



Place and Resources Scrutiny Committee

Date: Thursday, 11 December 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

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

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Agenda

Item	Pages
1. APOLOGIES	
To receive any apologies for absence.	
2. MINUTES	
To confirm the minutes of the meeting held on 20 November 2025.	
(To follow)	
3. DECLARATIONS OF INTEREST	
To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the	

interest and any action they propose to take as part of their declaration.

If required, further advice should be sought from the Monitoring Officer in advance of the meeting.

4. PUBLIC PARTICIPATION

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

All submissions must be emailed in full to antony.nash@dorsetcouncil.gov.uk by 8.30am on 8 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-ambule 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 by 8.30am on 8 November 2025

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

6. 2025/26 QUARTER 1 AND QUARTER 2 PERFORMANCE REPORT 5 - 26

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

7. CORPORATE COMPLAINTS TEAM ANNUAL REPORT 2024-25 27 - 42

To receive a report by the Complaints Manager.

8. PLACE AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME 43 - 46

To review the Place and Resources Scrutiny Committee Work Programme.

9. EXECUTIVE ARRANGEMENTS FORWARD PLANS 47 - 76

To review the Executive arrangements 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 & Resource Scrutiny Committee

11 December 2025

2025/26 Quarter 1 and Quarter 2 Performance Report

For Review and Consultation

Cabinet Member:

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

Local Councillor(s): All

Senior Leadership Team:

S Ford, Corporate Director, Strategy, Performance and Sustainability

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

Email: chris.heighway@dorsetcouncil.gov.uk

Statutory Authority: N/A

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

1. Executive summary

- 1.1 Dorset Council's strategic performance reporting framework defines how performance and risk information flows between different parts of the organisation. It supports greater understanding, strategic alignment and transparency in governance and accountability at both operational and strategic levels.
- 1.2 Effective performance management should drive improvement and support organisational learning. Scrutiny plays a vital role in this process through focused and informed performance discussions. A reporting rhythm into the Place and Resources Scrutiny has been established for the 2025/26 reporting year.
- 1.3 The refreshed Scrutiny performance dashboard provides the Place & Resources Scrutiny Committee with a dynamic display of key performance indicators, ensuring continuity of oversight throughout the year. The dashboard enhances the committee's ability to integrate data, monitor performance trends, and conduct evidence-based scrutiny.
- 1.4 Following an adjustment to Committee dates, Quarter 1 (April- June 2025) and Quarter 2 (July - September 2025) performance will be considered at the meeting on 11 December 2025. This report includes a summary of Quarter 2

performance exceptions, supported by contextual narrative and details of improvement actions. Quarter 1 performance is included in the performance dashboard for retrospective review and to inform trend analysis.

2. Recommendations

2.1 That the Committee:

- notes the Strategic Performance Reporting Framework (**Appendix 1**), performance indicators (**Appendix 2**) and reporting schedule for 2025/26 (**Appendix 3**)
- notes the Quarter 1 (April–June 2025) and Quarter 2 (July- September 2025) performance data available via the performance dashboard, with an accompanying exceptions extract provided for Quarter 2 (**Appendix 3 and 4**).
- considers the performance analysis presented within the dashboard to inform future scrutiny focus.

3. Reason for the recommendations

3.1 To support the council's commitment to robust governance, transparency, specifically, this approach:

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

4. The report

4.1 The Strategic Performance Reporting Framework (Appendix 1**) supports the management of operational performance at team, service and directorate levels. It ensures strategic performance is routed through clear reporting mechanisms via the respective scrutiny committees, promoting transparency and accountability across the organisation and driving continuous improvement.**

- 4.2 The Policy, Intelligence and Performance service supports strategic performance reporting, including to scrutiny committees.
- 4.3 For the 2025/26 reporting year, scrutiny committees will receive quarterly data releases covering both strategic organisational performance and Council Plan delivery. The full list of performance measures is presented in **Appendix 2**.
- 4.4 The reporting rhythm for the Place & Resources Committee is outlined in **Appendix 3**.
- 4.5 Scrutiny committees are supported through a bespoke digital performance report: a “dashboard.” The dashboard provides the ability to dynamically integrate data, monitor performance trends, and conduct evidence-based scrutiny.
- 4.6 The dashboard presents Quarter 1 (April–June 2025) and Quarter 2 (July–September 2025) performance data, alongside historic trends where available. The dashboard is publicly accessible via the following [link](#).
- 4.7 Each quarterly performance update will be accompanied by a committee report that provides the opportunity to contextualise performance analysis for areas of focus identified by the Committee. This analysis could draw upon quantitative data (such as trends, benchmarking, and demand), qualitative insights (including service user feedback and case studies where available), and relevant resource context, offering a rounded and meaningful narrative to support informed scrutiny discussions.
- 4.8 The Policy, Intelligence and Performance service remains committed to continuously developing the accompanying report throughout the reporting year to ensure it remains relevant and responsive to the committee’s needs.
- 4.9 When the Strategic Performance Reporting Framework is utilised in line with our five organisational values, it will allow us to **respect** our colleagues, be **open** and **honest** about our performance, be **curious** about ways we can learn from others and improve, as well as come together to agree and take **accountability** for our actions and drive continuous improvement.
- 4.10 By embedding these new ways of working, the council is better positioned to deliver timely, evidence-based performance discussions that support improved outcomes for our communities.

Quarterly Performance Exceptions Extract 2025/26

- 4.11 The Quarter 1 (April–June 2025) and Quarter 2 (July–September 2025) performance data is available via the Performance Dashboard, with supporting exceptions extracts provided for Quarter 2 in **Appendices 4 and 5**.
- Appendix 4 provides Q2 red-rated indicators accompanied by narrative context and improvement actions.
 - Appendix 5 presents Q2 amber-rated indicators, with a worsening direction of travel, also supported by narrative and improvement actions.

Strategic Risk update

- 4.12 The performance dashboard incorporates strategic risks to acknowledge their critical role in shaping and influencing overall performance. Strategic risks are those that, if realised, could have the most significant impact on delivering the Council Plan or other key organisational priorities. Strategic risks may be considered by the Scrutiny Committee within the context of performance.
- 4.13 It is important to note that the responsibility for assessing the adequacy of risk controls and management rests with the Audit and Governance Committee, which holds the authority to make recommendations on the effectiveness of the council's risk management arrangements.

Quarter 3 Performance Report

- 4.19 The next performance report, presenting Quarter 3 data, will be brought to the Committee on 30 April 2026.

5. Alternative options considered

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

6. Legal considerations

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

7. Financial implications

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

8. Natural environment, climate & ecology implications

8.1 The report does not have direct climate change implications.

9. Well-being and health implications

9.1 The report does not have direct well-being and health implications.

10. Other implications

10.1 None.

11. Risk implications

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

12. Equalities

12.1 There are no direct equality, diversity or inclusion implications resulting from this report.

13. Appendices

- Appendix 1 – Strategic Performance Reporting Framework
- Appendix 2 – Place and Resources Scrutiny performance indicators
- Appendix 3 – Place & Resource Scrutiny Committee 2025/26 key reporting dates
- Appendix 4 – Summary of Q2 performance exceptions (red RAG-rated measures) accompanied by narrative context and improvement actions.
- Appendix 5- Summary of Q2 performance exceptions (Amber and 'worsening' RAG-rated measures) accompanied by narrative context and improvement actions.

