of the emissions in its area through the wide range of strategies and plans that set the strategic framework for Dorset, such as the local plan, local transport plan and economy strategy. And by working with partners to develop and deliver schemes and programmes that supporting residents and organisations to take action. A great deal of work is to currently taking place to embed climate and nature in all key strategies and plans and develop county wide programmes. A lot of this work is detailed in the spring progress report July 2025 and the key next steps highlighted in section 5 below.

#### 3.2. About this data

3.2.1. This section presents the latest local (Dorset Council administrative) areawide greenhouse gas emissions for 2005-2023 for carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). The data comes from government's annual local area emissions statistics, which provide a consistent and comparable set of local estimates across the UK.<sup>5</sup> There is a two-year lag in the reporting year due to data analysis timelines. Each year, statistics throughout the entire time series are revised to account for improvements in measuring and reporting emissions, therefore emissions figures in this report may differ from those stated in prior progress reports.

3.2.2. The emissions reported are mostly those which are emitted locally – except those arising from energy supplies and waste, which are instead allocated to where the energy is used or where the waste arises (rather than to the location of power stations, refineries or waste treatment sites where emissions occur).

#### 3.3. National Context

3.3.1. National emissions decreased by 5.95% in the year to 2023, per capita emissions reduced by 5.9%, and per km<sup>2</sup> emissions fell by 4.95%. The main driver for this has been from the continued reduction in emissions from electricity across all sectors, owing to a continued decrease in electricity demand, the increasing share of renewable energy in national electricity supply, and 2023 having a comparably higher share of electricity being imported from France, which has less carbon intensive electricity production.

3.3.2. Transport continued to be the highest source of emissions nationally (32%), followed by homes (22%), industry (15%), agriculture (14%), commercial (8%), waste (6%), public sector (3%).

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<sup>5</sup> [UK local authority and regional greenhouse gas emissions statistics, 2005 to 2023 - GOV.UK](#)



- 3.3.3. Emissions have continued to fall in all regions, regardless of geographic, demographic and industrial differences, and fell in 94% (340 out of 361) of local authority areas. The transport sector was the largest emitting sector in the majority of local authority areas (58%), followed by homes (19%), and agriculture (13%).



### 3.4. Dorset's current footprint and national comparators

Dorset's area-wide net emissions footprint, 2023:

**2,095.4 ktCO<sub>2</sub>e**

This is comprised of agriculture (33.1%), transport (30.9%), homes (20.3%), commercial and industrial buildings (10.9%), waste (3.0%) and public sector buildings (1.8%). Around 7.7% of our gross emissions are sequestered by nature.

Dorset's per capita emissions, 2023:

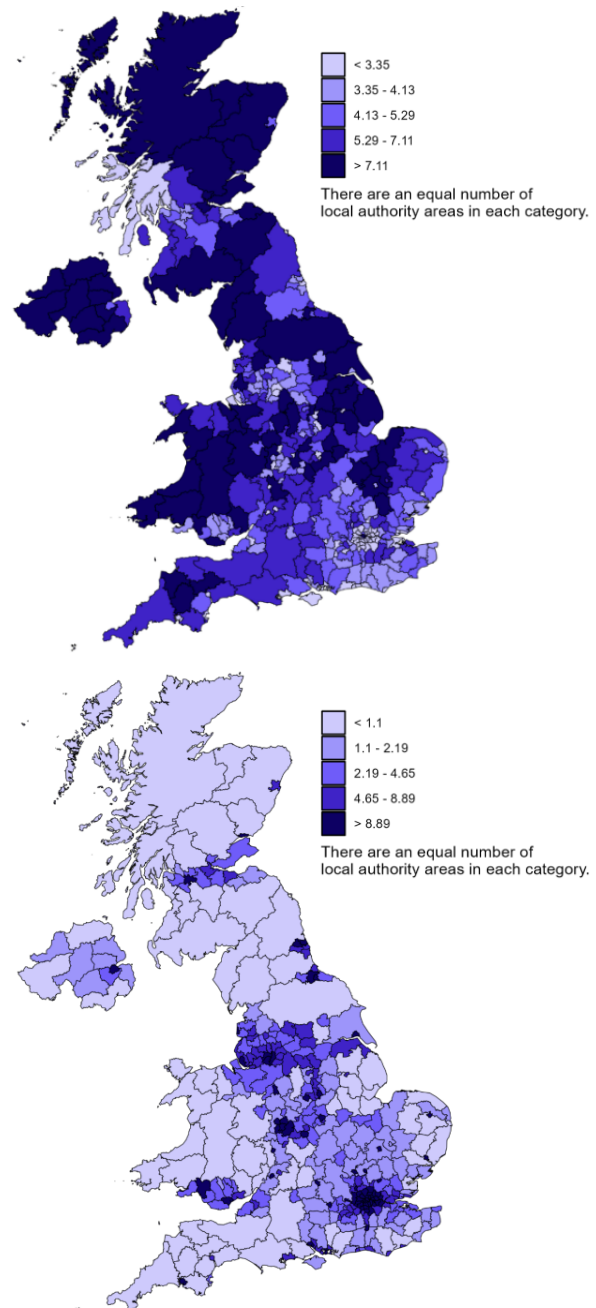
**5.4 tCO<sub>2</sub>e**

This compares to 4.8 in England and 4.9 in the South West.

Dorset's emissions per km<sup>2</sup>, 2023:

**0.8 tCO<sub>2</sub>e**

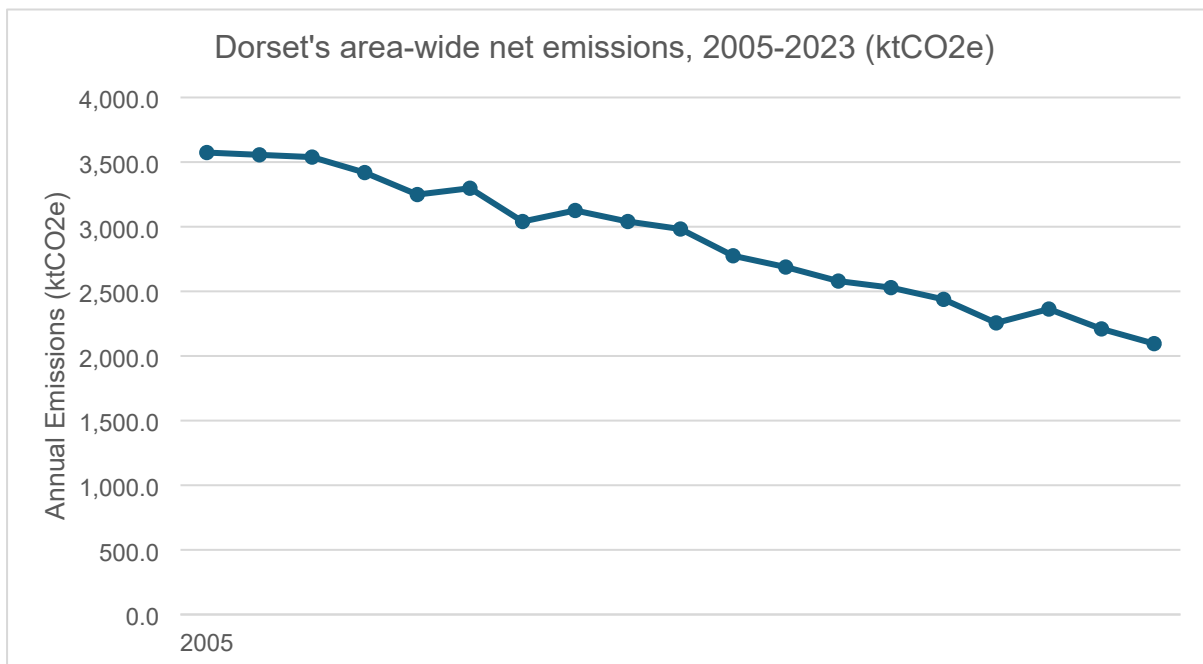
This compares to 2.1 in England and 1.2 in the South West.



### 3.5. Change over time

| Short-term (2022-2023)                                                                                        | Medium-term (2017-2023)                                                                                                          | Long-term (2005-2023)                                                                                       |
|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| In the year to 2023, Dorset's area-wide emissions reduced by 5.16% (from 2,209 to 2,095 ktCO <sub>2</sub> e). | Compared to our 2017 baseline, Dorset's area-wide emissions reduced by 18.76% by 2023 (from 2,580 to 2,095 ktCO <sub>2</sub> e). | Dorset's area-wide emissions reduced by 41.37% from 2005 to 2022 (from 3,574 to 2,095 ktCO <sub>2</sub> e). |
| This compares to a 4.95% reduction in England and 4.2% in the South West.                                     | This compares to a 19.6% reduction in England and 18.79% in the South West.                                                      | This compares to a 45.97% reduction in England and 44.58% in the South West.                                |

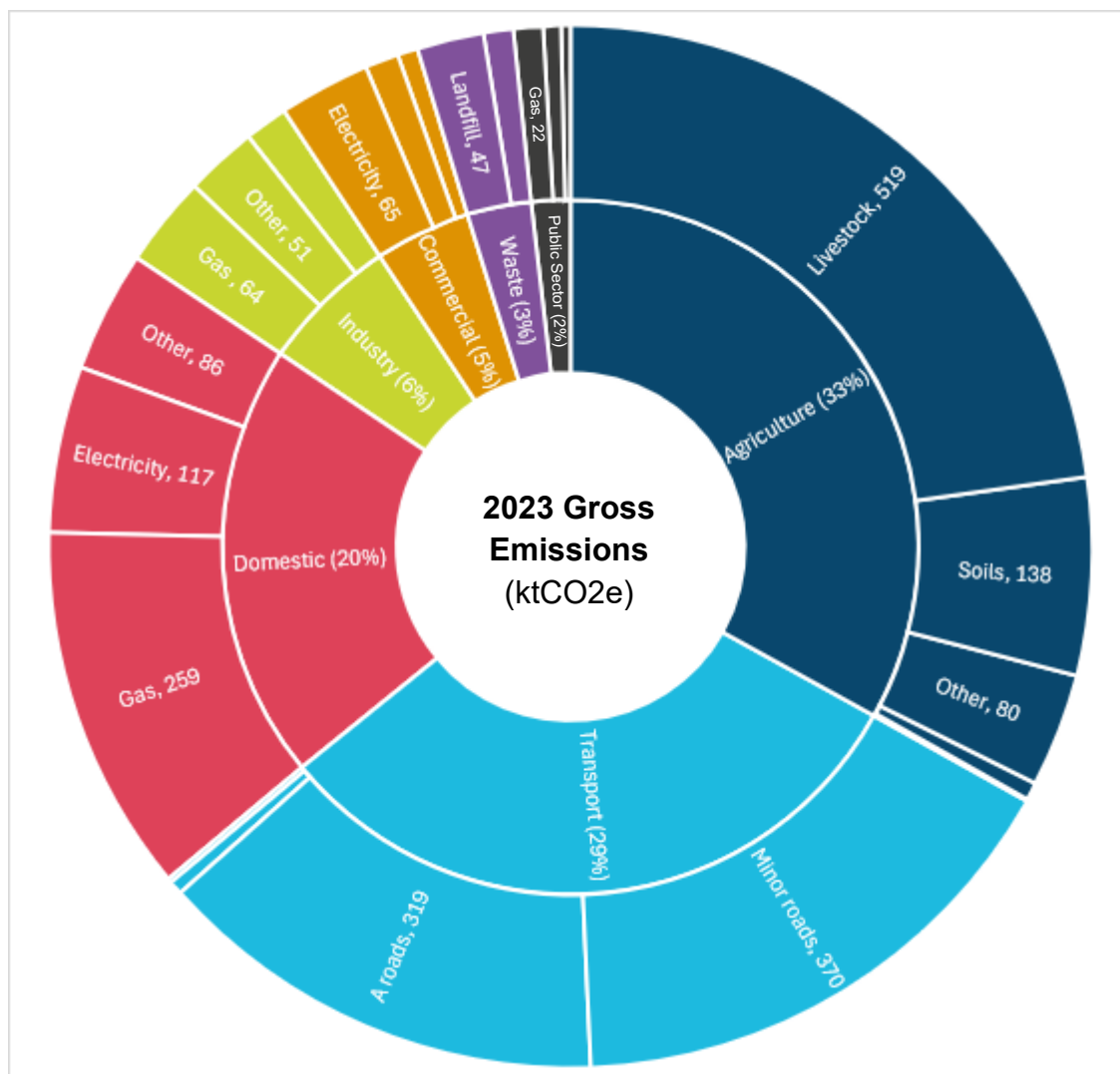
Figure 24: *Dorset Council Area Net Emissions, 2005-2023 (ktCO<sub>2</sub>e)*



### 3.6. Sectoral breakdown

3.6.1. The following diagram shows the breakdown of Dorset's gross footprint excluding the reduction from Land use, land use change and forestry (LULUCF) in 2023. As is shown, local emissions sources – from largest to smallest – are agriculture (33%), transport (29%), domestic (20%), industry (6%), commercial (5%), Waste (3%), and the public sector (2%).

