



People and Health Overview Committee

Date: Monday, 2 November 2026
Time: 6.30 pm
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Louise Bown (Chair), Jindy Atwal (Vice-Chair), Will Chakawhata, Beryl Ezzard, Margaret Goringe, Ryan Holloway, Stella Jones, Jon Orrell, Andrew Parry and Byron Quayle

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

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

Agenda

Item		Pages
1.	APOLOGIES To receive any apologies for absence.	
2.	DECLARATIONS OF INTEREST To disclose any pecuniary, other registrable or non-registrable interest as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration. If required, further advice should be sought from the Monitoring Officer in advance of the meeting.	
3.	MINUTES To confirm and sign the minutes of the meeting held on 21 September 2026.	5 - 8
4.	PUBLIC PARTICIPATION Representatives of town or parish councils and members of the public who live, work, or represent an organisation within the Dorset	

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

All submissions must be emailed in full to george.dare@dorsetcouncil.gov.uk by 8.30am on Wednesday, 28 October 2026.

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. COUNCILLOR QUESTIONS

To receive questions submitted by councillors.

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

The submissions must be emailed in full to george.dare@dorsetcouncil.gov.uk by 8.30am on Wednesday, 28 October 2026.

6. URGENT ITEMS

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

7. HEALTH AND WELLBEING STRATEGY

9 - 32

To consider a report by the Executive Director of Housing, Communities and Prevention.

8. COMMITTEE'S WORK PROGRAMME AND CABINET'S FORWARD PLAN

33 - 60

To consider the Committee's Work Programme and the Cabinet Forward Plan.

9. 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.

Public Participation, Accessibility and Emergency Evacuation Information

Public Participation

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Members of the public wishing to participate in the meeting may do so in person or via a hybrid link. Further information is available in the [Getting Involved](#) guidance.

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- Do not re-enter the building until advised that it is safe to do so.
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PEOPLE AND HEALTH OVERVIEW COMMITTEE

MINUTES OF MEETING HELD ON MONDAY 21 SEPTEMBER 2026

Present: Cllrs Louise Bown (Chair), Jindy Atwal (Vice-Chair), Will Chakawhata, Beryl Ezzard, Margaret Goringe, Stella Jones, Jon Orrell and Byron Quayle

Apologies: Cllrs Ryan Holloway and Andrew Parry

Also present: Cllr Shane Bartlett and Cllr Matt Bell

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

George Dare (Senior Democratic and Governance Officer), Andy Frost (Service Manager for Community Safety) and John Newcombe (Service Manager for Licensing & Community Safety)

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

Sunita Khattra-Hall (Corporate Director for Quality Assurance and Safeguarding Families)

11. **Apologies**

Apologies for absence were received from Councillors Ryan Holloway and Andrew Parry.

12. **Declarations of Interest**

There were no declarations of interest.

13. **Minutes**

The minutes of the previous meeting held on 6 July 2026 were confirmed and signed.

14. **Public Participation**

There was no public participation.

15. **Councillor Questions**

There were no questions from councillors.

16. **Urgent Items**

There were no urgent items.

17. **Dorset Community Safety Plan 2026 - 2029**

The Committee considered the draft Community Safety Plan. The Cabinet Member for Public Health, Prevention and Communities introduced the report and explained that the Community Safety Partnership (CSP), comprising of partners including the police, health services and probation service, was responsible for developing the Plan. He noted that the Partnership was subject to annual scrutiny by the People and Health Scrutiny Committee and the Plan needed to be presented to Full Council for adoption.

The Service Manager for Community Safety presented the Plan and advised that it contained five priority areas together with a number of cross-cutting themes. He explained that performance against the Plan would be monitored through a range of indicators reported quarterly to the CSP. He noted that Dorset remained a safe place to live and that the Plan aimed to maintain and improve community safety outcomes.

Committee members discussed the report and asked questions of the officers. The following points were raised:

- A member highlighted survey findings showing that many girls and young women did not feel safe at night. She stressed that women and girls should have the freedom to move around without fear and suggested that community safety considerations should be reflected in planning decisions, including appropriate street lighting and safe public spaces.
- That Dorset was generally a safe county but noted that a significant proportion of victims did not report domestic abuse. A greater confidence in reporting mechanisms was needed.
- The inclusion of sexual offences as a priority area and Violence Against Women and Girls (VAWG) as a cross-cutting theme were welcomed. Whilst VAWG required a specific focus, there were also male victims of similar offences and considered that the proposed approach would enable support and prevention activity to address both groups.
- A member noted that violence against women and girls remained significantly under-reported and expressed the hope that reporting levels would increase over time as confidence in services improved.
- Prevention work should also include educating men and boys about violence against women and girls, rather than focusing solely on actions women could take to keep themselves safe. In response, the Service Manager for Licencing and Community Safety outlined the partnership's work with the Youth Justice Service and highlighted interventions such as

the Consequences Programme and the use of Criminal Behaviour Orders to address offending behaviour at an early stage.

- Whether the committee was sufficiently involved in shaping the Community Safety Plan at an early stage and suggested that members should have greater input before the document reached its final form. The Chair advised that this issue would be considered further following the outcome of the forthcoming peer review and that opportunities to involve the committee earlier in future planning cycles would be explored.
- The Service Manager for Community Safety reported that the partnership also undertook significant work to manage perpetrators and reduce reoffending. He advised that work on the next community safety needs assessment would begin shortly and suggested that this could be brought to the committee for consideration.
- The Corporate Director for Quality Assurance and Safeguarding highlighted the close links between the CSP and the Safeguarding Children Partnership in addressing issues such as violence against women and girls. She noted that the partnership arrangements had received positive feedback and were regarded as examples of good practice nationally.
- Whether housing associations were involved in the partnership's work. The Service Manager for Licencing and Community Safety confirmed that housing associations worked closely with the CSP, particularly in relation to tackling anti-social behaviour.
- A member welcomed the partnership's approach of directing individuals towards support services, commenting that he had received very few complaints regarding street drinking during the summer period.
- Concerns were raised about rural crime, including wildlife crime and fox hunting, and suggested that greater emphasis should be given to these issues in future plans. It was also noted that reporting rural crime could be difficult. The Cabinet Member for Public Health, Prevention and Communities advised that concerns regarding rural crime reporting had been raised regularly through discussions with the police, the Police and Crime Panel and the CSP. The Service Manager for Licencing and Community Safety added that the Police and Crime Commissioner had established a Rural Crime Panel and that discussions had taken place regarding increased Automatic Number Plate Recognition (ANPR) capability and additional resources for fly-tipping investigations.