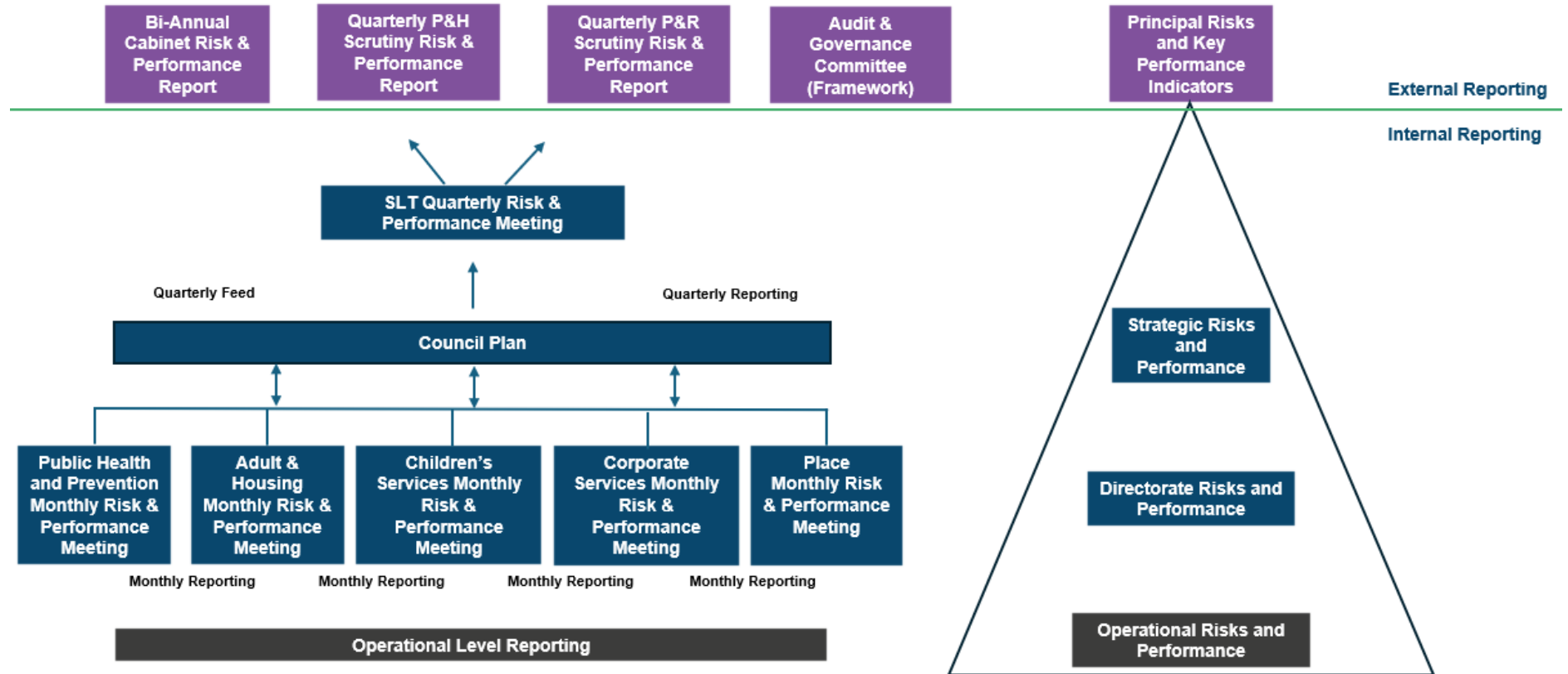
14. Background papers

N/A

15. Report sign-off

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

Appendix 1. Strategic Performance Reporting Framework



Appendix 2. Place & Resources Scrutiny Committee Performance Indicators

Indicators that align with Council Plan monitoring under the priorities of: Grow our economy and Respond to the climate and nature crisis are marked with an asterisk (*). These are the two council plan priorities nominally aligned to the Place and Resources Scrutiny Committee.

Service Area	Performance Indicator Title	Indicator
Assets & Property	Asset Class Reviews Completed	Percentage of Asset Class Reviews completed
	Building Safety Compliance	Percentage of buildings that are 100% compliant for the big 7 (Fire, Electric, Lift, Water, Asbestos, Gas, Radon)
	Land/Asset Transfers	Number of property sales completed in the year to date (cumulative)
	Commercial Properties Vacant	Percentage of commercial properties that are vacant and available to let (this excludes any being held vacant awaiting an outcome from the asset review process)
	*Oil Fired Heating Systems	*Percentage of our heating systems that are oil fired
	*County Farms - Sustainable Practices	*Percentage of our county farms and farmland only assets managed using sustainable farming practices (receiving support through countryside stewardship agreement or the sustainable farming incentive scheme)
Corporate Development	Sickness	Average number of working days lost to sickness per FTE (12-month rolling data) - DC Overall
	Sickness (Short Term)	Average number of working days lost to short term sickness per FTE (12-month rolling data) - DC Overall
	Sickness (Long Term)	Average number of working days lost to long term sickness per FTE (12-month rolling data) - DC Overall
	Return to Work Interviews	Percentage of staff return to work interviews completed following absence (12-month rolling data) – DC Overall
	Staff Turnover	Staff turnover as a percentage of total Dorset Council headcount (12-month rolling data) - DC Overall
	Staff Turnover (Voluntary)	Staff turnover as a percentage of total Dorset Council headcount - people leaving voluntarily (12-month rolling data) – DC Overall

Service Area	Performance Indicator Title	Indicator
Corporate Development	Mandatory training compliance	Dorset Council employee compliance (%) with mandatory training completion (learning hub courses)
	Cyber Security Training	Percentage of employees that are current with their mandatory cyber security training
	DBS compliance	Percentage of staff who have been DBS checked in roles which require DBS clearance – DC Overall
	RIDDOR Accidents	Number of staff RIDDOR reportable accidents - incl. schools (DC Overall)
	LGSCO Ombudsman	Number of approaches to the LGSCO Ombudsman upheld - compared to total received (DC Overall)
	Council Tax	Percentage of council tax collected (cumulative)
	Business Rates	Percentage of business rates collected (cumulative)
	Third Party Spend (%)	Percentage of third party spend that is either under a contract or alternative approved route (DC Overall)
	Apprenticeship Fund	Percentage utilisation of central Government Apprenticeships Fund
	*Apprenticeship Levy Transferred	*Amount (£) of Dorset Council's apprenticeship levy transferred (to increase apprenticeships offered by local businesses and organisations)
	*Pathway to Employment Scheme	*Percentage of care leavers supported through the pathway to employment scheme
	*Carbon Emissions (% Reduction)	*Percentage reduction in Dorset Council carbon emissions (from 2019 baseline)
	*Carbon Emissions (Produced)	*Carbon emissions produced by Dorset Council
	*Solar PV Installed	*MW of solar PV installed on Dorset Council estate (part of estate at time of installation)
	*Climate Adaption Plans Adopted	*Percentage of services with climate adaption plans adopted
Dorset Travel	Subsidised Public Transport Miles	Number of public transport miles that are subsidised by Dorset Council

Service Area	Performance Indicator Title	Indicator
Dorset Travel	Subsidised Public Transport Passengers	Number of passengers travelling on routes that are subsidised by Dorset Council
	Public Transport Journeys (Travel Card)	Number of public transport journeys taken using a Dorset Travel card
Environment & Greenspace	*Land in Positive Management	*Percentage of our land in positive management for nature
	*Urban Verges	*Percentage of our urban verges that are managed to enhance their value for nature
	*Rights of Way Network Improvements	*Cumulative number of miles of Rights of Way network that have been improved and made more accessible (from 2024 baseline)
Growth & Economic Regeneration	Dorset Businesses Assisted	Number of Dorset businesses assisted (information, guidance or advice to Dorset businesses directly or through commissioned services)
	*Productivity Gap	*Productivity gap between Dorset and the UK (%)
	*Productivity Gap (Reduction)	*Reduction in productivity gap from 2024 baseline (%)
	*Renewable Energy Sector Jobs	*Number of renewable energy sector jobs generated since 2024
	*Investment in Renewable Energy Projects	*Amount (£) of private sector investment in renewable energy projects since 2024
	*Visitor Related Spend (£)	*Total visitor related spend (£) in Dorset
	*Increase in Visitor Related Spend (£)	*Increase (%) in total visitor related spend in Dorset (compared to 2024 baseline)
	*Business Start-Up Courses	*Number of participants in business start-up courses
	*Community Led Masterplans	*Percentage of coastal and market towns supported with community-led masterplans
	*Dorset Innovation Park (Jobs)	*Number of jobs created by new delivery company at Dorset Innovation Park
Highways	Principal Roads	Percentage of principal roads requiring urgent attention
	Non-Principal Roads	Percentage of non-principal roads requiring urgent attention
	Highway Inspections	Percentage of routine highway inspections carried out on time
	Highway Defects	Percentage of Category 1 defects made safe within 32 hours
	Road re-surfaced (km)	Roads resurfaced in km (A, B & C roads)