Figure 25: Dorset Council Area Gross Emissions, 2023 (ktCO<sub>2</sub>e)

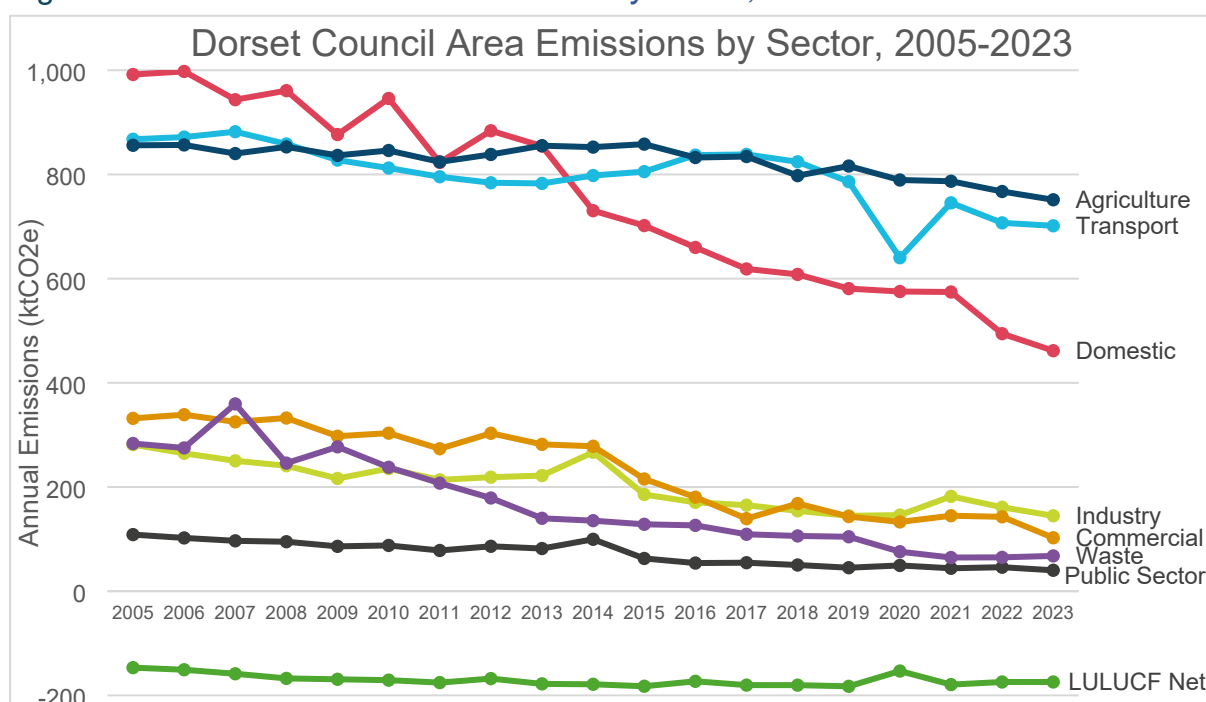


3.6.2. The following diagram shows how those individual sectors have varied over time.

3.6.3. All but one sector saw emissions reductions over the year to 2023, with more significant reductions in sectors that benefitted from the national decarbonisation of electricity. The sectors that saw emission reductions were commercial (-28.17%), public sector (-12.83%), industry (-10.17%), domestic (-6.61%), agriculture (-2.07%), and transport (-0.8%). The only sector to increase emissions was waste (+4.25%).

3.6.4. In real terms, the largest reductions in emissions since our 2017 baseline have come from homes (-157 ktCO<sub>2</sub>e, 32% of reductions), transport (-137 ktCO<sub>2</sub>e, 28% of reductions), and agriculture (-83 ktCO<sub>2</sub>e, 17% of reductions), totalling 77% across the top three sectors.

Figure 26: *Dorset Council Area Emissions by Sector, 2005-2023*

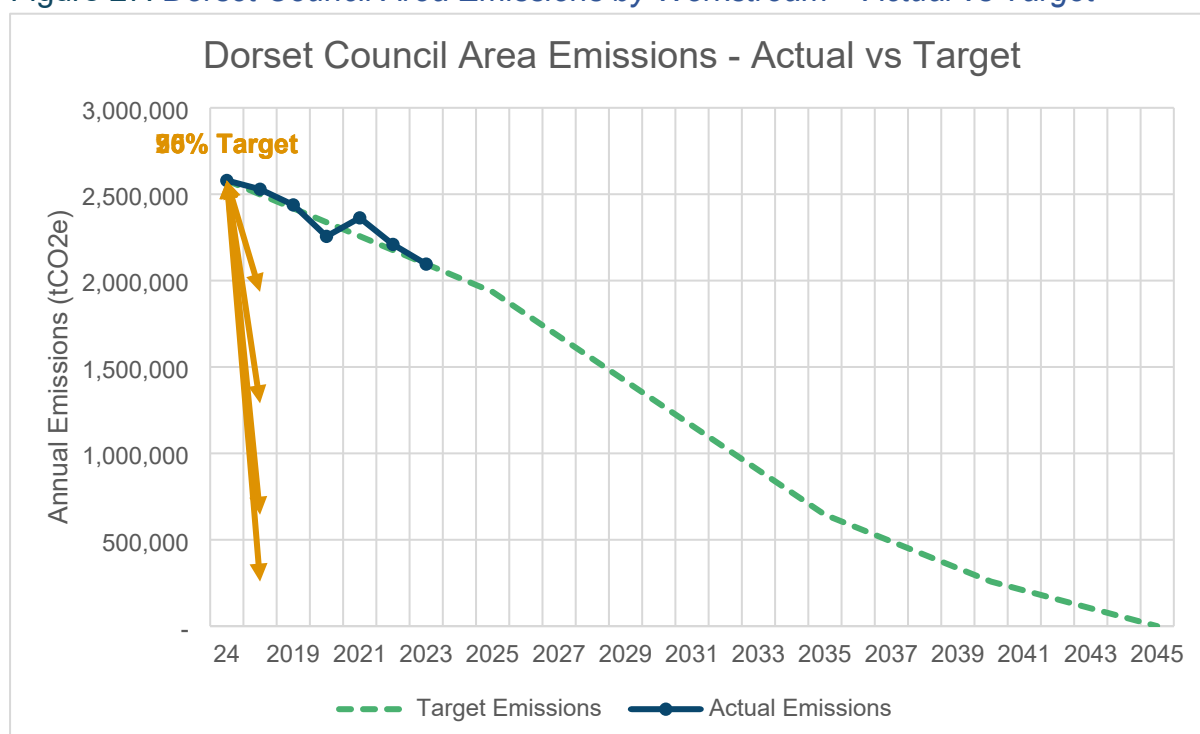


### 3.7. Performance versus targets

3.7.1. As part of the Dorset Council Plan 2024-2029, the net zero target for Dorset area-wide emissions was brought forward to 2045. The interim targets along the trajectory are for a 25% reduction by 2025, 50% by 2030, 75% by 2035, and 90% by 2040. Area emissions were above the target trajectory in 2021 and 2022, but have come back within target in 2023, reducing by 18.8% compared to the baseline of 2017.



Figure 27: *Dorset Council Area Emissions by Workstream – Actual vs Target*



## 4. Nature

### 4.1. Introduction

- 4.1.1. This provides an overview on a range of Dorset Council teams that are involved in delivering newly created or enhanced nature (nature recovery) as part of their work including projects or schemes that Dorset Council are responsible for. In this report we will use 2023-24 figures as our baseline (as Dorset Council have not attempted to capture all this qualitative data for nature recovery before) as well as include 2024 -25 nature recovery figures.
- 4.1.2. This work has come about through the development of the Dorset Local Nature Recovery Strategy (DLNRS), due to be published Dec 2025, where Dorset Council, as the responsible authority, is in the process of co-producing a monitoring framework to track delivery of the DLNRS priorities, where both local and national data sources will be used. In addition, further detail around biodiversity and how Dorset Council are considering it will be detailed in the upcoming Biodiversity Duty Report, due in January 2026.
- 4.1.3. It is important to note that unlike much of the carbon data the long-term nature of ecological benefits, such as habitat recovery, may take decades to fully materialise.



## 4.2. Countryside management

### 4.2.1. Designated sites

4.2.1.1. Dorset Council is responsible for managing 171 designated sites in the county as shown in Figure 28. The number of designated sites is unlikely to increase however new Sites of Nature Conservation Interest (SNCI) that are non-statutory local wildlife sites designated for their high biodiversity value and Local Nature reserve (LNR) may be more likely to be designated between progress reports.

| Measure                                                                       | Unit of measure | 2023-24 | 2024-25 |
|-------------------------------------------------------------------------------|-----------------|---------|---------|
| Site of Special Scientific Interest (SSSI) managed by Dorset Council          | no. of sites    | 139     | 139     |
| Ramsar sites (wetlands of international importance) managed by Dorset Council | no. of sites    | 3       | 3       |
| National Nature Reserve (NNR) managed by Dorset Council                       | no. of sites    | 2       | 2       |
| Local Nature Reserves (LNR) managed by Dorset Council                         | no. of sites    | 15      | 15      |
| Sites of Nature Conservation Interest (SNCI) managed by Dorset Council        | no. of sites    | 12      | 12      |

**Figure 28**

4.2.1.2. Whilst the designation is important, it is the condition of these sites is crucial to make sure they are in a healthy state and being managed appropriately. Dorset Council has **770 hectares** of land that is managed by a countryside stewardship agreement. Countryside Stewardship is a government scheme that supports farmers and land managers to enhance biodiversity, protect natural resources, and improve public access to the countryside. These schemes are important to Dorset Council because it helps deliver environmental priorities supporting sustainable land use and contributes to nature recovery and climate resilience by providing us with an income to do this valuable work. The value of our agreements for 2023-24 was **£154,215** and for 2024-25 was **£197,415**.