A recommendation was proposed by Cllr L Bown, seconded by Cllr W Chakawhata and agreed by the committee.

Decision:

That it be recommend to Cabinet that the Community Safety Plan 2026-2029 be recommended to Dorset Council for adoption.

18. **Committee's Work Programme and Cabinet's Forward Plan**

The Committee noted its work programme and the Executive Forward Plans.

19. **Exempt Business**

There was no exempt business.

Duration of meeting: 6.30 - 7.22 pm

Chair

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People and Health Overview Committee

2 November 2026

Draft Health and Wellbeing Strategy

For Review and Consultation

Cabinet Member:

Cllr S Robinson, Adult Social Care & Health

Local Councillor(s):

Senior Leadership Team:

S Crowe - Executive Director, Housing, Prevention and Communities

Report author and job title: Sam Crowe, Executive Director, Housing, Prevention and Communities

Email: sam.crowe@dorsetcouncil.gov.uk

Statutory Authority:

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

1. Executive summary (maximum of 500 words)

1.1 A new strategy for the Health and Wellbeing Board has been developed this year, following an initial review of the approach and aims at this committee in February. The strategy development has been carried out with the engagement of partners and stakeholders, and updating the Health and Wellbeing Board with regular progress.

1.2 The strategy is based around four strategic outcomes which are framed under the headings Start Well, Live Well, Age Well and Healthy Places. This structure allows the board to focus on broad strategic priorities relevant to residents and partners.

1.3 Delivery of the strategy will be overseen by delivery groups aligned to these strategic outcomes, where the detailed programmes can be managed, and partners come together at a place based level.

1.4 The board will review progress at its quarterly meetings, and will review and update the strategy and outcomes annually to reflect changing priorities and local need.

2. Recommendation(s)

2.1 That the Committee reviews the draft strategy and supports the approach using four strategic outcomes as the framework and the use of delivery groups to oversee programmes and progress.

3. Reason for the recommendation(s)

3.1 That the draft strategy can be presented to the Health and Wellbeing Board for approval. Having an approved strategy will enable the Health and Wellbeing Board to act effectively as the partnership space for prevention focused integrated health and care in Dorset. The outcomes framework provides a structure and focus to manage priorities and coordination of effort across the partner organisations. The delivery groups will manage the detailed programmes and work making sure that delivery supports the outcomes, work is coordinated and priorities are aligned.

3.2 Feedback from this committee can be provided to the Health and Wellbeing board meeting on 18th November as clearance dates don't give time to make amendments in advance. Final publication of the strategy will incorporate feedback from both meetings.

4. The report

Introduction

4.1 The Health and Wellbeing board is statutory partnership board, responsible for promoting prevention focused integrated care in Dorset. Statutory functions include undertaking a joint strategic needs assessment, developing a strategy, undertaking a needs assessment for pharmacy services, oversight of the Better Care Fund, and ensuring the work of the Safeguarding boards is considered.

4.2 The strategy for the Dorset Health and Wellbeing board was due to be refreshed at a time when the Integrated Care Board (ICB) is changing to a cluster arrangement covering six unitary authority places, and Dorset Council is focusing on prevention. This provided an opportunity to update the approach and priorities for the Health and Wellbeing Board to improve place based partnership working and support the left shift on prevention including from hospital to communities. It supports the council plan priorities of Communities for All and Prevention in line with partnership working.

Timeline

4.3 The emerging strategy has been developed through these meetings for input and approval:

- December 2025 Green Paper to Dorset Council Senior Leadership Team setting out the opportunity for the Health and Wellbeing Board to work collaboratively within the partnership.
- 2nd February 2026 People & Health Overview Committee. Set out the approach to building the strategy with full engagement of partners and stakeholders.
- 18th March 2026 Health and Wellbeing Board. Setting out the approach and timeline for refreshing the strategy and developing an outcomes framework.
- 17th June 2026 Health and Wellbeing Board. Presentation on developing the board and its purpose under the emerging strategy, with delivery groups overseeing the programmes.
- 16th September 2026 Health and Wellbeing Board. Progress update for the refreshed strategy and outcomes framework.

Engagement sessions

4.4 Four stakeholder engagement sessions were planned as part of the development of the strategy. Attendees included representatives for Dorset Council, health services, voluntary and community sector and wider system partners.

4.5 The sessions held were:

- 24th February 2026 – developing an outcomes based strategy
- 21st May 2026 – developing a vision for Dorset
- 16th July 2026 – delivering the priorities
- 15th October 2026 – adding value with meaning and purpose

4.6 There was a clear and consistent message from stakeholders, that improving health and wellbeing in Dorset requires a greater focus on prevention, early intervention and the wider determinants of health (such as housing, employment and access to green space). Stakeholders highlighted the importance of designing services around what matters most to residents, strengthening communities and the voluntary sector, and creating simpler, more integrated systems with shared outcomes and accountability.

Overall, there was a clear message that delivery should build on existing programmes that share common characteristics: prevention, community-based support, holistic approaches and trusted local relationships. Participants also highlighted the need for stronger governance, better data sharing, improved collaboration across organisations, and success measures that focus on outcomes such as quality of life, belonging, purpose and community connection.

Development of the strategy

4.7 The approach taken in developing this strategy was to focus on priorities and strategic outcomes, with the aim of enabling the board to work at a strategic level across the partnership. The aim is for an evolving strategy that reflects progress and emerging priorities and is relevant to residents.

4.8 An internal officer group for Dorset Council was established to ensure a whole council approach was taken, with directorates working together on prevention, avoiding silos and duplication. The engagement with partners and stakeholders, together with progress updates to the board during development, supported an iterative process with feedback being incorporated during the process.

4.9 Refreshing the strategy allowed the board to consider its purpose driving integration, prevention and place based leadership. This means a strategic focus on priorities and outcomes at board, and detailed oversight of programmes through the delivery groups.

Outcomes Framework

4.10 An outcomes framework provides a structured approach to cover broad outcomes across multiple partners. It focuses on the real-world impact for Dorset residents and provides a common language and structure for measuring progress. It is better to focus on a few priority outcomes well, instead of trying to track lots of outcomes ineffectively.

It focuses on top priorities at strategic level, with measures that are already available to monitor progress. It allows detailed delivery work to be organised under the strategic outcomes where place-based delivery can happen.