Service Area	Performance Indicator Title	Indicator
Highways	Skid Resistance (Principal Roads)	Percentage of principal roads at or below investigatory level (skid resistance)
	Skid Resistance (Non-Principal Roads)	Percentage of non-principal roads at or below investigatory level (skid resistance)
	Parking Machines	Percentage of time that parking machines are working (uptime)
	Parking Transactions	Percentage change in the number of parking transactions
	*Emissions - Staff Travel	*Emissions generated from staff travelling for business (Tonnes of CO2 equivalents (tCO2e))
Planning	Major Planning Applications	Percentage of major planning applications determined within 13 weeks or agreed time extensions
	Non-Major Planning Apps	Percentage of non-major planning applications decided on time
	Major Planning Apps Overturned	Percentage of major planning applications overturned on appeal
	Non-Major Planning Apps Overturned	Percentage of non-major planning applications overturned on appeal
	*Land Involved in Recovery Efforts	*Number of hectares of land involved in recovery efforts (created, enhanced or maintained for nature)
	*Nature Recovery Dorset Registrations	*Number of people and organisations registering with Nature Recovery Dorset
Public Health & Prevention	Fly Tipping	Number of enforcement actions against fly tipping (cumulative)
Waste (Incl. Fleet)	Waste (Landfill)	Percentage of household waste sent to landfill
	*Waste (Recycling)	Percentage of household waste sent for reuse / recycling / composting
	Waste (Per Household)	Kilograms of residual household waste per household (cumulative)
	Contaminated Waste	Recycling contamination rate (%)
	Missed Waste Collections (Per 100k)	Number of waste collections missed per 100,000 collections of household waste
	Missed Waste Collections (5 Days)	Percentage of missed waste collections revisited within 5 days

Service Area	Performance Indicator Title	Indicator
Waste (Incl. Fleet)	*Small Vehicle Fleet - Electric	*Percentage of small vehicle fleet that is electric
	*Large Goods Vehicles - Alternative Fuels	*Percentage of large goods vehicle fleet using alternative low emission fuels
	*Vehicle Fleet Emissions	*Emissions generated from Dorset Council's vehicle fleet
	*Vehicle Fleet Emissions (Reduction)	*Percentage reduction in Dorset Council's vehicle fleet emissions (from baseline)

Appendix 3. Place & Resource Scrutiny Committee Key Reporting Dates:

Reporting Quarter	Place and Resource Scrutiny Committee
Qtr 3 (2025/26)	30 April
Qtr 4 (2025/26)	TBC - Committee calendar for 2026/27 is yet to be confirmed

Appendix 4: Summary of performance exceptions (red RAG-rated measures) – Place and Resources Scrutiny Committee, Quarter 2 2025/26 (July–September 2025)

Service Area	Indicator	Data	RAG	DOT	Narrative
HR & OD	Average number of working days lost to short term sickness per FTE (12 month rolling data) – DC Overall	4.02	Red	Same	Short-term absence remains relatively static, with a slight reduction overall. Since the end of Q1, fluctuations across directorates have been minimal, with Public Health & Prevention the only area seeing any increase in September from the previous month. This rise was primarily driven by respiratory-related absences. Across the authority, infectious diseases, ear nose & throat, and respiratory-related illnesses account for 43% of short-term absence. Approach: We are continuing to monitor absence data closely across all service areas and we're implementing the following actions: Line managers have been reminded to maintain regular contact with absent staff. Guidance on infection control and flexible working arrangements (including remote working) remains in place to mitigate the impact of respiratory illnesses and reduce transmission. Reinforcing communication on seasonal health advice, including flu and COVID vaccination uptake. Reviewing absence management procedures to ensure consistency and timely support.

Service Area	Indicator	Data	RAG	DOT	Narrative
					We are currently reviewing the impact of piloting a different approach to supporting colleagues when absent, that's been in place across the Place directorate for the last year. This new approach includes access to a qualified Occupational Health Nurse on day 2 of any absence, ensuring timely advice is available to colleagues to help them recover and return to work as quickly as possible. We are also currently reviewing our sickness targets to ensure monitoring is more meaningful, utilising trend data from recent years, as targets have not been reviewed since pre-Covid.
HR & OD	Average number of working days lost to sickness per FTE (12-month rolling data) – DC overall	8.73	Red	Worsening	In September, there was a slight deterioration in sickness absence rates. The increase is primarily attributable to a rise in long-term absences rather than short-term sickness. While the overall percentage increase is modest, it reflects a continuing trend that requires monitoring. Approach: We are continuing to monitor absence data closely across all service areas and we're implementing the following actions: Line managers have been reminded to maintain regular contact with absent staff. Guidance on infection control and flexible working arrangements (including remote working) remains in place to mitigate the impact of respiratory illnesses and reduce transmission. Refresher training for managers on absence management and support conversations, encouraging proactive case management and exploring flexible working options where feasible.

Service Area	Indicator	Data	RAG	DOT	Narrative
					Reinforcing communication on seasonal health advice, including flu and COVID vaccination uptake. Reviewing absence management procedures to ensure consistency and timely support. We are reviewing the impact of piloting a different approach to supporting colleagues when absent, that's been in place across the Place directorate for the last year. This new approach includes access to a qualified Occupational Health Nurse on day 2 of any absence, ensuring timely advice is available to colleagues to help them recover and return to work as quickly as possible. We are currently reviewing our sickness targets to ensure monitoring is more meaningful, utilising trend data from recent years, as targets have not been reviewed since pre-Covid. We have launch targeted wellbeing initiatives focusing on stress management and musculoskeletal health, which are common causes of long-term absence. Increased promotion of the role of the Occupational Health Team in supporting colleagues when absent, including early referrals when people are absent for more than four weeks, ensuring support and advice is available at the earliest possible point.

Service Area	Indicator	Data	RAG	DOT	Narrative
					The main challenge remains the complexity of long-term absence cases, which often involve health conditions requiring extended recovery periods. Promoting access to mental health resources, including a new employee assistance programme, which provides access to a wide range of resources and access to counselling services at a time that is convenient to colleagues through a 24/7 service. We will continue monitoring absence trends monthly to identify emerging hotspots and respond quickly.
HR & OD	Percentage of staff who have been DBS checked in job roles which require DBS clearance – DC Overall	99.14	Red	Worsening	The position has deteriorated this month, with 28 DBS checks for new starters outstanding across the authority. This represents a decline compared to last month, where outstanding checks were lower. The increase aligns with the seasonal peak in onboarding activity linked to termly processes. Approach To improve this position our immediate focus is on: Following up on each outstanding check to validate data and rule out reporting error. Targeted follow-up with service leads to prioritise completion of DBS checks, particularly in areas with the highest backlog. Continue monitoring performance to track DBS progress and flag overdue cases. Introduce automated reminders for managers and HR teams to reduce delays.