4.2.1.3. As well as the countryside stewardship agreements Dorset Council has received Defra grant funding for capital investment to deliver nature recovery. For 2024-25 we received **£1,698,559**. In addition, in 2023-24 we purchased **7 hectares** of land at Milldown as part of an extension to Milldown nature reserve and the North Dorset Trailway using DC habitat compensation money (developer contributions) and other funding.

4.2.1.4. Beyond designated sites, the Greenspace team manages a large network of spaces for nature. Figure 29 summarises some key highlights from this work for 2023-25 with key outcomes showing a 12% increase in verges managed for nature, an increase in wildflower seed planting and a greater effort to remove invasive or non-native species.

| Measure                                                                                                  | Unit of measure | 2023-24 | 2024-25 |
|----------------------------------------------------------------------------------------------------------|-----------------|---------|---------|
| Urban Verges managed to enhance their value for nature (total 2.1 million sq m)                          | %               | 50%     | 62%     |
| Rights of way improvements to make nature more accessible                                                | km              | 9       | 9       |
| Percentage of Herbicide (glyphosate) decreased when managing weed growth within Dorset's highway network | %               | 0%      | 40%     |
| Trees planted                                                                                            | no. of          | 0       | 6       |
| Wildflower seed planting                                                                                 | kg              | 5       | 15      |
| Removal of invasive and non-native species                                                               | sq m            | 0       | 100     |

**Figure 29**

### 4.3. Project delivery and operations

4.3.1. Dorset Council delivers a wide range of projects and schemes across our different services incorporating place, adults and children's directorates. This work is often led through a range of teams where efforts are made to increase the amount of nature across the county.

#### 4.3.2. Landscape design and maintenance

4.3.2.1. Much of this work is delivered by the Dorset Council landscape and grounds team who provide a service to deliver landscape works as part of a range of different projects across the Dorset Council areas. Figure 30 provides the numbers relating to nature recovery over 2 years, from 2023 to 2025. The



number of trees planted, and area of wildflower seed planting have increased from 2023 to 2025 yet hedgerow planting and area of shrubs planted has reduced. This is likely due to a slight drop in the number of schemes delivered, from 5 to 4 in 2024-25. The value of schemes that deliver nature recovery was **£113,260** in 2023-24 yet dropped to **£27,342** for 2024-25. Removal of invasive species consistently remains at 20 Sq. m per year.

| Measure                                    | Unit of measure | 2023-24 | 2024-25 |
|--------------------------------------------|-----------------|---------|---------|
| Trees planted                              | No. of trees    | 13      | 32      |
| Hedgerow planted                           | Linear metre    | 150     | 135     |
| Shrubs planted                             | Sq. m           | 310     | 250     |
| Wildflower seed planting                   | Sq. m           | 3000    | 5000    |
| Removal of invasive and non-native species | Sq. m           | 20      | 20      |

**Figure 30**

### 4.3.3. Trees

4.3.3.1. Dorset Council's Arboriculture team manages and maintains the council's tree stock, carrying out inspections, providing expert advice, and delivering tree care services to ensure safety, sustainability, and enhanced or new biodiversity (nature recovery). Figure 31 shows there has been a small decrease in the number of trees planted yet over 60,000 increase in the number of trees that we manage. There has been an increase in emergency call out for trees across the county largely resulting in increased storminess. In addition, the team have met their 100% target on checking on trees adjacent to fallen trees within 2 weeks. This work is vital to nature recovery because proactive tree inspections help prevent the spread of disease, protect habitats, and ensure the resilience of Dorset's treescapes. Meeting the 100% target shows the team's commitment to timely action and ecological stewardship.

| Measure           | Unit of measure | 2023-24 | 2024-25 |
|-------------------|-----------------|---------|---------|
| New trees planted | no. of          | 96      | 87      |



|                                                                |            |           |           |
|----------------------------------------------------------------|------------|-----------|-----------|
| <b>Checks on trees adjacent to fallen trees within 2 weeks</b> | % of times | 100%      | 100%      |
| <b>Emergency call outs for tree call outs</b>                  | no. of     | 273       | 287       |
| <b>Tree stock managed</b>                                      | no. of     | 500,000 + | 560,000 + |

**Figure 31** Dorset Council Arbs team tree numbers

#### 4.3.4. Buildings - Capital Projects Design and Delivery

4.3.4.1. Where Dorset Council capital projects have used external contractors (as opposed to the DC landscape and grounds team) to deliver nature recovery, these figures are summarised in Figure 32. They show a decrease in the number of schools and community buildings that DC have delivered which is likely to account for the decrease in the amount of trees, hedgerows, shrubs, wildflower areas and biodiversity enhancements from 2023-24 to 2024-25.

4.3.4.2. The number of schemes that had sustainable drainage incorporated in the design is 6 over the past two years.

| Measure                                                                                                           | Unit of measure            | 2023-24 | 2024-25 |
|-------------------------------------------------------------------------------------------------------------------|----------------------------|---------|---------|
| Schools and community buildings with new or enhanced space for nature                                             | no. of buildings / schemes | 10      | 6       |
| Trees planted                                                                                                     | no. of                     | 239     | 49      |
| Hedgerow planted                                                                                                  | Linear metre               | 885     | 210     |
| Shrubs planted                                                                                                    | sq. m                      | 2290    | 330     |
| Wildflower seed planting                                                                                          | sq. m                      | 4990    | 612     |
| Wetland creation                                                                                                  | sq. m                      | 50      | 10      |
| Wildlife enhancements (e.g. bee bricks, bird boxes, bat boxes, reptile chambers, log piles, dormouse nest boxes ) | no. of                     | 32      | 10      |
| no. of schemes with Sustainable Drainage features                                                                 | no. of                     | 4       | 2       |

**Figure 32** Capital project delivery of nature recovery

#### 4.3.5. Highways



4.3.5.1. Within Highways a range of projects and schemes are delivered that incorporate nature recovery as part of delivery. Figure 33 shows there has been an increase in tree planting, and the area of wildflower seed planting has doubled from 2023-24 to 2024-25.

| Measure                  | Unit of measure | 2023-24 | 2024-25 |
|--------------------------|-----------------|---------|---------|
| Trees planted            | no. of trees    | 1       | 11      |
| Wildflower seed planting | sq. m           | 1000    | 2105    |

**Figure 33** Nature recovery from Dorset Council highway delivery

#### 4.4. Development and planning

4.4.1. Dorset been achieving biodiversity gains through development for many years through our inhouse Dorset Biodiversity Appraisal Protocol (DBAP) that is managed by the Natural Environment Team. This includes securing wildlife enhancements on development sites (like bird boxes and reptile chambers) and gathering compensation money for the loss of on-site habitat, which was spent on habitat enhancement/creation elsewhere. For example, between 2009 – 2023, developers and homeowners in Dorset have taken over 3,300 actions to protect bats – from installing bat boxes, to protecting existing bat roosts, or creating new bat roosts. During the same time period = £1,235,333 of compensation money has been collected for habitat enhancement and creation in Dorset.

4.4.2. **Biodiversity Net gain** - since 2024, a new national approach made it mandatory for developers to deliver a biodiversity net gain of at least 10% and this habitat must be secured for 30 years, this is called [Biodiversity Net Gain](#). Most planning applications go through the DBAP to ensure that planning applications are properly assessed and mitigate their impacts on biodiversity. It provides a clear, consistent framework for evaluating ecological information, helping developers comply with wildlife legislation and local policies. The number of approved DBAP biodiversity plans has decreased in the number from 2023-24 to 24-25 and this is likely due to applicants adjusting to mandatory Biodiversity Net Gain and delaying planning applications.

4.4.3. We are currently unable to report on BNG delivered through the planning system due to the BNG module not currently being available on the Mgov. The BNG module, when released, will allow us to measure the amount of nature recovery and be available in the next reporting period.

4.4.4. **Environmental mitigation** - in addition to BNG developers are also required to contribute financially to mitigate the adverse impacts of housing and other



development on internationally important habitats and species. The money received via this is spent to reduce impacts such as nutrient levels, air quality and recreational disturbance. The focus is primarily on reducing negative impacts or recreating habitats that have been lost, but often mitigation activities can be designed to deliver additional biodiversity gains and contribute to nature recovery. For example, creating a Suitable Alternative natural Green Space (SANG) to reduce visitor numbers on protected heathland sites and delivering nature rich spaces for people and nature.

- 4.4.5. For nitrogen mitigation Dorset Council also manages a Local Nutrient Mitigation Fund for both DC and BCP Councils where £4.63M has been provided to enable us to develop and deliver locally-led nutrient mitigation schemes. It enables us to unlock housing development stalled by nutrient neutrality rules, protect sensitive freshwater habitats, and support sustainable growth by reducing nitrogen pollution. Figure 34 highlights how Dorset Council is seeking these additional biodiversity gains through environment mitigation delivery. There has been an increase in the amount of nutrient mitigation through several land purchase agreements and temporary mitigation agreements.

| Measure                                                                                                  | Unit of measure | 2023-24 | 2024-25 |
|----------------------------------------------------------------------------------------------------------|-----------------|---------|---------|
| Land use/management change to deliver nutrient mitigation which by default will deliver nature recovery. | hectares        | 22.56   | 100.14  |
| SANGs with nature-friendly management plan                                                               | hectares        | 26.8    | 19.23   |

**Figure 34** Nutrient mitigation and heathland mitigation nature recovery

## 4.5. Sustainable Farming

- 4.5.1. Farming is key part of life and economy in Dorset and Dorset Council has 40 farms and 17 farmland only assets. Sustainable farming is how local farmers are contributing to nature recovery, by changing to practices that produce food in harmony with nature and this is often achieved by farmers entering a countryside Stewardship Agreements and the Sustainable Farming Incentive rewards. 25% of our farms and farmland only assets are currently managed through one of these schemes. The current council target is 70% by 2030.

## 4.6. Nature based solutions

- 4.6.1. Dorset Council are also looking to increase use of nature-based solutions in our response to a range of wider environmental issues, such as flooding,



climate change and pollution. It is not possible to report on this currently, but this will be reported on going forward.