4.11 The strategic outcomes in the strategy are as follows:

- **Start Well:** Children, young people and their families are healthy, thriving and resilient. They feel safe and connected to their community.
- **Live Well:** People can live healthy, fulfilling and independent lives, with support in the community to improve wellbeing.
- **Age Well:** Older people live independently, with dignity and choice, supported to stay well in their own homes and communities
- **Healthy Places:** Our neighbourhoods are safe, inclusive and connected, with access to nature, making healthy living easier for everyone.

Delivery groups

4.12 The concept of delivery groups led by senior officers and partners enables strong leadership of the work and will provide assurance back to the board. They will provide clear updates to the Board on progress and issues for escalation.

4.13 Major programmes will be grouped by outcome, to manage the connections and shared achievements. This will show the added value of aligning partnership work,

and connection to related work managed elsewhere in the system and help see the bigger picture.

4.14 Focusing on the detail here will allow the board to remain strategic. The delivery groups will have space to focus on the main programmes linked with outcomes in the strategy. It helps simplify where the work in the place partnership happens. The groups will advocate for the move to prevention, to avoid demand, and prevent ill health. They will review and develop detailed metrics as programmes develop

4.15 This table show the initial view of current programmes aligned to the strategic outcomes

	Start well	Live well	Age well	Healthy places
Best start in life	✓	✓	✓	✓
LiveWell Dorset		✓	✓	✓
Neighbourhood Health	✓	✓	✓	✓
Age Friendly Dorset	✓	✓	✓	✓
Future Care		✓	✓	✓
Better Care Fund		✓	✓	✓
Thriving Communities		✓	✓	✓
Physical Activity	✓	✓	✓	✓

4.16 The delivery programmes, overseen by the delivery groups, will provide some proxy measures as an additional way of checking progress towards these outcomes. There will not be a one-to-one map of measure to outcome.

4.17 The Health and Wellbeing board will hold an annual review of the strategy and the outcomes, which will allow assessment of progress, to celebrate success and to identify where further attention is needed for the following year. The annual review process will also enable the strategic outcomes to be adapted to meet changes in context and goals.

The review process will include learning and innovating from good practice elsewhere to enhance the target outcomes and continue to improve the means of achieving them for Dorset residents.

5. Alternative options considered

5.1 Not having a strategy – this option is dismissed as it is a statutory requirement of the board.

5.2 Using a previous approach of drafting by professionals, sharing with the board for consultation. Discounted as experience shows this is not an effective way of building engagement around the importance of the work.

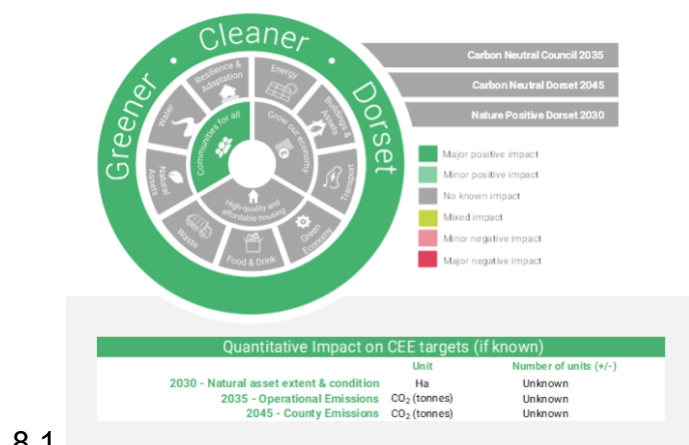
6. Legal considerations

6.1 Developing a local Health and Wellbeing Strategy is a legal requirement for the board under the 2012 and 2022 Health and Social Care Acts.

7. Financial implications

7.1 The strategy and supporting work on community needs and the outcomes framework will be essential in the ambitions of Dorset Council to develop its prevention approach, working with communities. An effective prevention approach at scale, through this strategy, should support the council to be financially sustainable, through meeting needs earlier.

8. Natural environment, climate & ecology implications



8.1

9. Well-being and health implications

- 9.1 Having a clear strategy that is owned and supported by partners and communities will be essential in focusing work to improve wellbeing and health of residents and continue to tackle inequalities in health.

10. Other implications

- 10.1 The approach may need to evolve as the Neighbourhood health plan and the ICB Cluster will develop in 2027.

11. Risk implications

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

Current Risk: Low

Residual Risk: Low

12. Equalities

- 12.1 Equality impact assessments are provided for individual programmes within the emerging delivery groups.

13. Appendices

- 13.1 Appendix 1 – Draft Health and Wellbeing Strategy

14. Background papers

- 14.1 Health and Wellbeing board reports 18th March, 17th June, 16th September 2026

15. Report sign-off

- 15.1 This report has been through the internal report clearance process and has been signed off by the Director for Assurance & Governance (Monitoring Officer), the Director for Resources (Section 151 Officer) and the appropriate Cabinet Member(s)

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Foreword Cllr. Steve Robinson, Chair of Health and Wellbeing Board

Health and wellbeing are shaped by far more than the services we receive when we become unwell. They are influenced by our relationships, our communities, our opportunities, our sense of belonging and purpose, and the strengths we build throughout our lives. This strategy is founded on the belief that every person in Dorset should have the opportunity not only to be healthy, but to thrive.

In developing this strategy, we have been inspired by a simple but powerful idea: people achieve better outcomes when they are surrounded by supportive relationships, meaningful opportunities, clear expectations and environments that help them develop confidence, resilience and a positive sense of identity. These principles apply not only to children and young people, but to people of all ages and stages of life.

Communities are strongest when individuals feel connected, valued and empowered. Whether it is a child benefiting from a positive start in life, an adult maintaining their health and independence, or an older person remaining active and involved in their community, the conditions that support wellbeing are remarkably consistent. Strong families, supportive neighbourhoods, trusted services, opportunities to contribute, and a sense of belonging all help people live healthier, happier and more fulfilling lives.

This Health and Wellbeing Strategy sets out our shared ambition for Dorset. It is a commitment from partners across local government, the NHS, the voluntary and community sector, emergency services and our residents to work together to create those conditions for success. Through prevention, early intervention, integrated neighbourhood working and community-led approaches, we will focus on building the strengths and assets that already exist within Dorset's people and places.

Together, we can create a Dorset where everyone has the opportunity to start well, live well, age well and enjoy healthy, thriving communities. This strategy is our shared roadmap towards that vision.