Service Area	Indicator	Data	RAG	DOT	Narrative
					A reinforcement of the requirement for risk assessments to be completed where a DBS check has not come through, ensuring that colleagues work safely whilst we await the outcome of any check, and we minimise the risk to others. An audit of our DBS processes is currently underway by SWAP; to help us identify any weaknesses and any action we can take to improve performance.
ICT Operations	Percentage of employees that are current with their mandatory cyber security training	61.79	Red	Improving	Current compliance stands at 61.79% against a target of 90%. This figure currently includes individuals on maternity leave and long-term sickness, which skews results and requires reporting refinement for greater accuracy. Cyber security training is reported separately from other mandatory training performance due to these data limitations. The training is designed to build awareness of cybersecurity risks, and is assessed through quizzes at the end of each module. Historical performance shows an average score across the organisation of 91.21% showing strong competence with courses completed. Approach To address the compliance gap, the following actions are underway: Data cleansing and scope refinement to ensure reporting focuses solely on Dorset Council staff at work.

Service Area	Indicator	Data	RAG	DOT	Narrative
					Targeted communications campaign to emphasise the importance of completing the training, supported by manager-level visibility of team compliance to help prioritise time for completion.
Finance & Commercial	Percentage of third party spend that is either under a contract or alternative route (DC Overall)	69	Red	Worsening	Decline in data from last quarter; from 73% down to 69%. This indicator has been in use for several years as a means of tracking the proportion of third-party spend managed through formal contracts or alternative compliant routes. While it has provided a consistent view of spend categorisation, the basis for its original targets is not clearly documented, and its relevance to current strategic priorities has diminished over time. The initial focus may have been on internal efficiencies, such as reducing invoice volumes, rather than broader procurement compliance. The current classification of spend as 'unassigned' in the spend analysis dashboard, due to valid arrangements like MoUs, Grants, and Purchase Orders not being recorded in the Accord contract database risks misrepresenting the true level of compliant spend. It also does not indicate whether spend is in scope of existing contracts. As such, while we will continue to report against this measure, work is underway to establish improved metrics that more accurately capture compliant spend across all procurement routes.

Service Area	Indicator	Data	RAG	DOT	Narrative
					These will aim to provide clearer oversight and better alignment with operational realities.
Waste & Operations	Number of waste collections missed per 100,000 collections of household waste	1390.58	Red	Worsening	During the reporting period, a total of 86,010 missed collections were recorded, equating to 1,391 missed collections per 100,000 households. Breakdown of causes: 70,663 (82%) were due to operational issues within Dorset Council, such as staff shortages, vehicle breakdowns, or lack of suitable vehicles. 9,348 (11%) were caused by external factors beyond our control, including road closures and obstructive parking. 5,999 (7%) were attributed to human error. This level of missed collections represents a significant operational challenge compared to previous quarters, where missed collections averaged around 1,100 per 100,000 households. The increase is primarily linked to resource constraints and vehicle availability. Approach To address these issues, Operations have implemented several measures:

Service Area	Indicator	Data	RAG	DOT	Narrative
					Resource reallocation: Vehicles and staff are being deployed between depots to support areas experiencing higher failure rates. Community engagement: Teams are proactively working with residents and local communities to resolve recurring access issues, such as obstructive parking. Operational reviews: Processes are being assessed to minimise human error and improve route planning efficiency. Future Plans Staff recruitment and retention: Targeted recruitment campaigns and retention initiatives will help address staff shortages. Technology enhancements: Exploring route optimisation tools and real-time reporting systems to improve operational resilience

Appendix 5. Summary of performance exceptions (Amber and ‘worsening’ RAG-rated measures) – Place and Resources Scrutiny Committee, Quarter 2 2025/26 (July–September 2025)

Service Area	Indicator	Data	RAG	DOT	Narrative
HR & OD	Average number of working days lost to long term sickness per FTE (12-month rolling data) – DC Overall	4.71	Amber	Worsening	There has been a slight increase in long-term absence across the organisation during the reporting period. Historically, mental health has been a leading cause of long-term absence in this area. This continues to be the case across most areas, with Children’s Services experiencing the highest proportion of long-term absence attributable to mental health, with around 65% of all long-term absence in this category. The exception to this is the Place directorate, where musculoskeletal is the highest reason for long-term absence, equating to just over half of all long-term absence. Approach The organisation is actively reviewing its absence management processes and support mechanisms, with a particular focus on mental health. Current actions include: Strengthening early intervention strategies through Occupational Health referrals. Promoting access to mental health resources, including a new employee assistance programme, which provides access to a wide range of resources and access to counselling services at a time that is convenient to colleagues through a 24/7 service. We will continue monitoring absence trends monthly to identify emerging hotspots and respond quickly.

Service Area	Indicator	Data	RAG	DOT	Narrative
Finance & Commercial	Percentage of business rates collected (cumulative)	58.72	Amber	Worsening	Business Rates collection is expected to slow during 2025/26 due to two key factors: The Retail, Hospitality and Leisure relief reducing from 75% to 40%, which will increase payable liabilities for eligible businesses and may impact their ability to pay promptly. A significant change in payment behaviour from one large ratepayer with an annual liability of £1.4m, who has moved from paying in full at the start of the year to spreading payments across 10 monthly instalments. This shift will affect cash flow and front-loaded collection performance compared to previous years, where early lump-sum payments contributed positively to in-year collection rates. Approach The team will continue proactive engagement with ratepayers to encourage timely payments and offer support where businesses face increased liabilities. Monitoring will focus on high-value accounts and sectors most affected by the relief reduction. We will also review instalment arrangements to ensure compliance and minimise risk of arrears. The reduction in relief and change in payment behaviour will likely result in slower in-year collection performance, particularly in the first half of the year. If not managed effectively, this could lead to higher arrears and increased

Service Area	Indicator	Data	RAG	DOT	Narrative
					recovery activity later in the year. Mitigation will rely on close monitoring, early intervention, and clear communication with affected businesses.
Highways	Percentage change in the number of parking transactions	-2.68	Amber	Worsening	In month we have seen a small percentage drop in transaction numbers, this has been predominantly driven by an abrupt change in the weather and some very wet and windy weekends. Year to date we have had 2,793,982 transactions; this is on par with last year which was only 1% higher. Last year we had higher May and June transaction numbers while this year we have seen our highest numbers in July and August, again echoing the weather conditions experienced. We are forecasting that we will reach our targets for parking income for the year.

Place and Resource Scrutiny Committee 11 December 2025

Corporate Complaints Team Annual Report 2024-25 For Review and Consultation

Cabinet Member:

Cllr R Hope, Customer, Culture and Community Engagement

Local Councillor(s):

All

Senior Leadership Team:

J Mair, Director of Legal & Democratic

Report author and job title: Antony Bygrave – Complaints Manager

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Statutory Authority: Local Government Ombudsman

Report status: Public Choose an item.

Executive summary (maximum of 500 words)

This annual report provides an update on the numbers, types and outcomes of complaints made against services at Dorset Council. A separate report will be presented to the People and Health Committee in January 2026 to meet statutory reporting requirements of Children's and Adult's Services.

Recommendation(s)

That the Committee scrutinises and notes the Annual Complaints Report for 2024/25

Reason for the recommendation(s)

To have an awareness of the numbers and types of complaints and the organisational learning.

1. The report

Key messages for 2024-25 are:

- Dorset Council received 1919 Complaint Contacts.

This is an 17% increase from the 1659 the previous year and the highest number of complaints in Dorset Council's 6 year history. However, we are still reassured that the Complaints function is easy to find, and people are feeling empowered to use the function. The complaints function is a learning mechanism for Dorset Council as well as an early warning system. This report highlights the areas of possible concern as well as the valuable organisational learning.