#### 4.7. Hosted partnership work

4.7.1. Hosted partnerships are vital to Dorset Council's nature recovery efforts, as they bring together local expertise, resources, and collaboration to deliver targeted environmental outcomes across landscapes and communities. Litter Free Dorset targeted work has contributed to nature recovery through delivering the reconnecting with Nature Spaces project that aimed to improve or bring nature to small specific urban spaces to improve health, wellbeing, and access to nature. The project was specifically aimed at local residents with learning difficulties or dementia. The nature recovery delivered from this project is accounted for within the Landscape and Grounds team numbers detailed in figure 30

4.7.2. Dorset National Landscape Partnership leads strategic nature-focused initiatives like Wild Purbeck and the Dorset Downs and Vales Conservation Forum, directing funding and collaboration toward landscape-scale habitat restoration and biodiversity enhancement. The level of investment in nature recovery was valued at **£974,773** in 2023-24 and **£1,407,544** in 2024-25, a total of **£2,382,317** over the last two years. The number of projects supported rose from 68 in 2023-24 to 83 in 2024-25. Figure 35 shows the biggest increased in nature recovery has come from the number of trees planted, hedgerows planted and wetland creation. The partnership continues to deliver natural flood management projects over both years.

| Measure                                    | Unit of measure | 2023-24 | 2024-25 |
|--------------------------------------------|-----------------|---------|---------|
| Trees planted                              | No. of          | 1121    | 2405    |
| Hedgerow planted                           | linear metre    | 1700    | 2925    |
| Traditional orchard planted                | Number of trees | 300     | 409     |
| Wildflower seed planting                   | sq. m           | 226600  | 98500   |
| Removal of invasive and non-native species | sq. m           | 82000   | 78000   |
| Wetland creation                           | sq. m           | 0       | 5000    |



|                                          |              |           |           |
|------------------------------------------|--------------|-----------|-----------|
| <b>Natural flood management projects</b> | <b>No of</b> | <b>28</b> | <b>25</b> |
|------------------------------------------|--------------|-----------|-----------|

**Figure 35**

4.7.3. Cranborne Chase National Landscape Partnership covers about 380 square miles and overlaps four counties: Wiltshire, Dorset, Hampshire, and Somerset. Within Dorset, it mainly includes north-east Dorset where nature recovery related work has been delivered. Figure 36 provides an indication on the level of investment into their nature related work in Dorset Council area. The total amount spent on nature recovery work for 2024-25 was £121,968.

| <b>Measure</b>                                    | <b>£</b> |
|---------------------------------------------------|----------|
| <b>Trees and woodland management</b>              | £13,454  |
| <b>Hedgerows planting and management</b>          | £7,646   |
| <b>Wetland creation and freshwater management</b> | £66,574  |
| <b>Wildflower seed planting</b>                   | £3,951   |
| <b>Removal of invasive and non native species</b> | £4,400   |
| <b>Species surveys</b>                            | £25,943  |

**Figure 36**

#### 4.8. Overall figures

4.8.1. Figure 37 provides the delivery overall the services/teams for Dorset Council with an increase in the number of trees planted, hedgerows planted, wetland creation and natural flood management projects.



| Measure                                    | Unit of measure | 2023-24 | 2024-25 |   |
|--------------------------------------------|-----------------|---------|---------|---|
| Trees planted                              | No of           | 1770    | 2999    | ↑ |
| Hedgerow planted                           | Linear m        | 2735    | 3270    | ↑ |
| Shrubs planted                             | sq. m           | 2600    | 580     | ↓ |
| Wildflower seed planting                   | sq. m           | 236590  | 109112  | ↓ |
| Removal of invasive and non-native species | sq. m           | 82020   | 78120   | ↓ |
| Wetland creation                           | sq. m           | 50      | 5010    | ↑ |
| Natural flood management projects          | no.of           | 0       | 25      | ↑ |

**Figure 37**

#### 4.9. Nature Recovery Dorset

4.9.1. Nature Recovery Dorset is a growing network of individuals, farmers, landowners, schools, businesses and local groups all working to help restore and protect nature in Dorset (across Dorset council and BCP Council area). Nature recovery Dorset started as part of the development of the Dorset local nature recovery strategy.

4.9.2. Figure 38 shows 231 people and organisations that have joined the Nature Recovery Dorset network since it was launched in August 2024 to 31 March 2025. In addition, we have attempted to estimate the number of hectares against the different stakeholder sectors as people have been asked to input the number of hectares within certain ranges e.g. less than 0.5 ha, 0.5 – 4 ha etc. *Note: We have taken the mean figure for each range to work out the number of hectares unless actually specified by the individual/group.*

4.9.3. Based on this approx. **22687 hectares** have been created or enhanced for nature by all the Nature Recovery Dorset members.

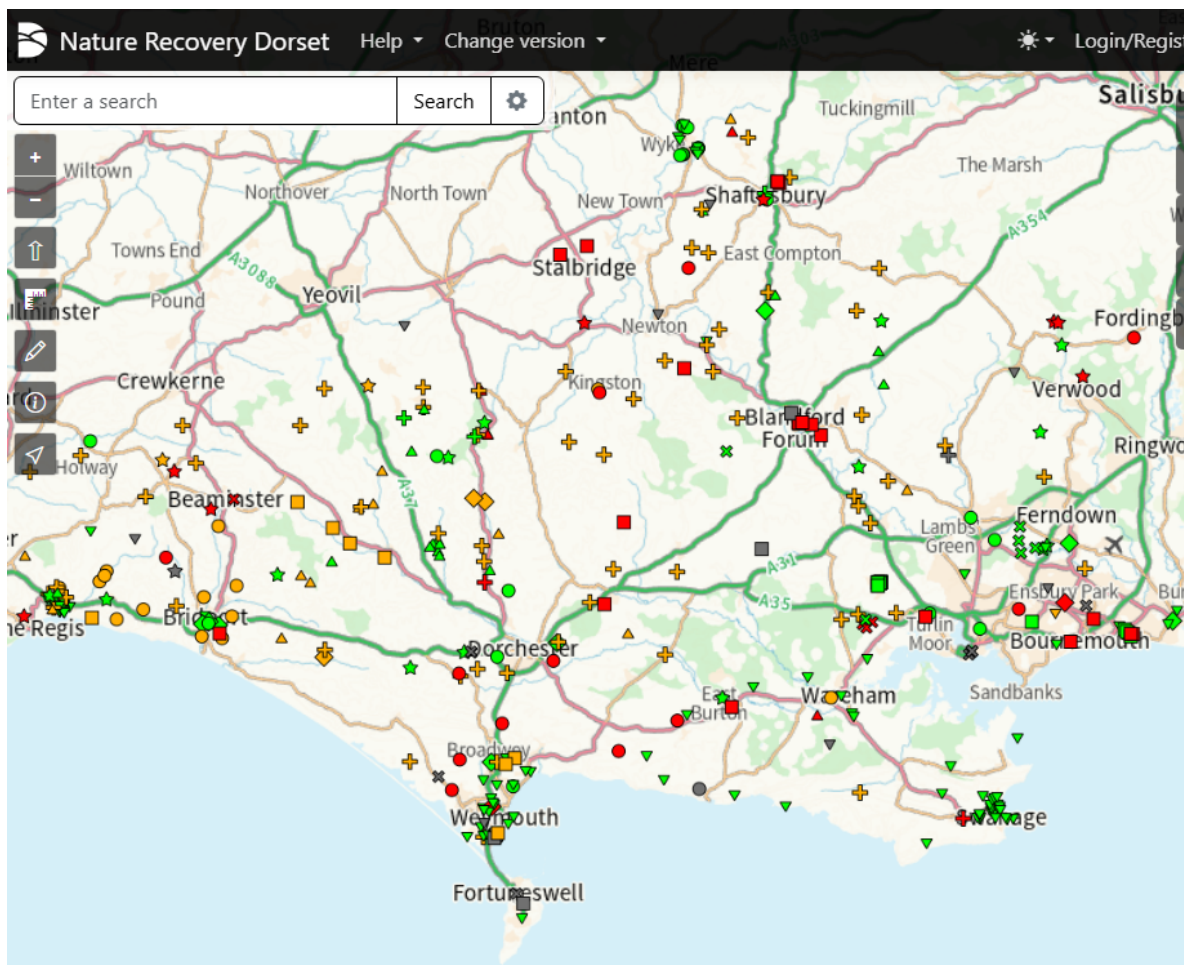


| Measure                      | Number of hectares |
|------------------------------|--------------------|
| Member of public             | 104.25             |
| Community Group              | 22                 |
| Charity or social enterprise | 15084.5            |
| Farmer                       | 1812.25            |
| Land manager                 | 152.5              |
| Landowner                    | 875                |
| Organisation                 | 133.25             |
| Public body                  | 47.75              |
| School                       | 25.75              |
| Business                     | 122.5              |
| Other                        | 4307.25            |

**Figure 38** The approximate number of hectares of nature recovered from the people in the Nature Recovery Dorset network for 2024-25

4.9.4. Nature Recovery Dorset is mapped so that you can spatially see where people are doing more for nature. Figure 39 shows the map of the network - for up-to-date numbers go to: [dorsetcouncil.gov.uk/nrd-network](https://dorsetcouncil.gov.uk/nrd-network) *Note: not all members have chosen to display their actions on the map, so while the map shows many contributions, the total number of members is even higher.*





**Figure 39**

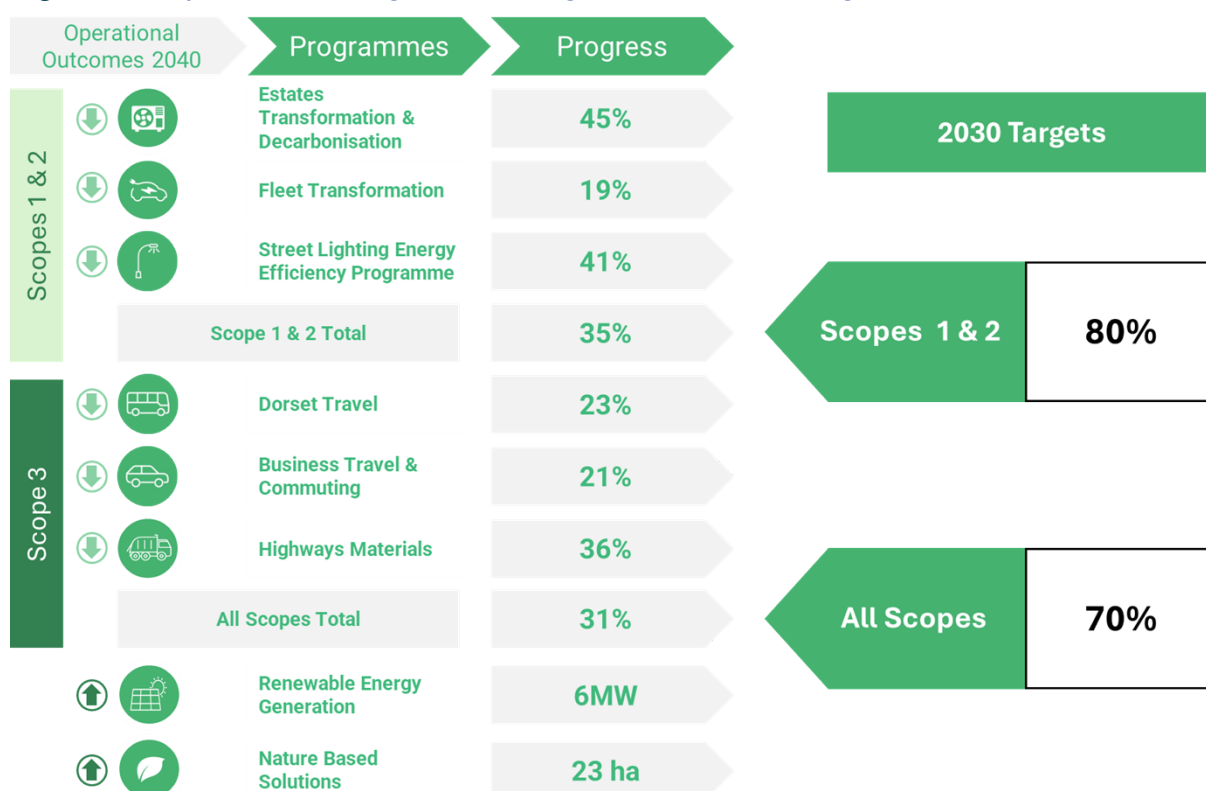
## 5. What's Next?

### 5.1. Operational Programme

5.1.1. The council operational programme works on reducing and sequestering carbon across the council's operations. The target for 2025 was for operations in all scopes to reach 40%. With the new 2035 net zero target for scopes 1 and 2, the next interim goal in 2030 is for an 80% reduction in emissions compared to the baseline for scopes 1 and 2 combined, and a 70% reduction for all scopes combined, supported by carbon sequestration and removals from options such as nature-based solutions and netting electricity export. Not every individual workstream will independently reach the 80% and 70% targets themselves, but instead for the net effect across the organisation to reach these targets when the carbon emissions of the workstreams are combined.