Introduction

Purpose Statement

This Health and Wellbeing strategy aims to establish the conditions for everyone in Dorset to live well by improving prevention-focused integrated care, strengthening communities, and supporting people to thrive at every stage of life. It focuses on the wider population to support healthier lifestyle, prevent future ill health and remain independent. This strategy will complement the emerging NHS Neighbourhood health plan which will focus on residents already dependent on health services, and will support our shared commitment to working together to lead improvements in health and wellbeing in Dorset.

The national direction of travel, through devolution and the health bill, points towards local places working together with communities, making decisions how best to commission services for local populations. This decision making is anticipated to be devolved to local health leaders i.e. the Health and Wellbeing Board

Ambition

The ambition set out in this strategy is to:

- ensure that every child has the best start in life through strong family support and high-quality early education,
- support people to live healthier and longer lives while reducing health inequalities,
- deliver integrated health and social care at a neighbourhood level.
- allow people to feel safe and included in their local community, and to take pride in their local area as a place where they can live well and thrive,
- enable everyone to achieve their full potential.

Health and Wellbeing Board

The board is a statutory partnership bringing together councillors and leaders from health and care agencies and the voluntary and community sector to address health priorities in a coordinated and integrated way.

It has statutory responsibilities to produce a Joint Strategic Needs Assessment, enable integrated health and care working, and produce a Joint Local Health and Wellbeing Strategy.

The partners in the board are:

Dorset Council, NHS Dorset, Dorset Healthcare and Dorset County Hospital (NHS), Dorset Voluntary and Community Assembly, Dorset Police, Dorset and Wiltshire Fire and Rescue Service, Dorset Healthwatch, GP representatives

Health and Wellbeing in Dorset. JSNA Evidence¹

The Joint Strategic Needs Assessment (JSNA) brings together evidence on the health, wellbeing and wider needs of Dorset's population. It provides the evidence base for this strategy, ensuring that priorities, ambitions and actions are guided by evidence and responsive to the needs of local people. The following diagram shows a snapshot of the picture in Dorset using data from the JSNA.

¹ [Dorset Joint Strategic Needs Assessment - Dorset Council](#)

Dorset Data (from the published 2026 JSNA)

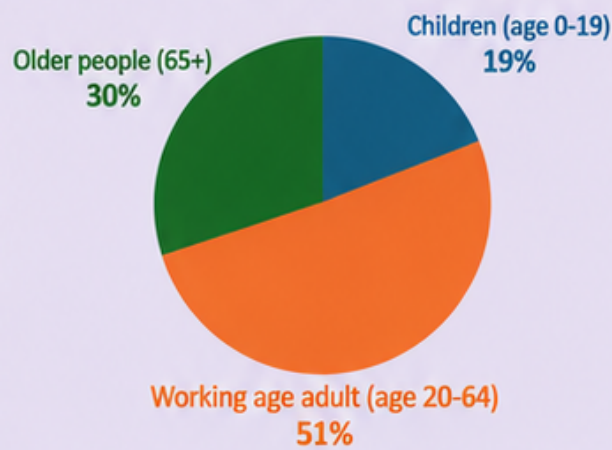


GENERAL DATA



Population:
389,947 (2024)
increasing by **4%**
over the past decade.

POPULATION DISTRIBUTION



Dorset is less diverse than urban areas but is becoming more ethnically diverse. **6%** of residents are from minority ethnic backgrounds.



Over **1 in 25** residents in Dorset (around **14,300** people) live in areas ranked among the 20% most deprived in England. In contrast, **1 in 6** residents (approximately **62,500** people) live in areas among the 20% least deprived nationally.

START WELL



Childhood obesity is a persistent concern. In 2023/24, **24.7%** of Reception age children and **31.8%** of Year 6 pupils were overweight or obese.



Breastfeeding rates are above the national average: **75.8%** of babies in Dorset receive a first breast milk feed compared to **71.9%** nationally.



School readiness. In 2023/24, **71%** of children aged 2-2.5 years achieved a good level of development which is below the England average. Areas of lower achievement include fine motor skills and personal social skills.

LIVE WELL



In Dorset the percentage of patients with a depression diagnosis has been increasing since 2012 to **12.9%** in 2022/23 (similar to England) however new diagnoses appear to be declining.



The percentage of adults who are overweight or obese in Dorset is similar to the England average. However, at **62.4%** this is still high and has changed little over time.



Smoking is one of the main causes of health inequalities, with the harm concentrated in disadvantaged communities and groups. Smoking prevalence has been reducing in Dorset – currently **9.9%**. However, prevalence is higher among adults in routine and manual occupations (**19.5%**), adults with long-term mental health conditions (**20.9%**) and adults in substance use treatment.



Economically inactivity is **18%** of the working age population, and among them **32%** are classified as long term sick (highlighting major barriers to workforce participation). Financial stress is linked to poor mental health and lower engagement with preventative healthcare services.



Around **1 in 6** (**67,000**) residents live with a disability that limits daily activity (5% aged 35-49 and 16% aged 75-84, over a third aged over 85).

AGE WELL



In Dorset people are generally healthier and live longer than the England average. Latest life expectancy data shows women live to approximately **84.5 years** and men **81.1**. The difference of life expectancy of **4.9 years** for men and **3.2 years** for women between the most and least deprived areas (2021-23).



Healthy life expectancy is an important measure of health and inequality. Men in Dorset will experience poor health for around **17 years** and women **20 years**. We know from national data that people in more deprived areas experience ill health at an earlier age.



Of Dorset's 60+ population, **10%** are frail. Of these **59%** are classed as having high frailty. Hip fracture numbers are similar to the national average, however the rate of hip fracture in ages 65+ are significantly higher in the most deprived area.

HEALTHY PLACES



Access to green space and nature is known to benefit physical, mental, and social health. Local analysis estimates that **51%** of people live within walking distance of space that is likely to provide access to nature.



The Local Environment score (**4.95**) in the Thriving Places Index for the Dorset area is close to the England average. Data used in the score include air and noise pollution, outdoor space access and flood risk. The Transport score (**3.74**) for Dorset is below average, reflecting rural challenges in active travel and car reliance, collisions and travel time to services.



Fuel poverty affects an estimated **10%** of households (around **18,000**) particularly those living in older properties with poor energy efficiency. Cold, inefficient homes common in rural Dorset contribute to respiratory and cardiovascular illness, frailty, and falls, particularly among older adults and those with long-term conditions.