- Out of the 1919 contacts, 1117 of these were managed and responded to as formal complaints. The focus on early resolution continues to pay dividends for both council staff and those complaining but we need to ensure that we don't obstruct statutory processes due to the significantly increased demand. The Ombudsman's Handling Code gives clear guidance to what is and is not a complaint, and lays out the expectations for Local Authorities to follow

Of the 1919 complaints received, 802 were considered as cases where resolution could be met without the undue process of the formal complaints route, or where other processes were more appropriate. Again the Ombudsman's Handling Code has limited informal resolution and we have experienced the rise in complaint volumes as predicted in last years report, as there is no 'Informal/Stage 0' option. We welcome the clarity and will still apply common sense, but through the complaints process

- The Ombudsmans report that 85% of complaints they investigated were upheld (33 cases). This is similar to other organisations, and does show a slight increase on the 79% upheld the previous year both locally and (again) as an average across comparable authorities. However, this only tells a small part of the story. The Complaints Team received and managed 1919 complaints in 2024-25. Members may be heartened that of these complaints only 151 (7%) reached the Ombudsman at all. This demonstrates that the majority of the time Dorset Council get it right first time, and have a positive culture around complaints, learnings and actions

Of the 151 approaches the Ombudsman concluded that only 39 warranted investigation and of these 33 were upheld. The key observation from the Ombudsman's figures are that we are missing an opportunity to resolve upheld complaints in line with their financial remedies guidance. The Corporate Complaints Team provide remedies guidance to managers as part of the process, and the expectation is that we follow the remedies guidance if we are upholding complaints. Essentially Dorset Council want to do the Ombudsman's job for them in terms of upheld complaint investigations and as a Council we are only achieving this in a small number of cases. This is a point to improve on as an authority.

Dorset Council met the recommendations in 100% of these 33 upheld cases.

Directorates	2024/25	2023/24
Childrens Services SEN	15	21
Childrens SC	1	0
Adult SC	8	7
Adult non SC (Housing)	2	0
Place - Planning	2	3
Place SEN Transport	2	0
Place Highways	0	2
Place Env Health	1	0
Corp - Revs n Bens	2	0
TOTAL	33	33

- Timescales are a possible concern to highlight as 15% complaint responses were recorded as overdue compared to 17% the previous year. Although the cases are being assigned promptly, this demonstrates that the increased volumes into the Complaints function, coupled with the conflicting priorities of service managers, is starting to have a more serious impact on our ability to meet the deadlines.
- The complaints procedures operated by the Council vary in timescales for responses. The Whole Authority procedure, which is applied to those services within the remit of the Place and Resources Scrutiny Committee, is 20 working days. The timescales for statutory policies associated with Childrens and Adults social care differ from this - the Children's Services Social Care procedure is 10 working days, up to 20 by exception (with automatic escalation to an independent investigation if not met. This can be costly). The Adult Social Care procedure does not specify exact timescales, and we are now looking to establish these on a case by case basis depending on the gravity and risk of the complaint and the time needed to investigate it.
- Of the 1919 complaints received, 11% were fully justified and 12% partially. This shows a small increase on the 9% upheld the as the previous year. It may still seem surprising that so few complaints are considered to be justified by responding managers, but the real challenge is to ensure the justified complaints contribute to the lessons learned and continual improvement
- With the increase in complaints comes an opportunity, and we are happy to report a 61% increase in learnings generated from complaints. 317 cases presented organisational learning and reflection compared to 196 the previous year. It does evidence that Dorset Council are getting value from the complaints presented to us.
- We are pleased to report 556 compliments across the directorates compared to 520 the previous year. This is something for Dorset Council to celebrate

and hopefully presents a more balanced report on service perceptions. It is still clear that people were more likely to voice complaints, than compliment a job well done. These split into directorates as follows: Place 310, Childrens 111, Adults 103, Corporate 32 . It is however unlikely that all compliments reach the team, and many will go directly to services and therefore not be captured within this report.

- In addition, we received 72 code of conduct complaints regarding Dorset Council and Town and Parish Councillors in Dorset (some 160 councils and 1,400 councillors). This is a 27% Increase on the previous year and follows the general trend of increased complaints to Dorset Council . Of the 72, 22 related to Dorset Council Councillors and 50 Town and Parish Councillors. Of these, just 4 were investigated and none upheld at the time of this report. In line with our approach to other complaints, we will look in the future to how we can learn from complaints about councillors as part of promoting high standards of conduct.

The Complaints Team, as an Assurance function, continue to make a difference in promoting a culture of learning from complaints despite continuous challenges across the directorates. We are also pleased to report that we are able to support managers across the directorates in resolving complaints without undue process, where possible.

- 1.1 Whilst this report is focused on 2024/25 activity, we are someway through 2025/26, and it is worth highlighting that complaint numbers continue to increase (50% up Q2 YOY). This is in part attributable to the use of AI tools, which is positive in so far as it helps provide a voice to those members of the public that may otherwise have found it difficult to pursue a complaint, but does provide a further pressure on both the corporate complaints team and services.

2. **Alternative options considered**

N/A

3. **Legal considerations**

N/A

4. **Financial implications**

As in previous years, SEND related complaints still dominate the Ombudsman's involvement. This again is largely due to children out of education in Dorset and a lack of available, suitable placements. This is a national issue, but we have taken steps to improve communication and be more available before matters escalate to complaints. This will be covered in more detail in the paper presented to People and Health Scrutiny Committee in January.

The Ombudsman required a financial remedy in the following cases

Place

23019627 - Mr F £250 as a remedy for the uncertainty and the distress this caused, along with a formal apology. (Anti Social Behaviour)

5. Natural environment, climate & ecology implications

None

6. Well-being and health implications

The consistently high volume of complaints, coupled with associated vexatious behaviour continues to have an impact on the wellbeing for colleagues involved with complaint handling and response. The team and associated colleagues are regularly encouraged, through line management and other Dorset Council support, to be mindful of themselves and their colleagues in-keeping with our behaviours

7. Other implications

None

8. Risk implications

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

Current Risk: LOW

Residual Risk: LOW

9. Equalities

None

10. Appendices

Infographic and

13. Background papers

None

7 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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		2022/23	2023/24	2024/25	
	Number of FORMAL complaints	747	772	1117	2024/25 saw a significant increase in formal complaints (detailed overleaf).
	Number of INFORMAL complaints	1091	816	802	2024/25 saw a very slight reduction in informal complaints (detailed overleaf).
	Upheld approaches to the LGSCO Ombudsman compared to total received	26/114	33/117	33/39	In 2024/25 the LGSCO investigated 39 complaints, 33 of which were upheld.
	Timescales (overdue)	21%	18%	18%	In 2024/25 18% of all complaints exceeded the deadline for response.
	% fully justified complaints	9%	8%	11%	2024/25 continued to saw 11% of complaints reported as fully justified.
	% part justified complaints	11%	9%	12%	2024/25 saw 12% of complaints reported as partially justified.
	Compliments	537	568	556	We recieved 556 compliments in 2024/25.
	Learnings	212	192	317	We gathered 317 learnings from complaints in 2024/25, a 61% increase on the previous year (details overleaf).

Total Complaints Overview
1919 Complaints

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Introduction

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

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

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

The team's focus for this coming year is:

Recognising and following the best practices of the Ombudsman's Complaints Handling Code, and pre-empting the likely outcomes should they need to be involved

Reporting/Learning – 2024-25 saw an improvement in the quality of learnings presented by team managers. There is a genuine mutual awareness for delivering extra value. However some complaints are resolvable without grass-roots learnings presenting themselves.

2024-25 Numbers

Total Complaint Contacts –1919

This is an 17% increase from the 1659 received in 2023-24 and the highest number of complaints in Dorset Council's 6 year history. We are encouraged that the Complaints function is still easy to find and must remember that the Complaints function is a learning mechanism for Dorset Council as well as an early warning system. This report highlights the areas of possible concern as well as the valuable organisational learning.