Figure 40: *Operational Programme Progress and 2030 Targets*



5.1.2. **Scale up HVO** – by the end of 2025 we aim to have most of our larger vehicle using HVO fuel. We expect this to save about 4000 tonne CO<sub>2</sub>e, equivalent to 70% of our fleet emissions. Reducing total of scope 1 and 2 emissions to 50-55% of our baseline.

5.1.3. **Next Phase Solar** – we are about to commission more PV installations on our builds. This c. £2.6m programme will enable us to install PV on around 40 operational building adding 2.2 Mega Watts of Solar PV.

5.1.4. **Streetlighting LED** – having now reviewed our lighting policy we aim now to accelerate our LED replacement programme.

5.1.5. **Assets** – having surveyed over 90 building to identify energy efficiency and renewable energy retro-fit measures we are working up programmes to deliver a range of projects over the next 2-3 years.

5.1.6. **Exploring future options** – we have secured funding from the SW Net Zero Hub to consider further renewable energy opportunities on our land and leased assets.

## 5.2. Climate Facilitation programme

- 5.2.1. Dorset Council has a key role to facilitate carbon reduction across the county. This is through putting in place the right strategic framework in Dorset and working closely with our partners as well as developing schemes and programmes that supporting residents to take action. Over the coming year some of these include -
- 5.2.2. **On street charging** - Most of the charge points we have facilitated so far have been in our public car parks in main towns and gradually in smaller settlements & villages but we've secured £2.49m of OZEV funding plus private match for on-street residential chargers
- 5.2.3. We're launching a scheme to install at least 750 on-street chargers at >300 locations between 2025 – 2029 and also developing a policy on cross-pavement charging.
- 5.2.4. **Accelerating Solar deployment** – we have launched the 'Dorset Solar Together' scheme as a pilot in 2025/26, aimed at supporting residents to deliver install Solar panels and batteries.
- 5.2.5. **Building Retrofit** – launching an energy campaign in the new year to help residents identify what they can do in their homes and where to get help. And working with community energy organisations to develop a county wide approach to support retrofitting Dorset's homes.
- 5.2.6. **Engaging young people** – working with the Met Office we have been developing the Dorset Climate Ambassadors Programme, to support our schools to take action on climate change and nature recovery. We are continuing to grow the support network in Dorset over the coming year and actively engage with schools and colleges.
- 5.2.7. **Working with our public partners** – developing a network of town and parish councils and tools for them to reduce their emissions and support residents as well as developing the Public Sector Decarbonisation work more closely on climate action with other public bodies in Dorset.
- 5.2.8. **Developing the strategic framework** – We are working to ensure climate and nature are embedded within new and emerging strategy. For example –
- Our **economy strategy** – Energising Dorset – has climate at its heart, including one of its 6 priorities being the creation of a £28bn energy super cluster around Weymouth and Portland.



- The Dorset draft **Local Transport Plan**, has decarbonisation as its first priority.
- We are creating a new **Local Plan**, with climate at the heart of the draft vision, and our consultation including spatial opportunities for renewables and battery storage.
- Our new **Workplace Travel Plan** is trying to tackle the challenge of our staff commuting and business travel emissions.
- We're currently trying to produce a **Local Area Energy Plan**, alongside a group of other regional local authorities, to support our engagement with the new Regional Energy Strategic Planner. And to provide us with the start of an Energy Plan for Dorset.

#### 5.2.9. **Building climate and nature it into council decision making**

- We are revising our impact wheel – a climate and nature evaluation tool that goes on all papers that come to committees to improve how it can inform our decision-making.
- A new procurement tool has been developed for the council and other public sector partners to use, helping us to ensure climate and nature are considered in the purchase of goods and services we use and to help our supply chain to reduce its carbon footprint.

### 5.3. **Nature Recovery**

#### 5.3.1. **Dorset LNRS** - After publication (9 December if approved at cabinet) we will move into an implementation and integration phase with the key actions being:

- Promote and Embed the LNRS making the strategy widely available and ensure it is considered in planning policies, land management decisions, and funding applications.
- Set up and coordinate a Delivery Partnership working with stakeholders including landowners, farmers, NGOs, and businesses to turn LNRS priorities into practical projects.
- Monitor and Report Progress - track actions taken, assess outcomes, and prepare updates every 3–10 years or when directed by the Secretary of State.
- Facilitate Funding and Incentives to help secure investment for nature recovery, often through BNG credits, conservation covenants, and other mechanisms that provide long-term environmental benefits



- Promote the Dorset nature recovery Network, working with others to do more for nature.

5.3.2. **Farms Strategy 2026–2036** was recently approved by Dorset Council where it sets out actions to help achieve the 70% of their farms and assets are doing more for nature by 2030 aspiration. Tenants will be encouraged to join environmental schemes through knowledge sharing and guidance. New tenants will receive support to deliver environmental improvements, while existing tenants may be incentivised with additional land to enable nature recovery without reducing productivity.

5.3.3. The Council is also exploring the use of **Biodiversity Net Gain (BNG)** as a funding mechanism. This approach could help finance environmental improvements and offset potential income losses arising from changes in land management practices.

## 5.4. **Adaptation to Climate Change**

5.4.1. **Dorset Council** – We are midway through a whole organisation climate risk assessment that should serve to give better visibility of climate risks and help inform future discussion of their resource impacts. We are aiming to produce to 44 council-wide risk statements across these areas; and give them service-specific risk scores.

5.4.2. **County Wide** – We have started to take the first steps in developing a county strategy. We've partnered up with Involve, a charity that supports public participation, to create a Dorset Citizens' Climate Panel. It comprises 22 residents, selected by lottery, who reflect the diversity of Dorset's population. Together they will help shape our county's response to climate change impacts – learning about climate adaptation and giving us a community perspective to help inform our eventual strategy.

5.4.3. The panel will meet four times between October and November and hear from a range of experts and undertaking facilitated discussion. To explore what an adapted Dorset may look like to our communities by 2050, issues they are most concerned about related to climate change impacts and

5.4.4. A stakeholder advisory group has also been established comprising the Met Office, the Environment Agency, the LSE Grantham Institute, Dorset Youth, and many others. This group will help to shape the Citizen Panel process

5.4.5. The panel process will conclude in December, and the outcomes of this process will help to inform a Dorset Adaptation Strategy process facilitated by Dorset Council and stakeholder organisations. It is anticipated that this process will begin in early 2026

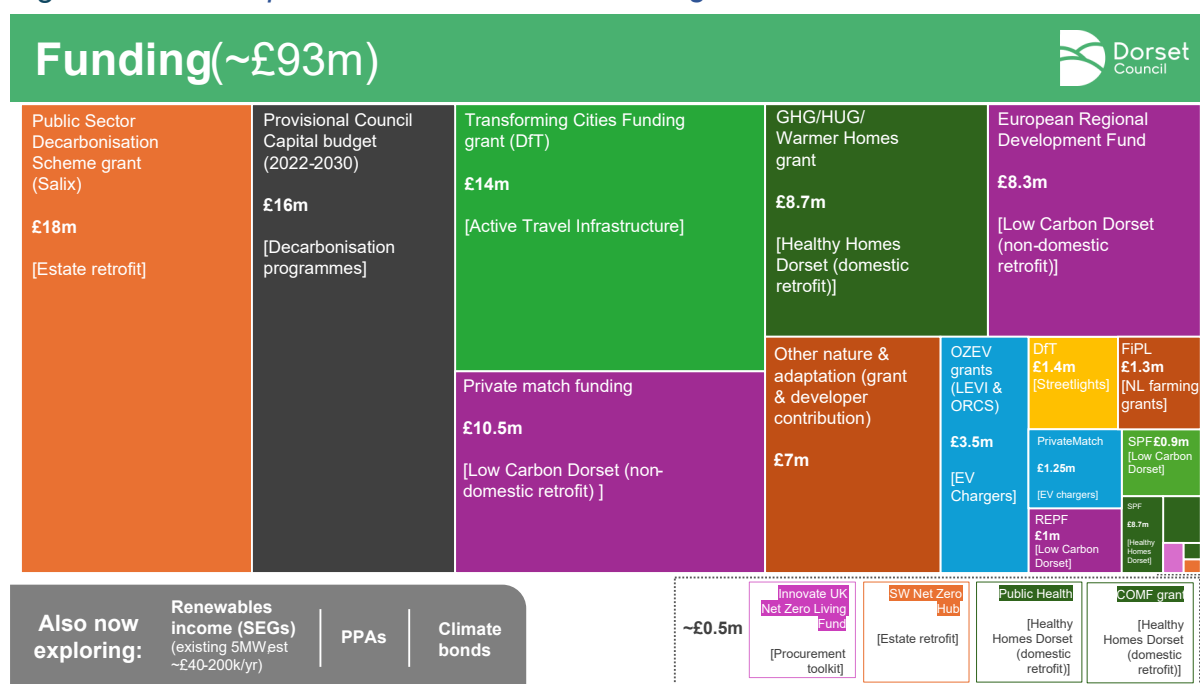


## 6. Funding

6.1.1. In the region of £93 million has supported the councils' climate and nature programmes to date. Approximately 85% of this comes from government grants of various sources, such as the Public Sector Decarbonisation fund and match funding from private sector and other organisations. About 15% is from Dorset Council. Figure 41 gives a graphical representation of these different funding sources. This is not an exhaustive list but gives a feel for the scale and success in securing external funds.

6.1.2. As we move forward we continue to explore a wide range of external funding opportunities to include government grants, potential income streams and community funding. As well as develop the evidence and project pipelines to allow Dorset to maximise future funding opportunities as they arise.

Figure 41: *Make up of climate and nature funding to date.*



6.1.3. Dorset Council has allocated £16 million capital funding between 2022 to 2027 to facilitate reduction of the Councils Carbon footprint. An initial £10m was allocated in March 2022, to support a number of key workstreams: -

- Installing a range of energy efficiency or low carbon technologies such as insulation, heat pumps and control systems to reduce our use of fossil fuels and energy demand



- Expanding electric vehicle infrastructure across our estate to support the transition to electric vehicles
- Purchase of electric vehicles to reduce emissions and travel costs of business travel
- Installing LED lamps in Dorset streetlights, reducing electricity demand and costs
- Installing solar panels on our buildings to reduce electricity usage and energy bills
- Support the Low Carbon Dorset Programme to provide grants to Dorset organisations to install low carbon technologies to reduce bills and protect their viability

6.1.4. In March 2025 an additional £6.025 (was allocated to accelerate these carbon reduction initiatives. [\(Public Pack\)Agenda Document for Cabinet, 25/03/2025 18:30](#)). Progress and next steps in each of these workstream areas is noted above in this report.