Building the strategy with stakeholder engagement

To ensure this strategy reflects the priorities of Dorset's communities and partners, a series of stakeholder engagement workshops were held with representatives from Dorset Council, health services, the voluntary and community sector and wider system partners. The engagement process was designed to shape the strategy from the outset, helping to develop a collective vision for health and wellbeing.

There was a clear and consistent message from stakeholders, that improving health and wellbeing in Dorset requires a greater focus on prevention, early intervention and the wider determinants of health (such as housing, employment and access to green space). Stakeholders highlighted the importance of designing services around what matters most to residents, strengthening communities and the voluntary sector, and creating simpler, more integrated systems with shared outcomes and accountability. Collectively, the engagement has reinforced the need for a person-centred, community-enabled approach that supports people to live well, age well and feel valued, while tackling inequalities and improving the quality of life for all Dorset residents.

This strategy and outcomes framework incorporate council objectives, NHS goals and the aims of the community and voluntary sector, reinforcing the shared commitment to integrated support in the partnership.

National Context- Changes in Health Policy and Legislation

The strategy is influenced by the changing national policy relating to health and wellbeing. An important part of this is the health bill currently going through parliament. At time of writing (October 2026);

- The Health Bill proposes to abolish NHS England (NHSE), transferring its functions to the Department of Health and Social Care and the Secretary of State. This represents a significant restructuring of NHS governance, intended to simplify accountability, strengthen national oversight and support the Government's neighbourhood-based model of care.
- A major policy theme is place-based care, with Integrated Care Partnerships (ICPs) and their integrated care strategies being abolished and replaced by a new Neighbourhood Health Plan framework.
- The Bill also aims to strengthen collaboration between health and care partners, improve data sharing, and support efforts to reduce health inequalities.
- It intends to devolve decision making to local health leaders i.e. Health and Wellbeing Board

The bill's provisions align with the NHS 10 Year Health Plan (2025), which sets out a vision for a more preventative, community-based and person-centred health system. It emphasises a shift from hospital-based, reactive care to local, neighbourhood health models and the importance of co-production, partnership working, and valuing community insight.

The national plan provides a clear framework to support Dorset in delivering a more integrated, sustainable, and person-centred Health and Wellbeing Strategy. The emphasis on partnership working, shared accountability, and the role of the voluntary and community sector (VCSE) as equal partners also reflects Dorset's approach to moving resources upstream into prevention and building stronger, more resilient communities.

Local context – system partners' priorities

Dorset Council's priorities include making prevention a defining principle of how Dorset Council operates, reducing future demand and achieving better outcomes, as well as recognising the need to work differently with partners and communities.

NHS Dorset's priorities include targeting prevention, proactive care and earlier intervention in neighbourhoods to deliver radically different models of care and support, and ensuring delivery is through neighbourhood care, with high-functioning Integrated Neighbourhood Teams.

Vision: Strong communities, healthy lives

Dorset will be a county where people can live well - for longer: independent, connected, healthy and active within their communities; where support is available before crisis occurs; where care is delivered locally and personally when needed; and where more people are enabled to remain in their own homes and communities throughout later life.

Mission

Dorset will take a whole-system, long term approach to supporting health and wellbeing, rooted in homes, places, relationships, health, care, income, transport, technology, information and community life. This will help people live well, maintain independence, prevent future ill health, and delay or reduce the need for formal care.

Overarching aims

To achieve our vision, partners across Dorset will work together to:

- **Improve the health of the population:** Support people to stay physically, mentally and socially well through prevention, early intervention and community-based support. Including addressing the wider determinants of health such as housing, education and social support.
- **Reduce health inequalities:** Address the unequal factors that affect health and wellbeing, ensuring everyone has the opportunity to live a healthy and fulfilling life.
- **Integrate health and care services:** Create joined-up, person-centred services that are easier to access and closer to home, improve experiences of care and support people to remain independent. Prioritise community led approaches central to the design of services.

This vision, mission and aims are supported by the following principles of working together as an integrated system²:

1. **People First-** Focus on what matters to people, not just what is the matter. Meet basic needs first and recognise lived experience.
2. **Communities as Equal Partners-** Communities lead, shape, and co-design solutions. Build on local strengths, relationships, and assets.
3. **Local by Default-** Decisions and priorities shaped at neighbourhood level. Solutions tailored to Dorset's diverse places
4. **Simple & Joined-Up-** No wrong door. People are guided, not passed around. Clear, accessible information and seamless support
5. **Prevention & Wellbeing-** Act early to keep people well. Prioritise connection, belonging, and independence.
6. **Inclusion & Equity-** Actively reduce inequalities and remove barriers. Ensure everyone can access and benefit from support.
7. **Collaboration & Shared Responsibility-** One system, one purpose, shared accountability. Organisations, communities, and individuals working together
8. **Sustainable & Long-Term-** Invest in what works over time. Value both large-scale change and small, meaningful impact.

² Engagement workshop #2

Strategic Outcomes Framework

The strategy is framed around four strategic outcomes based on life stages. This provides a structured approach to cover outcomes and priorities across multiple partners and allows for a common language and structure for measuring progress. It is better to focus on a few strategic priority outcomes well, than tracking lots of outcomes ineffectively.

Start Well

Children, young people and their families are healthy, thriving and resilient. They feel safe and connected to their community.

We support the development, wellbeing and physical and mental health of young people, from early childhood to adulthood, supported by strong, confident families.

Live Well

People can live healthy, fulfilling and independent lives, with support in the community to improve wellbeing

We work to reduce health inequalities across Dorset, making it easier for adults to stay physically and mentally well, prevent long-term illness and get help early when they need it

Age Well

Older people live independently, with dignity and choice, supported to stay well in their own homes and communities

We help older adults to maintain their independence for as long as possible, preventing unnecessary hospital stays and ensuring care is centred around what matters to them.

Healthy Places

Our neighbourhoods are safe, inclusive and connected, with access to nature, making healthy living easier for everyone

We create and look after local environments that support health, ensuring safe streets, accessible green and blue spaces and strong community connections.