The Ombudsman's Complaints Code give best practice advice and what we receive more often than not are genuine service failure complaints, having stripped out any duplication or service requests, so it is however worth noting that genuine formal complaints to Dorset Council have increased 344% since the first year as a unitary council

Directorate	2024-25	2023-24	%
Adult Social Care	201	126	+60%

Adult Non Social care (Housing)	133	126	+6%
Childrens Social Care	197	147	+34%
Children s Non Social Care	321	265	+21%
Place	744	820	-9%
Corporate	239	175	+37%
Police & Crime panel	2	5	-150%
Code of Conduct*	82	51	+61%
TOTALS	1919	1659	+16%

Formal Complaints 1117

Out of the 1919 contacts, 1117 of these were managed and responded to as formal complaints. The focus on early resolution continues to pay dividends for both council staff and those complaining but we need to ensure that we don't obstruct statutory processes due to the significantly increased demand.

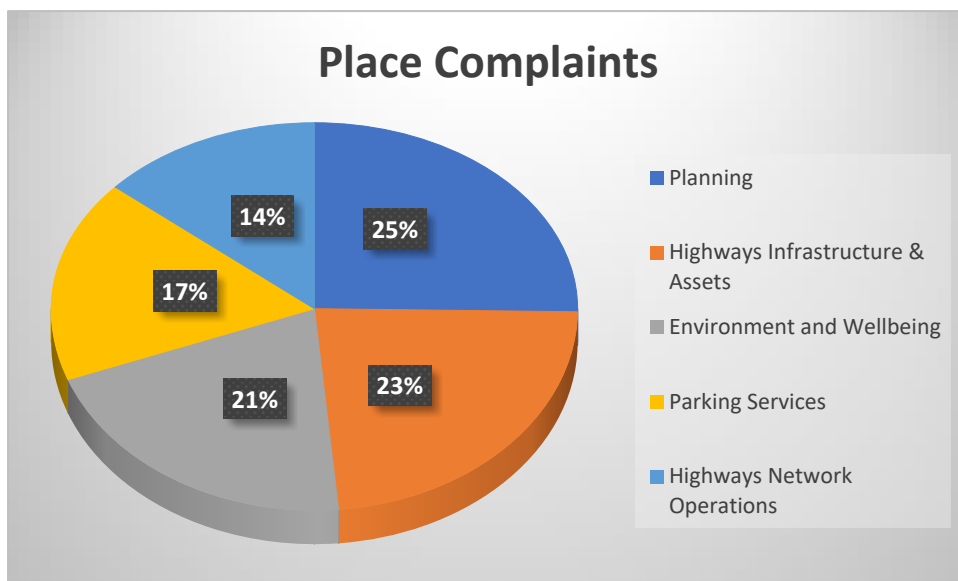
Informal Complaints 802

Of the 1919 complaints received, 802 were considered as cases where resolution could be met without the undue process of the formal complaints route, or where other processes were more appropriate.

The Ombudsman's Handling Code has limited informal resolution and we have experienced the rise in complaint volumes as predicted in last years report, as there is no 'Informal/Stage 0' option. We welcome the clarify and will still apply common sense, but through the complaints process

The Statutory reporting requirements for Childrens and Adults Services are presented as appendices in the **People and Health Committee report**. This summary focusing first on PLACE which enjoyed a decrease in complaints. Here is an overview of the main areas and themes

Place



Service Area	Complaints
Planning	258
Highways Infrastructure & Assets	238
Environment and Wellbeing	212
Parking Services	168
Highways Network Operations	146

Top Complaint Themes by Service Area

1. Planning

- Disagreement with Decision – 116
- Quality of Service – 58
- Service Provision – 32

2. Highways Infrastructure & Assets

- Quality of Service – 98
- Service Provision – 62
- Disagreement with Decision – 26

3. Environment and Wellbeing

- Service Provision – 128
- Quality of Service – 36
- Customer Service – 24

4. Parking Services

- Quality of Service – 64
- Service Provision – 48
- Disagreement with Decision – 20

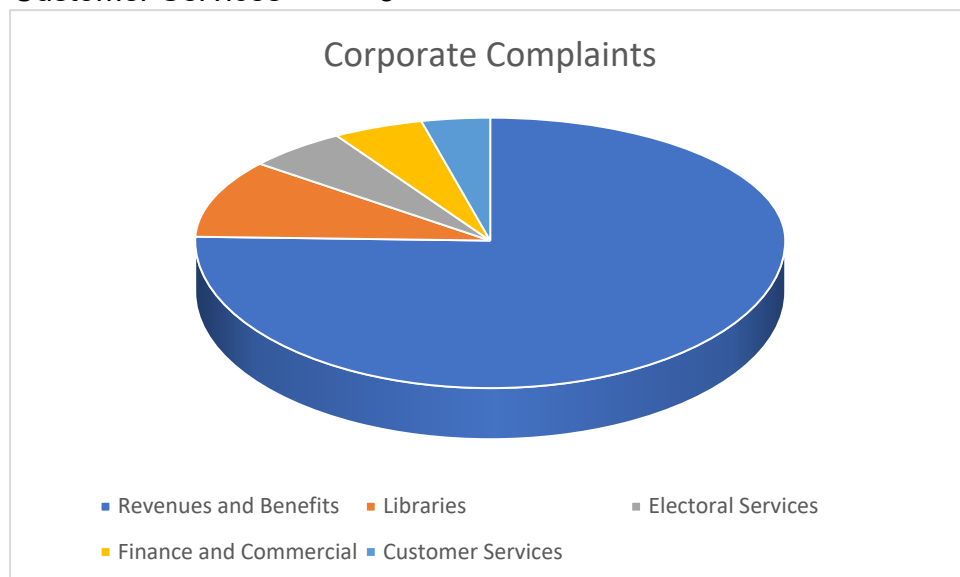
5. Highways Network Operations

- Quality of Service – 50
- Other – 28
- Service Provision – 26

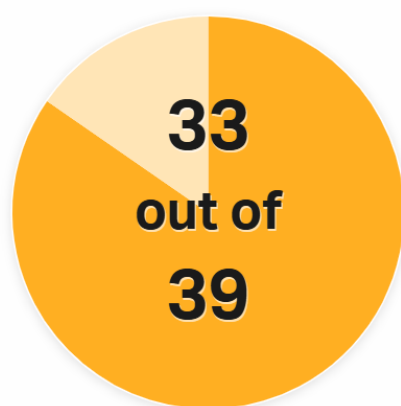
Corporate Complaints breakdown as follows:

Service Area	Complaints
Revenues and Benefits	135

Service Area	Complaints
Libraries	16
Electoral Services	10
Finance and Commercial	10
Customer Services	8



Local Government & Social Care Ombudsman Complaints



We investigated **39** complaints and upheld **33**.

85% of complaints we investigated were upheld.

 This compares to an average of **80%** in similar authorities.

The Ombudsman report that 85% of complaints they investigated were upheld. This is similar to other organisations, and does show a slight increase on the 79% upheld the previous year both locally and (again) as an average across comparable authorities.

However, this only tells a small part of the story.

The Complaints Team received and managed 1919 complaints in 2024-25 which is the highest number since Dorset Council was formed. Councillors and Members should be heartened that of these complaints only 151 (7%) reached the Ombudsman at all. This demonstrates that the majority of the time Dorset Council get it right first time, and have a positive culture around complaints, learnings and actions

Of the 151 approaches only 39 were investigated and 33 of these upheld. The key observation from the Ombudsman's figures are that we are missing an opportunity to resolve upheld complaints in line with their financial remedies guidance. The Corporate Complaints Team provide remedies guidance to managers as part of the process, and the expectation is we recognise this if we are upholding complaints. Essentially Dorset Council want to do the Ombudsman's job for them in terms of upheld complaint investigations and as a Council we only achieving this on a small number of cases. This is a point to improve on as an authority.

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

Overall the Ombudsman's involvement breaks down as follows:

	2024/25	2023/24
Childrens Services SEN	15	21
*Childrens SC	1 <i>(but no injustice)</i>	0
Adult SC	8	7
Adult non SC (Housing)	2	0
Place - Planning	2	3
Place SEN Transport	2	0
Place Highways	0	2
Place Env Health	1	0
Corp - Revs n Bens	2	0
	33	33

So as in previous years, SEND related complaints still dominate the Ombudsman's involvement. This again is largely due to children out of education in Dorset and a lack of available, suitable placements. This is a national issue, but we have taken steps to improve communication and be more available before matters escalate to complaints.