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## Place and Resources Scrutiny Committee Draft Work Programme

**Meeting Date: 11 December 2025**

| Report Title             | Aims and Objectives                                                                                                                                                               | Lead Officers / Members                                                                                                                                                                              | Other Information |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Performance Scrutiny     | To review the most recent performance information and use this to agree items to add to the committee work programme for further analysis                                         | Chris Heighway –<br>Performance and Analytics<br>Team Manager<br><br>Cllr Nick Ireland – Leader<br>and Cabinet Member for<br>Climate, Performance and<br>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<br>(Complaints Manager)<br><br>Cllr N Ireland, Leader of the<br>Council, Climate,<br>Performance and<br>Safeguarding<br>Cllr R Hope, Customer,<br>Culture and Community<br>Engagement |                   |

**Meeting Date: 19 January 2026**

| Report Title                                          | Aims and Objectives                                                                                                                        | Lead Officers / Members                                                                                                                                | Other Information |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Performance Dashboard                                 | To review the most recent performance information and use this to agree items to add to the committee work programme for further analysis. | Chris Heighway – Performance and Analytics Team Manager<br><br>Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding |                   |
| Budget and Medium-Term Financial Plan (MTFP) Strategy | To scrutinise the council's budget and medium-term financial plan for the year 2026-27<br><br>To make any recommendations to Cabinet.      | Sean Cremer (Section 151 Officer)<br><br>Cllr Simon Clifford – Cabinet Member for Finance and Capital Strategy                                         |                   |

**Pending items:**

- FOI and assurance regular update
- The Local Enforcement plan post implementation review
- 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 |

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## The Cabinet Forward Plan - December 2025 to March 2026 (Publication date – 11 NOVEMBER 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 -

- 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

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                           |                          |                                                       |                                                                     |                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------|-------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Council Plan Progress Report</b><br><br><b>Key Decision</b> - Yes<br><b>Public Access</b> - Open<br><br><p>   </p> <p>A bi-annual report to Cabinet on Council Plan delivery.</p>                                                                                                                               | Decision Maker<br>Cabinet | Decision Date 9 Dec 2025 |                                                       | Leader and Cabinet Member for Climate, Performance and Safeguarding | <i>Liz Crocker, Head of Strategy</i><br><i>liz.crocker@dorsetcouncil.gov.uk</i><br><i>Chief Executive</i>                                                                                                                                                               |
| <p>   </p> <b>Partnership Principles and Statement of Reasonable Expectations</b><br><br><b>Key Decision</b> - Yes<br><b>Public Access</b> - Open<br><br><p>To approve a set of Partnership Principles with Community Partners and</p> <p>To approve a Statement of Reasonable Expectations with Town Councils</p> | Decision Maker<br>Cabinet | Decision Date 9 Dec 2025 | Place and Resources Overview Committee<br>24 Nov 2025 | Leader and Cabinet Member for Climate, Performance and Safeguarding | <i>Steven Ford, Corporate Director for Strategy, Performance and Sustainability</i><br><i>steven.ford@dorsetcouncil.gov.uk, Jennifer Lewis, Head of Strategic Communications and Engagement</i><br><i>jennifer.lewis@dorsetcouncil.gov.uk</i><br><i>Chief Executive</i> |

| Subject / Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Decision Maker                          | Date the Decision is Due                  | Other Committee(s) consulted and Date of meeting(s)   | Portfolio Holder                                                    | Officer Contact                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Dorset Local Nature Recovery Strategy</b></p> <p><b>Key Decision - Yes</b><br/><b>Public Access - Open</b></p> <p>To seek Cabinet's approval for the final Dorset Local Nature Recovery Strategy, prepared in accordance with the Environment Act 2021 and associated regulations. The Strategy sets out a spatial framework and priorities for nature recovery across Dorset, developed through extensive stakeholder engagement and evidence gathering. Approval will enable formal publication and implementation, supporting biodiversity enhancement, climate resilience and alignment with national and local environmental objectives.</p> | <b>Decision Maker</b><br><b>Cabinet</b> | <b>Decision</b><br><b>Date 9 Dec 2025</b> | Place and Resources Overview Committee<br>24 Nov 2025 | Leader and Cabinet Member for Climate, Performance and Safeguarding | <i>Bridget Betts,<br/>Environmental Advice Manager<br/>bridget.betts@dorsetcouncil.gov.uk<br/>Executive Director,<br/>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                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Dorset National Landscape Management</b></p> <p><b>Key Decision</b> - Yes<br/><b>Public Access</b> - Open</p> <p>To adopt the Management Plan 2025-30, which sets out a strategic framework for conserving and enhancing the natural beauty, biodiversity, and culture heritage of the Dorset national Landscape, in alignment with national guidance and local priorities</p> | <b>Decision Maker</b><br><b>Cabinet</b> | <b>Decision</b><br><b>Date 9 Dec 2025</b> |                                                     | Leader and Cabinet Member for Climate, Performance and Safeguarding | <i>Bridget Betts, Environmental Advice Manager<br/>bridget.betts@dorsetcouncil.gov.uk<br/>Executive Director, Place (Jan Britton)</i>      |
| <p><b>Dorset Local Enterprise Partnership Closure</b></p> <p><b>Key Decision</b> - Yes<br/><b>Public Access</b> - Open</p> <p>To gain Cabinet approval for the final closure arrangements of the Dorset Local Enterprise Partnership (DLEP) including the receiving of legacy funds held by DLEP and the resignation of Cabinet Members from DLEP directorships.</p>                 | <b>Decision Maker</b><br><b>Cabinet</b> | <b>Decision</b><br><b>Date 9 Dec 2025</b> |                                                     | Cabinet Member for Finance & Capital Strategy                       | <i>Nick Webster, Head of Growth and Regeneration<br/>nicholas.webster@dorsetcouncil.gov.uk<br/>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                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------|-----------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Average Speed Cameras - A30 Sherborne dual Carriageway</b></p> <p><b>Key Decision - Yes</b><br/><b>Public Access - Open</b></p> <p>The introduction of new average speed cameras on the A30 Sherborne dual carriageway is aimed at improving road safety. Due to the significant overall cost, this initiative constitutes a key decision.</p> | Decision Maker<br>Cabinet | Decision<br>Date 9 Dec 2025 |                                                     | Cabinet Member<br>for Place Services | <p><i>Tony Burden, Road Safety Manager</i><br/> <i>tony.burden@dorsetcouncil.gov.uk</i><br/> <i>Executive Director, Place (Jan Britton)</i></p>                                                                                                         |
| <p><b>New Forest Heaths Strategic Access Management and Monitoring Strategy</b></p> <p><b>Key Decision - No</b><br/><b>Public Access - Open</b></p> <p>Adoption of New Forest Heaths Strategic Access Management and Monitoring Strategy.</p>                                                                                                        | Decision Maker<br>Cabinet | Decision<br>Date 9 Dec 2025 |                                                     | Cabinet Member<br>for Place Services | <p><i>Sue Bellamy, Senior Planning Policy Officer</i><br/> <i>sue.bellamy@dorsetcouncil.gov.uk, Mike Garrity, Corporate Director for Planning</i><br/> <i>mike.garrity@dorsetcouncil.gov.uk</i><br/> <i>Executive Director, Place (Jan Britton)</i></p> |

| Subject / Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Decision Maker            | Date the Decision is Due    | Other Committee(s) consulted and Date of meeting(s) | Portfolio Holder                     | Officer Contact                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------|-----------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Report to Change Cabinet decision of delegations for Highway Service Contract (HTSC)</b></p> <p><b>Key Decision</b> - Yes<br/> <b>Public Access</b> - Open</p> <p>To make a minor amendment to the Cabinet decision of 20 May 2025 regarding the scheme of delegation to governance for the forthcoming Highway Service Contract.</p>                                                                                                                                                                 | Decision Maker<br>Cabinet | Decision<br>Date 9 Dec 2025 |                                                     | Cabinet Member<br>for Place Services | <p><i>Jack Wiltshire,<br/>Corporate Director for Highways and Engineering<br/>jack.wiltshire@dorsetcouncil.gov.uk<br/>Executive Director,<br/>Place (Jan Britton)</i></p> |
| <p><b>Adoption of the Cranborne Chase National Landscape Management Plan</b></p> <p><b>Key Decision</b> - Yes<br/> <b>Public Access</b> - Open</p> <p>Cabinet is asked to agree the final adoption of the revised Cranborne Chase National Landscape Management Plan, following its approval by the Partnership Board. The Council is part of the Partnership Board, and all the constituent local authorities need to approve its adoption. The management plan needs to be reviewed every five years.</p> | Decision Maker<br>Cabinet | Decision<br>Date 9 Dec 2025 |                                                     | Cabinet Member<br>for Place Services | <p><i>Hilary Jordan, Service Manager for Spatial Planning<br/>hilary.jordan@dorsetcouncil.gov.uk<br/>Executive Director,<br/>Place (Jan Britton)</i></p>                  |

| Subject / Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Decision Maker                | Date the Decision is Due        | Other Committee(s) consulted and Date of meeting(s) | Portfolio Holder                                                           | Officer Contact                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Acquisition of Land Neighbouring Dorset Innovation Park</b></p> <p><b>Key Decision - Yes</b><br/> <b>Public Access - Part exempt</b><br/> The acquisition of land, currently in Homes England ownership, located at Winfrith, South Dorset and neighbouring the existing Dorset Innovation Park. Purchase of the land would enable a range of potential future employment related uses and secure the long-term future of the Innovation Park as a strategic employment site serving the South Dorset geography.</p> | <b>Decision Maker Cabinet</b> | <b>Decision Date 9 Dec 2025</b> |                                                     | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Nick Webster, Head of Growth and Regeneration<br/> nicholas.webster@dorsetcouncil.gov.uk<br/> Executive Director, Place (Jan Britton)</i>                   |
| <p><b>Future Leisure Management</b></p> <p><b>Key Decision - Yes</b><br/> <b>Public Access - Fully exempt</b><br/> The report sets out proposals to extend the existing leisure contracts until March 2028, to develop a leisure contract procurement strategy and agree to procure a single leisure operator contract subject to the finalisation of the Leisure Strategy in March 2026.</p>                                                                                                                              | <b>Decision Maker Cabinet</b> | <b>Decision Date 9 Dec 2025</b> |                                                     | Cabinet Member for Customer, Culture and Community Engagement              | <i>Paul Rutter, Service Manager for Leisure, Arts and Cultural Services<br/> paul.rutter@dorsetcouncil.gov.uk<br/> 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                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2026</b>                                                                                                                             |                                         |                                  |                                                                                                                                                |                                               |                                                                                                                                                                                                       |
| <b>January</b>                                                                                                                          |                                         |                                  |                                                                                                                                                |                                               |                                                                                                                                                                                                       |
| <b>Quarter 3 financial management report</b><br><b>Key Decision - No Public Access - Open</b><br>Quarter 3 financial management report. | <b>Decision Maker</b><br>Cabinet        | <b>Decision Date 27 Jan 2026</b> |                                                                                                                                                | Cabinet Member for Finance & Capital Strategy | <i>Sean Cremer, Corporate Director for Finance and Commercial</i><br><i>sean.cremer@dorsetcouncil.gov.uk, Heather Lappin, Head of Strategic Finance</i><br><i>heather.lappin@dorsetcouncil.gov.uk</i> |
| <b>Medium Term Financial Plan and Budget Strategy report</b><br><b>Key Decision - No Public Access - Open</b>                           | <b>Decision Maker</b><br>Dorset Council | <b>Decision Date 10 Feb 2026</b> | Cabinet<br>27 Jan 2026<br><br>Place and Resources Scrutiny Committee<br>19 Jan 2026<br><br>People and Health Scrutiny Committee<br>21 Jan 2026 | Cabinet Member for Finance & Capital Strategy | <i>Sean Cremer, Corporate Director for Finance and Commercial</i><br><i>sean.cremer@dorsetcouncil.gov.uk, Heather Lappin, Head of Strategic Finance</i><br><i>heather.lappin@dorsetcouncil.gov.uk</i> |