Start Well

- **Outcome:** Children, young people and their families are healthy, thriving and resilient. They feel safe and connected to their community.
- **Ambition:** Strengthen early child development and health through improved family support, supportive friendships, role models and achievement at school to give children in every part of the county the best start in life.
- **Strategic Focus:**
 - Early years development
 - Youth mental health
 - Family resilience
 - Making healthier choices
- **Measures:**
 - School readiness
 - Rates of childhood obesity
 - Children's mental health wait times and outcomes
- **Delivery group programmes:**
 - Best start in life
 - Neighbourhood Health
- **Relevant policies and strategies:**
 - [Dorset's Best Start Local Plan 2026 to 2029 - Dorset Council](#)
 - [Dorset SEND strategy 2024 to 2027 - Dorset Council](#)
 - [Placement Sufficiency Strategy for Children in Care and Care Leavers 2024 to 2027 - Dorset Council](#)
 - [Birth to Settled Adulthood \(B2SA\) - Dorset Council](#)
- **JSNA Evidence**
 - **Childhood Health:** Dorset's children generally have good health outcomes, but significant inequalities emerge early in life. The JSNA highlights that in 2023/24, only 71% of children aged 2 to 2.5 years achieved a good level of development, which is below the England average, while 67.4% of children achieve a good level of development by the end of Reception, matching the national average. Childhood health challenges include 24.7% of Reception-aged children being overweight or obese, 14.4% of 5-year-olds experiencing visible dental decay, and declining childhood vaccination rates, with only 67.4% of children in care up to date with immunisations.
 - **Education, Skills & Learning:** While overall school readiness in Dorset is 67.4%, achievement falls to just 46% for children eligible for Free School Meals (FSM), demonstrating a substantial disadvantage gap. School attendance also remains a concern, with 7.9% of half-day school sessions missed in 2023/24, significantly higher than pre-pandemic levels and above national trends.
 - **Childhood Vaccinations:** Vaccination uptake in Dorset has been declining, with coverage for school-age children at or below the England average, and immunisation rates for children in care notably low, with only 67.4% up to date in 2023/24.
 - **Oral health and obesity:** 24.7% of Reception children are overweight or obese, with the prevalence remaining persistently higher in more deprived areas. Furthermore, 14.4% of 5-year-olds had visually obvious dental decay in 2023/24, and hospital admissions for dental decay and gum disease have been increasing.
 - **Maternal and infant health:** On a positive note, infant mortality is similar to the national average, and Dorset performs well in early nutrition, with 75.8% of babies receiving a first breast milk feed compared to the national average of 71.9%.

Live Well

- **Outcome:** People can live healthy, fulfilling and independent lives, with support in the community to improve wellbeing.
- **Ambition:** People live healthier lives for longer and health inequalities are reduced.
- **Strategic Focus:**
 - Adults' prevention
 - Reducing health inequality gaps
 - Healthy lifestyles
 - Learning disabilities
- **Measures:**
 - Making healthy life choices (smoking, physical activity, alcohol harm rates)
 - Rates of preventable long-term conditions
 - Adult mental health wellbeing scores
 - Improved community cohesion
- **Delivery group programmes:**
 - LiveWell Dorset
 - Neighbourhood Health
 - Physical Activity
- **Relevant policies and strategies:**
 - [Public health vaping position statement](#)
 - [Physical Activity Strategy](#)
- **JSNA Evidence:**
 - **Life expectancy gaps:** Although Dorset generally has high life expectancy, there is a clear social gradient. There is a life expectancy gap of 4.9 years for men and 3.2 years for women between the most and least deprived areas, driven heavily by heart disease, cancer, and circulatory diseases. Furthermore, men in Dorset experience poor health for around 17 years of their lives, and women for 20 years.
 - **Preventable lifestyle factors:** Across Dorset, 62.4% of adults are overweight or obese, and 22% are physically inactive. While smoking prevalence is 9.9% overall, it is disproportionately higher among adults in routine and manual occupations (19.5%) and those with long-term mental health conditions (20.9%). Social isolation and loneliness also remain significant factors affecting wellbeing, particularly in rural communities.
 - **Rising multiple long-term conditions (LTCs):** Over 150,000 residents live with two or more long-term conditions. For example, 19% of patients have hypertension (with many more undiagnosed), which often presents alongside co-morbidities like depression and diabetes.

Age Well

- **Outcome:** Older people live independently, with dignity and choice, supported to stay well in their own homes and communities.
- **Ambition:** Residents experience joined-up health and social care services at a neighbourhood level.
- **Strategic Focus:**
 - Ageing at home
 - Dignity
 - Frailty prevention
- **Measures:**
 - Healthy life expectancy
 - People remaining independent in their community for longer, reducing engagement with NHS and social care
 - Social isolation and loneliness metrics older adults
 - Dementia diagnosis rates and support quality
 - Trips and falls avoidance
- **Delivery group programmes:**
 - Neighbourhood Health
 - LiveWell Dorset
 - Age Friendly Dorset
 - Future Care
 - Better Care Fund
 - Thriving Communities
- **Relevant policies and strategies:**
 - [A Better Life for Adults in Dorset 2023 to 2028](#)
 - [A Better Life for Carers in Dorset 2023 to 2028](#)
 - [Nutritional Care Strategy](#)
 - [Dorset's Extra Care Housing Strategic Statement 2024 to 2039](#)
- **JSNA Evidence:**
 - **Our Population:** Dorset has one of the oldest populations in the country and is ageing further. By 2028, around 33% of residents will be aged 65 and over. Currently, approximately 10% of people aged over 60 are frail, meaning they are less able to cope with illness or everyday challenges due to declining physical, mental or social resilience. Over a third of those aged 85+ experience significant ill health or disability that restricts daily living.
 - **Reliance on unpaid carers:** Nearly 10% of the population (35,505 people) provide unpaid care. Current pressures on public services mean reliance on these carers is growing, yet people providing high levels of unpaid care are more likely to report poor health themselves.