Dorset Council financial remedies in 2024-25 resulting in a total cost of £40,630 which is consistent with previous years, although there was a single payment that

was not claimed from the previous year of £63,150. The total sum paid from Ombudsman cases was therefore £103,510 .

In addition to this, we have worked hard to pre-empt Ombudsman outcomes as part of the complaint handling process and have also paid £42,621 for SEND related complaints, outside of any involvement from the Ombudsman.

In the other directorates, The Ombudsman required a financial remedy in the following cases

Place

23019627 - Mr F £250 as a remedy for the uncertainty and the distress this caused, along with a formal apology. (Anti Social Behaviour)

Adult Non Social Care (Housing) – total £500

23 018 994 - Pay Mr X £300 for the distress caused by the uncertainty of his housing
23 021 413 - apologise in writing to Mrs C, and pay her £200 to acknowledge the distress

and uncertainty the Council's faults caused her, including her loss of review rights.

Adult Social Care – total £1550 in remedies and an agreement to refund £7,914.14

The Childrens and Adults payments feature in the Appendices

Councillor Code of Conduct

The Corporate Team have been delegated the management of the Code of Conduct Complaints and report an 41% increase year on year. This table offers a breakdown of Dorset Council, and Parish & Town Council complaints and captures how few have real substance. Some cases have not reached a conclusion at the time of this report

	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
Code of Conduct Complaints	54	60	47	51	72
Dorset Councillor Conduct Complaints	9	10	10	17	22
Number of Councillors	82	82	82	82	82
% of Councillors subject to Complaint	11%	12%	12%	21%	27%
Number Investigated	N/A	0	1	1	1
Number Upheld*	N/A	0	0	1	TBC
Parish & Town Councillor Conduct Complaints	45	50	37	34	50
Number of Councillors	1400	1400	1400	1400	1400

% of Councillors subject to Complaint
Number Investigated
Number Upheld*

3%	4%	3%	2%	4%
N/A	3	6	1	7
N/A	0	0	0	TBC

Timescales – 18% Overdue

This is a possible concern to highlights as 18% complaint responses were recorded as overdue compared to 17% the previous year. Although the cases are being assigned promptly, this demonstrates that the increased volumes into the Complaints function, coupled with the conflicting priorities of service managers, is starting to have a more serious impact on our ability to meet the deadlines.

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

Justifications – 11% fully 12% partially

This shows a small increase on the 9% upheld the as the previous year. It may still seem surprising that so few complaints are considered to be justified by responding managers, but the real challenge is to ensure the justified complaints contribute to the lessons learned and continual improvement

Compliments – 556

We are pleased to report 556 compliments across the directorates compared to 568 the previous year. This is something for Dorset Council to celebrate and hopefully presents a more balanced report on service perceptions. It is still clear that people were more likely to voice complaints, than compliment a job well done. These split into directorates as follows: Place 277, Childrens 94, Adults 118, Corporate 67

Learnings – 317

We are pleased to report 61% increase in cases which generated valuable learnings and actions. In 2024-25 317 cases included organisational learnings across the directorates, compared to 196 in 2023-24 which is an excellent return. Especially as the learnings are now so measurable and present genuine action plans that close loops in the service areas. Councillors and members should be assured of the positive culture around complaints at Dorset Council, and our commitment to providing genuine value from peoples concerns

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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 – Performance and Analytics Team Manager Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Annual Complaints report	That the Committee scrutinises and notes the Annual Complaints Report and to ensure an awareness of the numbers and types of complaints received and the organisational learning.	Antony Bygrave (Complaints Manager) Cllr N Ireland, Leader of the Council, Climate, Performance and Safeguarding Cllr R Hope, Customer, Culture and Community Engagement	

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 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 To make any recommendations to Cabinet.	Sean Cremer (Section 151 Officer) 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 - January to April 2026 (Publication date – 19 DECEMBER 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

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

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
2026					
January					
Quarter 3 financial management report Key Decision - No Public Access - Open Quarter 3 financial management report.	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Finance & Capital Strategy	Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk, Heather Lappin, Head of Strategic Finance heather.lappin@dorsetcouncil.gov.uk
Medium Term Financial Plan and Budget Strategy report Key Decision - No Public Access - Open	Decision Maker Dorset Council	Decision Date 10 Feb 2026	Cabinet 27 Jan 2026 Place and Resources Scrutiny Committee 19 Jan 2026 People and Health Scrutiny Committee 21 Jan 2026	Cabinet Member for Finance & Capital Strategy	Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk, Heather Lappin, Head of Strategic Finance heather.lappin@dorsetcouncil.gov.uk
Weymouth Neighbourhood Plan 2021 - 2038 Key Decision - Yes Public Access - Open Item relates to the making (adoption) of the plan subject to a favourable outcome in the referendum being held on 4 December 2025.	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Planning and Emergency Planning	Ed Gerry, Community Planning Manager ed.gerry@dorsetcouncil.gov.uk Executive Director, Place (Jan Britton)

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
New Forest National Park Local Plan consultation response Key Decision - Yes Public Access - Open A response to the New Forest National Park Local Plan consultation.	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Planning and Emergency Planning	<i>Terry Sneller, Strategic Planning Manager</i> <i>terry.sneller@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>
School Admission Arrangements 2027-2028 Key Decision - Yes Public Access - The annual statutory duty to determine the Admissions Arrangements and the Co-ordinated school transfer scheme for the academic year 2027-28.	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Children's Services, Education and Skills	<i>Ed Denham, School Admissions Manager</i> <i>ed.denham@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Paul Dempsey)</i>
Melbury Abbas and Cann Neighbourhood development Plan Key Decision - Yes Public Access - Open Item relates to making (adoption) of the plan subject to a favourable outcome in the referendum being held on 4 December 2025.	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Planning and Emergency Planning	<i>Ed Gerry, Community Planning Manager</i> <i>ed.gerry@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Independent Reviewing Officer Annual Report Key Decision - No Public Access - Open To receive the Independent Reviewing Officer Annual Report	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Children's Services, Education and Skills	<i>Sunita Khattri-Hall, Corporate Director for Quality Assurance and Safeguarding Families</i> <i>sunita.khattri-hall@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Paul Dempsey)</i>
LADO (Local Authority Safeguarding Officer) Annual Report Key Decision - No Public Access - Open To receive the LADO Annual Report.	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Children's Services, Education and Skills	<i>Sunita Khattri-Hall, Corporate Director for Quality Assurance and Safeguarding Families</i> <i>sunita.khattri-hall@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Paul Dempsey)</i>
Active Travel Infrastructure Plan Key Decision - Yes Public Access - Open The Active Travel Infrastructure Plan sets out the network for walking, cycling and wheeling. This includes identified improvements and guides future investment decisions. The plan has been reviewed by the Place and Resources Overview Committee.	Decision Maker Cabinet	Decision Date 27 Jan 2026		Cabinet Member for Place Services	<i>Christopher Peck, Principal Transport Planner</i> <i>christopher.peck@dorsetcouncil.gov.uk, Jack Wiltshire, Corporate Director for Highways and Engineering</i> <i>jack.wiltshire@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>
March					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Dorset Council Housing Allocation Policy Key Decision - Yes Public Access - Open Proposed revisions to the councils Housing Allocations Policy, which governs how social housing is allocated to applicants on the housing register. The revised policy update aims to ensure fairness, transparency and compliance with legal requirements while addressing local housing need. Key changes may include amendments to priority criteria, eligibility requirements, changes to relevant legislation and operational procedures.	Decision Maker Dorset Council	Decision Date 16 Apr 2026	People and Health Overview Committee 2 Feb 2026 Cabinet 3 Mar 2026	Cabinet Member for Health and Housing	<i>Sarah How, Service Manager for Housing Solutions sarah.how@dorsetcouncil.gov.uk Executive Director, People - Adults (Jonathan Price)</i>
Dorset Tenancy Strategy Key Decision - Yes Public Access - Open A tenancy strategy to set out the kinds and circumstances for different types of tenancies that should be provided to social rented housing tenants, including arrangements for fixed term tenancies, for registered providers which hold stock in the Dorset local authority area, to pay attention to when formulating their tenancy policies.	Decision Maker Cabinet	Decision Date 3 Mar 2026	People and Health Overview Committee 2 Feb 2026	Cabinet Member for Health and Housing	<i>Sharon Attwater, Service Manager for Housing Strategy and Performance sharon.attwater@dorsetcouncil.gov.uk, Andrew Billany, Corporate Director for Housing andrew.billany@dorsetcouncil.gov.uk Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Housing Standards Enforcement Policy & Statement of Principles for Determining Financial Penalties Key Decision - Yes Public Access - Open To agree the adoption of a new Housing Standards Enforcement Policy & Statement of Principles for Determining Financial Penalties to account for legislative changes being enacted under the Renters Rights Act 2025.	Decision Maker Cabinet	Decision Date 3 Mar 2026	People and Health Overview Committee 2 Feb 2026	Cabinet Member for Health and Housing	Steven March, Service Manager for Housing Standards steven.march@dorsetcouncil.gov.uk, Andrew Billany, Corporate Director for Housing andrew.billany@dorsetcouncil.gov.uk Executive Director, People - Adults (Jonathan Price)
Towards a new model of day opportunities Key Decision - Yes Public Access - Fully exempt To consider the results of the consultation on the future of day services in Dorset and use this information to shape a way forward for these services. The consultation was launched on a set of proposals across Dorset arising from Cabinet's agreement in principle to the new model for these services at its meeting on 10 September 2024.	Decision Maker Cabinet	Decision Date 3 Mar 2026	Health and Wellbeing Board 11 Feb 2026 People and Health Overview Committee 2 Feb 2026	Cabinet Member for Adult Social Care	Sarah Perrett, Commissioning Manager - Micro Provider & Voluntary Sector Development sarah.perrett@dorsetcouncil.gov.uk, Karen Stephens, Interim Head of Service - Market Relationships, Major Contracts, and Over 65's karen.stephens@dorsetcouncil.gov.uk Executive Director, People - Adults (Jonathan Price)