| Subject / Decision | Decision Maker | Date the Decision is Due | Other Committee(s) consulted and Date of meeting(s) | Portfolio Holder | Officer Contact |
|--------------------|----------------|--------------------------|-----------------------------------------------------|------------------|-----------------|
| <b>March</b>       |                |                          |                                                     |                  |                 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                        |                                                    |                                                                                          |                                              |                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Dorset Council Housing Allocation Policy</b></p> <p><b>Key Decision - Yes</b><br/><b>Public Access - Open</b></p> <p>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.</p> | <p><b>Decision Maker</b><br/><b>Dorset Council</b></p> | <p><b>Decision</b><br/><b>Date 16 Apr 2026</b></p> | <p>People and Health Overview Committee<br/>2 Feb 2026</p> <p>Cabinet<br/>3 Mar 2026</p> | <p>Cabinet Member for Health and Housing</p> | <p><i>Sarah How, Service Manager for Housing Solutions</i><br/><i>sarah.how@dorsetcouncil.gov.uk</i><br/><i>Executive Director, People - Adults</i><br/><i>(Jonathan Price)</i></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Subject / Decision                                                                                                                                                                                                                                                                                                                                                                                                                                              | Decision Maker            | Date the Decision is Due    | Other Committee(s) consulted and Date of meeting(s)   | Portfolio Holder                            | Officer Contact                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------|-------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Dorset Tenancy Strategy</b></p> <p><b>Key Decision - Yes</b><br/> <b>Public Access - Open</b></p> <p>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.</p> | Decision Maker<br>Cabinet | Decision<br>Date 3 Mar 2026 | People and Health<br>Overview Committee<br>2 Feb 2026 | Cabinet Member<br>for Health and<br>Housing | <p><i>Sharon Attwater, Service Manager for Housing Strategy and Performance</i><br/> <i>sharon.attwater@dorsetcouncil.gov.uk,</i><br/> <i>Andrew Billany, Corporate Director for Housing</i><br/> <i>andrew.billany@dorsetcouncil.gov.uk</i><br/> <i>Executive Director, People - Adults</i><br/> <i>(Jonathan Price)</i></p> |
| <p><b>Housing Standards Enforcement Policy &amp; Statement of Principles for Determining Financial Penalties</b></p> <p><b>Key Decision - Yes</b><br/> <b>Public Access - Open</b></p> <p>To agree the adoption of a new Housing Standards Enforcement Policy &amp; Statement of Principles for Determining Financial Penalties to account for legislative changes being enacted under the Renters Rights Act 2025.</p>                                         | Decision Maker<br>Cabinet | Decision<br>Date 3 Mar 2026 | People and Health<br>Overview Committee<br>2 Feb 2026 | Cabinet Member<br>for Health and<br>Housing | <p><i>Steven March, Service Manager for Housing Standards</i><br/> <i>steven.march@dorsetcouncil.gov.uk, Andrew Billany, Corporate Director for Housing</i><br/> <i>andrew.billany@dorsetcouncil.gov.uk</i><br/> <i>Executive Director, People - Adults</i><br/> <i>(Jonathan Price)</i></p>                                  |

| Subject / Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Decision Maker            | Date the Decision is Due    | Other Committee(s) consulted and Date of meeting(s)                                                          | Portfolio Holder                     | Officer Contact                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Towards a new model of day opportunities</b></p> <p><b>Key Decision - Yes</b><br/> <b>Public Access - Open</b><br/>           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.</p> | Decision Maker<br>Cabinet | Decision<br>Date 3 Mar 2026 | <p>Health and Wellbeing Board<br/>11 Feb 2026</p> <p>People and Health Overview Committee<br/>2 Feb 2026</p> | Cabinet Member for Adult Social Care | <p><i>Sarah Perrett, Commissioning Manager - Micro Provider &amp; Voluntary Sector Development</i><br/> <i>sarah.perrett@dorsetcouncil.gov.uk, Karen Stephens, Interim Head of Service - Market Relationships, Major Contracts, and Over 65's</i><br/> <i>karen.stephens@dorsetcouncil.gov.uk</i><br/> <i>Executive Director, People - Adults (Jonathan Price)</i></p> |
| <p><b>E-scooter hire scheme: Weymouth, Portland and Dorchester; and Upton and Corfe Mullen</b></p> <p><b>Key Decision - Yes</b><br/> <b>Public Access - Open</b><br/>           To consider any recommendations from February Place &amp; Resources Overview Committee on whether the Council should take advantage of the DfT's offer to local authorities to allow e-scooter rental trials. The</p>                                                                                    | Decision Maker<br>Cabinet | Decision<br>Date 9 Dec 2025 | Place and Resources Overview Committee<br>5 Feb 2026                                                         | Cabinet Member for Place Services    | <p><i>Christopher Whitehouse, Projects Team Manager</i><br/> <i>christopher.whitehouse@dorsetcouncil.gov.uk</i><br/> <i>Executive Director, Place (Jan Britton)</i></p>                                                                                                                                                                                                |

| Subject / Decision                                                                                                                        | Decision Maker | Date the Decision is Due | Other Committee(s) consulted and Date of meeting(s) | Portfolio Holder | Officer Contact |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------|-----------------------------------------------------|------------------|-----------------|
| paper is dependent on permission being granted by DfT and an application has already been made, the results of which would be known soon. |                |                          |                                                     |                  |                 |
| <b>May</b>                                                                                                                                |                |                          |                                                     |                  |                 |

|                                                                                                                                                                                                                                                                             |                                         |                                    |                                                        |                                                                           |                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Financial Provision for the Voluntary Community Sector</b><br><b>Key Decision - Yes</b><br><b>Public Access - Open</b><br>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. | <b>Decision Maker</b><br><b>Cabinet</b> | <b>Decision Date</b><br><b>TBC</b> | People and Health<br>Overview Committee<br>15 Sep 2025 | Cabinet Member<br>for Customer,<br>Culture and<br>Community<br>Engagement | <i>Laura Cornette,<br/> Business Partner -<br/> Communities and<br/> Partnerships<br/> Laura.cornette@dorset<br/> council.gov.uk,<br/> Jennifer Lowis, Head<br/> of Strategic<br/> Communications and<br/> Engagement<br/> jennifer.lowis@dorsetc<br/> ouncil.gov.uk<br/> Executive Director,<br/> Corporate<br/> Development - Section<br/> 151 Officer</i> |
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### **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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**Shareholder Committee for Care Dorset Holdings Ltd**  
**Forward Plan - October 2025 to January 2026**  
**(Publication date – 4 SEPTEMBER 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 |
|--------------------|----------------|--------------------------|----------------|-----------------|
| October 2025       |                |                          |                |                 |

|                                                                                                                                                                                                |                                                                          |                                 |                                      |                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------|--------------------------------------|-------------------------------------------------------------|
| <b>Dorset Council Delegated Decisions (as required)</b><br><br><b>Key Decision - No Public Access - Open</b><br><br>To note any decisions taken under delegation.                              | <b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b> | <b>Decision Date 6 Oct 2025</b> | Cabinet Member for Adult Social Care | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| <b>Dorset Council Organisational Update</b><br><br><b>Key Decision - No Public Access - Part exempt</b><br><br>To present the developments on the part of the Council relevant to Care Dorset. | <b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b> | <b>Decision Date 6 Oct 2025</b> | Cabinet Member for Adult Social Care | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| <b>Care Dorset Update</b><br><br><b>Key Decision - No Public Access - Part exempt</b><br><br>To provide an update for shareholder members on matters relating to Care Dorset.                  | <b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b> | <b>Decision Date 6 Oct 2025</b> | Cabinet Member for Adult Social Care | <i>Executive Director, People - Adults (Jonathan Price)</i> |

| Subject / Decision | Decision Maker | Date the Decision is Due | Cabinet Member | Officer Contact |
|--------------------|----------------|--------------------------|----------------|-----------------|
| December 2025      |                |                          |                |                 |

|                                                                                                                                                                                                          |                                                                             |                                    |                                      |                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------|--------------------------------------|-------------------------------------------------------------|
| <b>Dorset Council Delegated Decisions (as required)</b><br><br><b>Key Decision</b> - No<br><b>Public Access</b> - Open<br><br>To note any decisions taken under delegation.                              | <b>Decision Maker</b><br>Shareholder Committee for Care Dorset Holdings Ltd | <b>Decision Date</b><br>8 Dec 2025 | Cabinet Member for Adult Social Care | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| <b>Dorset Council Organisational Update</b><br><br><b>Key Decision</b> - No<br><b>Public Access</b> - Part exempt<br><br>To present the developments on the part of the Council relevant to Care Dorset. | <b>Decision Maker</b><br>Shareholder Committee for Care Dorset Holdings Ltd | <b>Decision Date</b><br>8 Dec 2025 | Cabinet Member for Adult Social Care | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| <b>Care Dorset Update</b><br><br><b>Key Decision</b> - No<br><b>Public Access</b> - Part exempt<br><br>To provide an update for shareholder members on matters relating to Care Dorset.                  | <b>Decision Maker</b><br>Shareholder Committee for Care Dorset Holdings Ltd | <b>Decision Date</b><br>8 Dec 2025 | Cabinet Member for Adult Social Care | <i>Executive Director, People - Adults (Jonathan Price)</i> |

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

| Subject / Decision                                                                                                                                                       | Decision Maker                                                                             | Date the Decision is Due                    | Cabinet Member                              | Officer Contact                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|
| <p><b>Annual report and Year end accounts (June)</b></p> <p><b>Key Decision</b> - Yes<br/><b>Public Access</b> - Open</p> <p>To receive the annual financial report.</p> | <p><b>Decision Maker</b><br/><b>Shareholder Committee for Care Dorset Holdings Ltd</b></p> | <p><b>Decision Date</b><br/><b>June</b></p> | <p>Cabinet Member for Adult Social Care</p> | <p><i>Executive Director, People - Adults (Jonathan Price)</i></p> |

### **Private/Exempt Items for Decision**

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

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



## Shareholder Committee for the Dorset Innovation Park Ltd Forward Plan - November 2025 - April 2026 (Publication date – 2 OCTOBER 2025)

### Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for the 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 |
|--------------------|----------------|--------------------------|----------------|-----------------|
| November 2025      |                |                          |                |                 |

|                                                                                                                                                                                                                   |                                                                                                  |                                            |                                                                                       |                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Introduction of Managing Director and Chair</b></p> <p><b>Key Decision</b> - No<br/><b>Public Access</b> - Open</p> <p>To introduce the Managing Director and Chair of Dorset Innovation Park Ltd.</p>      | <p><b>Decision Maker</b><br/>Shareholder<br/><b>Committee for Dorset Innovation Park Ltd</b></p> | <p><b>Decision Date</b><br/>3 Nov 2025</p> | <p>Deputy Leader and Cabinet Member for Property &amp; Assets and Economic Growth</p> | <p><i>Nick Webster, Head of Growth and Regeneration</i><br/><i>nicholas.webster@dorsetcouncil.gov.uk</i><br/><i>Executive Director, Place (Jan Britton)</i></p> |
| <p><b>Vision discussion (presentation)</b></p> <p><b>Key Decision</b> - No<br/><b>Public Access</b> - Open</p> <p>A presentation by the Managing Director on the company's vision for Dorset Innovation Park.</p> | <p><b>Decision Maker</b><br/>Shareholder<br/><b>Committee for Dorset Innovation Park Ltd</b></p> | <p><b>Decision Date</b><br/>3 Nov 2025</p> | <p>Deputy Leader and Cabinet Member for Property &amp; Assets and Economic Growth</p> | <p><i>Managing Director – Dorset Innovation Park Ltd</i><br/><i>Executive Director, Place (Jan Britton)</i></p>                                                 |