Healthy Places

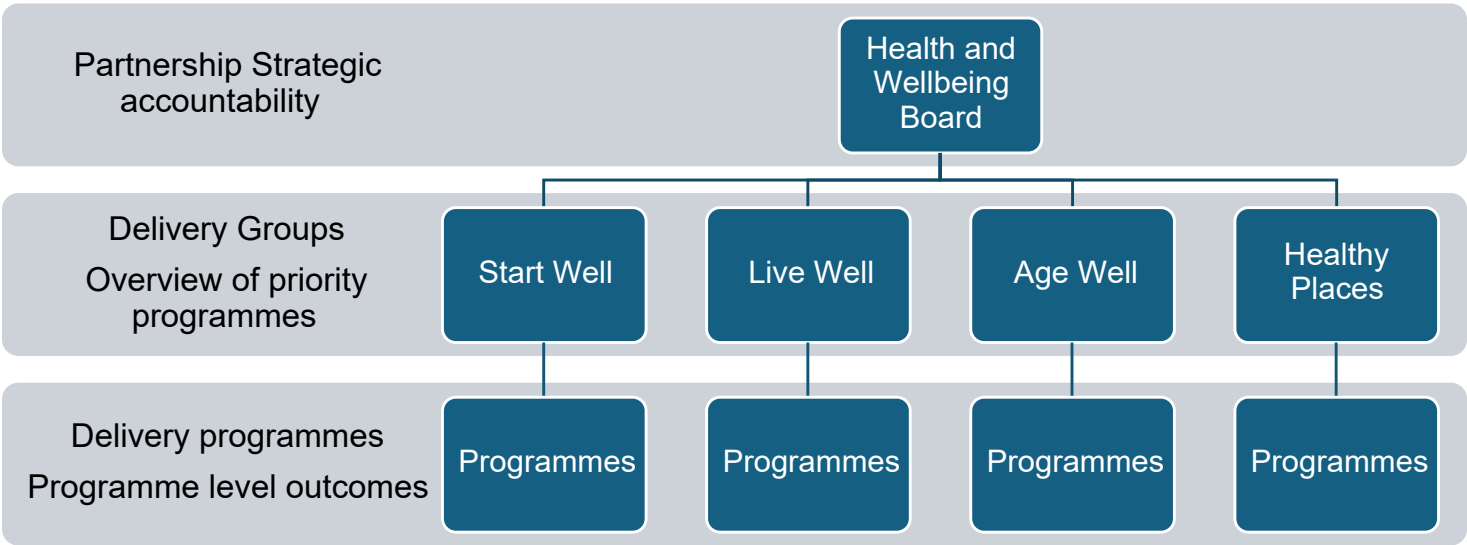
- **Outcome:** Our neighbourhoods are safe, inclusive and connected, with access to nature, making healthy living easier for everyone.
- **Ambition:** People feel safe and included in their local community and are satisfied with their local area as a place to live.
- **Strategic Focus:**
 - Environment and setting
 - Air quality
 - Access to green/blue spaces
 - Active travel
 - Physical activity
 - Community safety
- **Measures:**
 - Residents with easy access to quality outdoor, community, recreation and leisure spaces, within a 15-minute walk
 - Perceptions of safety and local community strength
 - Physical activity groups
 - Fuel poverty rate
- **Delivery group programmes:**
 - Thriving Communities
 - CAN
 - South Walks
 - Active 4 Health
 - Movement for Movement
 - Live Well Dorset
- **Relevant policies and strategies:**
 - [Community Safety Plan \(CSIP\) 2020 to 2026 \(2024 refresh\)](#)
 - [Bournemouth, Poole and Dorset Local Transport Plan 3](#)
 - [Natural Environment, Climate and Ecology Strategy 2023 to 25 Refresh](#)
 - [Housing Strategy January 2024 to January 2029 - Dorset Council](#)
- **JSNA Evidence:**
 - **Environment:** Rurality presents a significant challenge for Dorset residents. The county has 51 Lower Layer Super Output Areas (LSOAs) that fall within the 20% most deprived areas nationally for access to housing and essential services. Dorset's transport score in the Thriving Places Index is below average due to this car reliance and long travel times to services. Long travel distances, limited public transport and reliance on private vehicles can restrict access to healthcare, employment and community support.
 - **Deprivation:** Around 10% of Dorset households (approximately 17,800 households) experience fuel poverty, while the cost-of-living crisis is increasing financial hardship, reliance on foodbanks and health inequalities. Deprivation is strongly associated with poorer physical health, lower educational attainment and reduced life expectancy. For instance, cold, inefficient homes contribute to respiratory illness, frailty, and falls, particularly among older adults.
 - **Social isolation:** The JSNA highlights that social isolation and loneliness have detrimental effects on physical and mental wellbeing. Due to rural barriers, residents have expressed a strong need for localised access to services through community hubs and outreach clinics, as long travel distances negatively impact those without transport.

Leadership and Accountability

The Health and Wellbeing Board is responsible for providing strategic oversight and accountability for the outcomes and overarching aims. It will do this by strengthening the partnership, a commitment to working closer with our communities, and using data and insights in planning and decision making. The board will ensure that its business supports the achievement of the outcomes.

The board will hold itself to account through an annual review and refresh process, assessing and measuring progress towards the strategic outcomes and updating the direction for the following year. There will be ongoing engagement sessions at least annually to ensure the outcomes reflect the needs of residents and partners.

While the Health and Wellbeing Board will provide strategic leadership and oversight, delivery of the strategy will be overseen by delivery groups aligned with the four outcomes. The delivery groups will be responsible for coordinating priority programmes and will report progress to the Health and Wellbeing Board to prompt discussion and development, allowing reflection and learning so the strategic outcomes can be refined over time.



Delivery model

The delivery groups will incorporate these key features in how the delivery will be managed (developed in the engagement sessions):

- Data-Informed but Community-Shaped
- Community-led and co-produced
- Services closer to home
- Local decision-making
- Neighbourhood health models
- Community hubs and local access points
- Integrated Neighbourhood Teams as a key delivery mechanism
- Coordinated not duplicated efforts
- Align and join up, so everyone works towards shared outcomes

Implementation

The four delivery groups aligned to the outcomes Start Well, Live Well, Age Well and Healthy Places, will be the main mechanism for coordinating implementation of the major delivery programmes. They will report progress and risks back to the Board at each meeting. These groups are effectively the place-based partnership where the work will get done.

The groups will provide a structure for joining up activity, identifying opportunities for collaboration and ensuring delivery contributes to shared outcomes. Working together Dorset Council, NHS partners, VCSE organisations and communities will support integrated care and neighbourhood-based models of delivery, creating a collaborative system focused on prevention and improved outcomes for residents.

The delivery groups will be led by senior officers in the partnership. Membership will be dependent on the scope of the programmes within them and will evolve as the work progresses. The groups are expected to be partnership based representing the health and care system.

The delivery groups will be responsible for overseeing the main programmes and developing detailed performance measures, avoiding duplication of work.

These groups do not necessarily own the work of the delivery programmes but provide a clear reference point to join up related work, understand the added value of aligning partnership work and focus on the most important programmes that contribute to achieving strategic outcomes. Where there is a strong connection with work managed elsewhere, it helps to have awareness and understanding so that the Health and Wellbeing Board can support, advocate and champion relevant programmes.