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
E-scooter hire scheme: Weymouth, Portland and Dorchester; and Upton and Corfe Mullen Key Decision - Yes Public Access - Open To consider any recommendations from February Place & 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 paper is dependent on permission being granted by DfT and an application has already been made, the results of which would be known soon.	Decision Maker Cabinet	Decision Date 3 Mar 2026	Place and Resources Overview Committee 5 Feb 2026	Cabinet Member for Place Services	Christopher Whitehouse, Projects Team Manager christopher.whitehouse@dorsetcouncil.gov.uk Executive Director, Place (Jan Britton)
Crisis and Resilience Fund Key Decision - Yes Public Access - Open The Crisis and Resilience Fund is replacing the Household Support Fund from April 2026. In December, National Government will give us the final detail of what will be included within the fund and we will shape our community offer accordingly and will bring it to P&H Overview Committee and Cabinet for agreement to commence on the 1 April 2026.	Decision Maker Cabinet	Decision Date 3 Mar 2026		Cabinet Member for Customer, Culture and Community Engagement	Laura Cornette, Business Partner - Communities and Partnerships Laura.cornette@dorsetcouncil.gov.uk, Katie Hale, Head of Revenues and Benefits katie.hale@dorsetcouncil.gov.uk Section 151 Officer

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Strategic Community Infrastructure Levy (CIL) - prioritisation of CIL funded infrastructure projects Key Decision - Yes Public Access - Open To provide an update on arrangements for spending strategic CIL. The report will address the clarification of current CIL funding commitments, and the identification and prioritisation of CIL funded projects to be supported through the Capital Programme process.	Decision Maker Cabinet	Decision Date 3 Mar 2026		Cabinet Member for Planning and Emergency Planning	<i>Andrew Galpin, Infrastructure & Delivery Planning Manager</i> <i>andrew.galpin@dorsetcouncil.gov.uk</i> <i>Executive Director, Place (Jan Britton)</i>

Financial Provision for the Voluntary Community Sector Key Decision - Yes Public Access - Open The current 5-year financial agreement for the VCS will be coming to an end in October 2026. This paper will propose the new support for them.	Decision Maker Cabinet	Decision Date	People and Health Overview Committee 15 Sep 2025	Cabinet Member for Customer, Culture and Community Engagement	<i>Laura Cornette, Business Partner - Communities and Partnerships</i> <i>Laura.cornette@dorsetcouncil.gov.uk, Jennifer Lowis, Head of Strategic Communications and Engagement</i> <i>jennifer.louis@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer</i>
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Private/Exempt Items for Decision

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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				

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

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

Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 8 Dec 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt To present the developments on the part of the Council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 8 Dec 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 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
Annual Reports				
Care Dorset Annual Business Plan (March) Key Decision - Yes Public Access - Part exempt For the Shareholder Committee to consider progress in delivering the 5 year business plan, and any review of the plan as necessary.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date March	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Review of Terms of Reference (June) Key Decision - No Public Access - Open To note the shareholder committee terms of reference.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	Leader and Cabinet Member for Climate, Performance and Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer grace.evans@dorsetcouncil.gov.uk</i>
Care Dorset Annual Performance Report (June) Key Decision - Yes Public Access - Open To consider the Care Dorset Annual Performance Report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	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
Annual report and Year end accounts (June) Key Decision - Yes Public Access - Open To receive the annual financial report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>

Private/Exempt Items for Decision

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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.



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				

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

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

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

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

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

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

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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.
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The Shareholder Committee for the Dorset Centre of Excellence (DCOE) Forward Plan November 2025 to March 2026 (Publication date – 29 OCTOBER 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
December 2025				
Dorset Council Delegated Decisions (if required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 1 Dec 2025	Cabinet Member for Children's Services, Education and Skills	<i>Executive Director, People - Children (Paul Dempsey)</i>
Dorset Council Commissioner's Report Key Decision - No Public Access - Part exempt To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 1 Dec 2025	Cabinet Member for Children's Services, Education and Skills	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning ross.bowell@dorsetcouncil.gov.uk Executive Director, People - Children (Paul Dempsey)</i>
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt To provide an update on the	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 1 Dec 2025	Cabinet Member for Children's Services, Education and Skills	<i>Chair, Dorset Centre of Excellence Executive Director, People – Children (Paul Dempsey)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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.				
Annual Performance Report Key Decision - No Public Access - Open Do consider the Coombe House Annual Performance Report.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 1 Dec 2025	Cabinet Member for Children's Services, Education and Skills	<i>Chair, Dorset Centre of Excellence</i> <i>Executive Director, People - Children</i> <i>(Paul Dempsey)</i>
March 2026				

Dorset Council Delegated Decisions (if required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 9 Mar 2026	Cabinet Member for Children's Services, Education and Skills	<i>Executive Director, People - Children</i> <i>(Paul Dempsey)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Council Commissioner's Report Key Decision - No Public Access - Part exempt To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 9 Mar 2026	Cabinet Member for Children's Services, Education and Skills	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning</i> <i>ross.bowell@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Paul Dempsey)</i>
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt To provide an update of the current situation at the Dorset Centre of Excellence and the Coombe House School, including progress made in relation to governance, leadership, staffing, estate, community use and finance.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 9 Mar 2026	Cabinet Member for Children's Services, Education and Skills	<i>Chair, Dorset Centre of Excellence</i> <i>Executive Director, People - Children (Paul Dempsey)</i>

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

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 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
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