| Subject / Decision                                                                                                                                                                              | Decision Maker                                                                       | Date the Decision is Due                  | Cabinet Member                                                             | Officer Contact                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Shareholder agreement</b><br><br><b>Key Decision - No Public Access - Open</b><br><br>To update the committee on progress towards finalising the Shareholder Agreement and Reserved Matters. | <b>Decision Maker</b><br><b>Shareholder Committee for Dorset Innovation Park Ltd</b> | <b>Decision Date</b><br><b>3 Nov 2025</b> | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Nick Webster, Head of Growth and Regeneration</i><br><i>nicholas.webster@dorsetcouncil.gov.uk</i><br><i>Executive Director, Place (Jan Britton)</i> |
| <b>February 2026</b>                                                                                                                                                                            |                                                                                      |                                           |                                                                            |                                                                                                                                                        |
| <b>Managing Director's report</b><br><br><b>Key Decision - No Public Access - Open</b><br><br>To consider a report of the Managing Director – Dorset Innovation Park Ltd.                       | <b>Decision Maker</b><br><b>Shareholder Committee for Dorset Innovation Park Ltd</b> | <b>Decision Date</b><br><b>4 Feb 2026</b> | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Managing Director – Dorset Innovation Park Ltd</i><br><i>Executive Director, Place (Jan Britton)</i>                                                |
| <b>Dorset Council Officer update</b><br><br><b>Key Decision - No Public Access - Open</b><br><br>To receive a report of the Head of Growth and Economic Regeneration.                           | <b>Decision Maker</b><br><b>Shareholder Committee for Dorset Innovation Park Ltd</b> | <b>Decision Date</b><br><b>4 Feb 2026</b> | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Nick Webster, Head of Growth and Regeneration</i><br><i>nicholas.webster@dorsetcouncil.gov.uk</i><br><i>Executive Director, Place (Jan Britton)</i> |

| Subject / Decision                                                                                                                                                                                                           | Decision Maker                                                                       | Date the Decision is Due                   | Cabinet Member                                                             | Officer Contact                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dorset Innovation Park Ltd Business Plan</b><br><br><b>Key Decision - Yes</b><br><b>Public Access - Open</b><br><br>To present the Dorset Innovation Park Business Plan for the coming year.                              | <b>Decision Maker</b><br><b>Shareholder Committee for Dorset Innovation Park Ltd</b> | <b>Decision Date</b><br><b>4 Feb 2026</b>  | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Managing Director – Dorset Innovation Park Ltd</i><br><i>Executive Director, Place (Jan Britton)</i>                                                |
| <b>Support contract</b><br><b>Key Decision - No</b><br><b>Public Access - Open</b><br><br>To update the committee on progress towards finalising the Support Contract between Dorset Council and Dorset Innovation Park Ltd. | <b>Decision Maker</b><br><b>Shareholder Committee for Dorset Innovation Park Ltd</b> | <b>Decision Date</b><br><b>4 Feb 2026</b>  | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Nick Webster, Head of Growth and Regeneration</i><br><i>nicholas.webster@dorsetcouncil.gov.uk</i><br><i>Executive Director, Place (Jan Britton)</i> |
| <b>April 2026</b>                                                                                                                                                                                                            |                                                                                      |                                            |                                                                            |                                                                                                                                                        |
| <b>Managing Director's report</b><br><br><b>Key Decision - No</b><br><b>Public Access - Open</b><br><br>To consider a report of the Managing Director – Dorset Innovation Park Ltd.                                          | <b>Decision Maker</b><br><b>Shareholder Committee for Dorset Innovation Park Ltd</b> | <b>Decision Date</b><br><b>13 Apr 2026</b> | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Managing Director – Dorset Innovation Park Ltd</i><br><i>Executive Director, Place (Jan Britton)</i>                                                |

| Subject / Decision                                                                                                                                                              | Decision Maker                                                                                                     | Date the Decision is Due                   | Cabinet Member                                                             | Officer Contact                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dorset Council Officer update</b><br><br><b>Key Decision - No</b><br><b>Public Access - Open</b><br><br>To receive a report of the Head of Growth and Economic Regeneration. | <b>Decision Maker</b><br><b>Shareholder</b><br><b>Committee for</b><br><b>Dorset Innovation</b><br><b>Park Ltd</b> | <b>Decision Date</b><br><b>13 Apr 2026</b> | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Nick Webster, Head of Growth and Regeneration</i><br><i>nicholas.webster@dorsetcouncil.gov.uk</i><br><i>Executive Director, Place (Jan Britton)</i> |
| Annual items                                                                                                                                                                    |                                                                                                                    |                                            |                                                                            |                                                                                                                                                        |

|                                                                                                                                                                                                                            |                                                                                                                    |                      |                                                                            |                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b>Dorset Innovation Park Ltd</b><br><b>Business Plan (January)</b><br><br><b>Key Decision - Yes</b><br><b>Public Access - Open</b><br><br>To agree the Dorset Innovation Park Ltd Business Plan for the year ahead.       | <b>Decision Maker</b><br><b>Shareholder</b><br><b>Committee for</b><br><b>Dorset Innovation</b><br><b>Park Ltd</b> | <b>Decision Date</b> | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Managing Director – Dorset Innovation Park Ltd</i><br><i>Executive Director, Place (Jan Britton)</i> |
| <b>Dorset Innovation Park Ltd</b><br><b>(October/November)</b><br><br><b>Key Decision - No</b><br><b>Public Access - Open</b><br><br>To outline the emerging Dorset Innovation Park Ltd Business Plan for the coming year. | <b>Decision Maker</b><br><b>Shareholder</b><br><b>Committee for</b><br><b>Dorset Innovation</b><br><b>Park Ltd</b> | <b>Decision Date</b> | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Managing Director – Dorset Innovation Park Ltd</i><br><i>Executive Director, Place (Jan Britton)</i> |

| Subject / Decision                                                                                                                                                           | Decision Maker                                                                                                     | Date the Decision is Due | Cabinet Member                                                             | Officer Contact                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b>Dorset Innovation Park Annual Report (April/May)</b><br><br><b>Key Decision - Yes</b><br><b>Public Access - Open</b><br><br>To agree the annual report for the past year. | <b>Decision Maker</b><br><b>Shareholder</b><br><b>Committee for</b><br><b>Dorset Innovation</b><br><b>Park Ltd</b> | <b>Decision Date</b>     | Deputy Leader and Cabinet Member for Property & Assets and Economic Growth | <i>Managing Director – Dorset Innovation Park Ltd</i><br><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.
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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.

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## **The Shareholder Committee for the Dorset Centre of Excellence (DCOE) Forward Plan September 2025 to January 2026 (Publication date – 14 AUGUST 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 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 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 |
|--------------------|----------------|--------------------------|----------------|-----------------|
| September 2025     |                |                          |                |                 |

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| <b>Dorset Council Delegated Decisions (if required)</b><br><br><b>Key Decision - No</b><br><b>Public Access - Open</b><br><br>To note any decisions taken under delegation.                                                                                         | <b>Decision Maker</b><br><b>Shareholder Committee for the Dorset Centre of Excellence (DCOE)</b> | <b>Decision Date</b><br><b>15 Sep 2025</b> | Cabinet Member for Children's Services, Education and Skills | <i>Executive Director, People - Children (Paul Dempsey)</i>                                                                                                                      |
| <b>Dorset Council Commissioner's Report</b><br><b>Key Decision - No</b><br><b>Public Access - Part exempt</b><br><br>To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement. | <b>Decision Maker</b><br><b>Shareholder Committee for the Dorset Centre of Excellence (DCOE)</b> | <b>Decision Date</b><br><b>15 Sep 2025</b> | Cabinet Member for Children's Services, Education and Skills | <i>Ross Bowell, Head of Service - Health, Education &amp; SEND Commissioning<br/> ross.bowell@dorsetcouncil.gov.uk<br/> Executive Director, People - Children (Paul Dempsey)</i> |

| Subject / Decision                                                                                                                                                                                                                                                                                                                                    | Decision Maker                                                                                                                           | Date the Decision is Due                   | Cabinet Member                                               | Officer Contact                                                       |
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| <b>DCoE - Report of the Chair of the Board</b><br><br><b>Key Decision - No</b><br><b>Public Access - Part exempt</b><br><br>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. | <b>Decision Maker</b><br><b>Shareholder</b><br><b>Committee for the</b><br><b>Dorset Centre of</b><br><b>Excellence</b><br><b>(DCOE)</b> | <b>Decision Date</b><br><b>15 Sep 2025</b> | Cabinet Member for Children's Services, Education and Skills | <i>Executive Director, People - Children</i><br><i>(Paul Dempsey)</i> |
| December 2025                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                          |                                            |                                                              |                                                                       |

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| <b>Dorset Council Delegated Decisions (if required)</b><br><br><b>Key Decision - No</b><br><b>Public Access - Open</b><br><br>To note any decisions taken under delegation. | <b>Decision Maker</b><br><b>Shareholder</b><br><b>Committee for the</b><br><b>Dorset Centre of</b><br><b>Excellence</b><br><b>(DCOE)</b> | <b>Decision Date</b><br><b>1 Dec 2025</b> | Cabinet Member for Children's Services, Education and Skills | <i>Executive Director, People - Children</i><br><i>(Paul Dempsey)</i> |
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| Subject / Decision                                                                                                                                                                                                                                                                                                                                            | Decision Maker                                                                                           | Date the Decision is Due                          | Cabinet Member                                                      | Officer Contact                                                                                                                                                                                |
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| <p><b>Dorset Council Commissioner's Report</b></p> <p><b>Key Decision</b> - No<br/><b>Public Access</b> - Part exempt</p> <p>To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.</p>                                                                               | <p><b>Decision Maker</b><br/><b>Shareholder Committee for the Dorset Centre of Excellence (DCOE)</b></p> | <p><b>Decision Date</b><br/><b>1 Dec 2025</b></p> | <p>Cabinet Member for Children's Services, Education and Skills</p> | <p><i>Ross Bowell, Head of Service - Health, Education &amp; SEND Commissioning</i><br/> ross.bowell@dorsetcouncil.gov.uk<br/> <i>Executive Director, People - Children (Paul Dempsey)</i></p> |
| <p><b>DCoE - Report of the Chair of the Board</b></p> <p><b>Key Decision</b> - No<br/><b>Public Access</b> - Part exempt</p> <p>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.</p> | <p><b>Decision Maker</b><br/><b>Shareholder Committee for the Dorset Centre of Excellence (DCOE)</b></p> | <p><b>Decision Date</b><br/><b>1 Dec 2025</b></p> | <p>Cabinet Member for Children's Services, Education and Skills</p> | <p><i>Executive Director, People - Children (Paul Dempsey)</i></p>                                                                                                                             |

| Subject / Decision                                                                                                                                                        | Decision Maker                                                                            | Date the Decision is Due | Cabinet Member                                                      | Officer Contact                                                                                                     |
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| Annual Reports                                                                                                                                                            |                                                                                           |                          |                                                                     |                                                                                                                     |
| <b>Review of Terms of Reference (June)</b><br><br><b>Key Decision</b> - No<br><b>Public Access</b> - Open<br><br>To note the shareholder committee terms of reference.    | <b>Decision Maker</b><br>Shareholder Committee for the Dorset Centre of Excellence (DCOE) | <b>Decision Date</b>     | Leader and Cabinet Member for Climate, Performance and Safeguarding | <i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i><br><i>grace.evans@dorsetcouncil.gov.uk</i> |
| <b>Annual Performance Report (December)</b><br><br><b>Key Decision</b> - No<br><b>Public Access</b> - Open<br><br>To consider the Coombe House Annual Performance Report. | <b>Decision Maker</b><br>Shareholder Committee for the Dorset Centre of Excellence (DCOE) | <b>Decision Date</b>     | 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.