A living strategy (Test, Learn, and Grow)

The strategy is intended to be a living document, providing a framework for the board to use a test, learn and adapt approach to assess impact, success, and identify areas for improvement. This includes building evidence as work develops, improving measures, and learning from good practice in other places. The board will promote discussion and development, allowing reflection and learning from good practice elsewhere so the strategic outcomes can be refined over time.

The strategy is not intended to cover everything we do across the partnership but will focus on key strategic priorities that deliver the agreed outcomes, with an awareness and connection to related work overseen elsewhere in the system.

The strategic outcomes reflect broad long-term measures while the delivery groups will develop more specific and short term measures. These will reflect both health outcomes and wider community outcomes.

The Health and Wellbeing board will hold an annual review of the strategy and the outcomes, which will allow assessment of progress, celebrating success and identifying where further attention is needed for the following year. The annual review process will also enable the strategic outcomes to be adapted to meet changes in context and goals.

The conditions for success are to maintain engagement, keep partners on track, include all relevant programmes from constituent organisations in the delivery groups' scope of work.

Opportunities for system work

The strategy provides an opportunity to align activity and join up efforts, recognising that organisations in the system are already working in the same themes. The health and wellbeing board with its coordinated delivery groups will help prevent duplication and ensure everyone is working towards shared outcomes, coming together through the board to discuss and debate progress.

Some key opportunities for joined up system working can be achieved through this strategy, these have been identified by system leaders and are as follows:

- **Community Data and Intelligence:** Consolidate community data and insights from various sources, including JSNA, DiiS, and community conversations, to inform commissioning and support local decision-making. Include new needs assessments from housing, and supported housing into our system planning to help prioritise housing to those who will benefit most.

- **Align outcomes to key system programmes**, through an updated Health and Wellbeing Strategy. Stand up delivery groups for starting well, living well, ageing well and healthy places (as per last Dorset HWB).
- **Develop an integrated commissioning strategy** that aligns Dorset Council changes, with joint commissioning opportunities with health (children's, Better Care Fund, person-centred frameworks). This to include how we maximise return of spend to build community wealth and increase social value as anchors.
- **Physical Assets and Estates:** Strategic importance of reviewing and repurposing physical assets, including releasing underused buildings for housing or other community uses, and coordinating asset management between Dorset Council and NHS partners. Develop high-quality third spaces for work with our communities.
- **Develop clear prevention offer** that can wrap around the Neighbourhood Health developments. This includes provision of effective voluntary sector support, through Thriving Communities, and council services to build health improvement capacity, like LiveWell Dorset.
- **Join up the learning from Future Care, Better Care Fund schemes, Neighbourhood Health into** a place operational model that embeds prevention approaches, keeps people away from high-cost services, and living well in communities for longer. Address the future workforce needs of this model through change programmes like the Weymouth Multiversity proposal.

Appendix

Stakeholder Engagement and Insights

We took a deliberative approach to developing the strategy with input from partners and stakeholders. We held four sessions to discuss the key elements and gain insight which formed the basis for this strategy. We also looked at previous insights from residents and stakeholders in relation to health and care services, to avoid duplication of engagement.

Across the stakeholder workshops, there was consistent support for a strategy that:

- **Focuses on what matters to residents**, quality of life, independence and wellbeing.
- **Prioritises prevention and early intervention**, helping people stay well for longer and building resilience.
- **Strengthens communities**, investing in local capacity and VCSE partners.
- **Addresses the wider determinants of health**, including housing, employment, transport, environment and social inclusion.
- **Creates simpler, more joined-up services**, with shared outcomes, clear accountability and a "No Wrong Door" approach.

Overall, there was a clear message that delivery should build on existing programmes that share common characteristics: prevention, community-based support, holistic approaches and trusted local relationships. Participants also highlighted the need for stronger governance, better data sharing, improved collaboration across organisations, and success measures that focus on outcomes such as quality of life, belonging, purpose and community connection.

NHS Dorset Insight review

NHS Dorset carried out a review in 2025 of recent engagement reports to consolidate findings of what people are telling us in the health and care system. It is important not to duplicate engagement already done, provided it is still relevant, and it is important to reflect the views and priorities of our communities in the strategy. The overall themes were identified as follows:

- Integration and joined up working
- Voluntary and community sector and social connection
- Prevention and early help
- Inequalities and inclusion
- Digital inclusion and choice
- Mental health and wellbeing
- Access and barriers to services
- Communication and information
- Workforce and relationships
- Wider determinants of health

JSNA forward plan (agreed at HWB March 26)

- **26/27:**
 1. Work and Health
 2. Healthy Life Expectancy
 3. Annual Narrative update
- **27/28:**
 4. Prevention across the life course
 5. Community voices and local insight
 6. Annual Narrative update Notes
- **Longer term:**
 7. Integration and service transformation
 8. Community wellbeing

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People and Health Overview Committee Work Programme

Meeting Date: 2 November 2026

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Health and Wellbeing Strategy Update	Review of the developing Health and Wellbeing Strategy	Sam Crowe – Executive Director of Housing, Prevention and Communities Cllr Steve Robinson – Cabinet Member for Adult Social Care and Health	

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Meeting Date: 18 January 2027

Report Title	Aims and Objectives	Lead Officers / Members	Other Information

Meeting Date: 19 April 2027

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
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Update on the Housing Standards and Tenants Rights Enforcement Policy		Steven March – Service Manager for Housing Standards Cllr Gill Taylor – Cabinet Member for Housing and Homelessness	Following consideration by Overview and Cabinet, a decision was made to report an update back to the Overview Committee within a year of the policy's operation.

Unscheduled Committee Items

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Review of Financial Assessment and Care Contributions policy	The policy was due to be reviewed and in order to update the policy in line with some legal challenges to the Care Act 2014 since its implementation. In doing so we have also amalgamated the Financial Assessment and Care Contributions policy and the Deferred Payment Agreement policy as the two impact significantly on each other.	Nicola Fowler – Financial Assessment Team Manager Steve Robinson – Cabinet Member for Adult Social Care and Health Simon Clifford – Cabinet Member for Finance and Resources	
New Models of Housing – Homes Dorset and Settled Lease Accommodation		Cllr Gill Taylor – Cabinet Member for Health and Housing	

Informal Work of the Committee:

Date	Topic	Format	Members	Lead Officers / Members	Other Information
TBC	Bridport Reablement Centre	Online briefing	People and Health Overview Committee	Phil Hornsby – Programme Lead	

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The Cabinet Forward Plan - November 2026 to February 2027

(Publication date – 6 OCTOBER 2026)

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 -

- 1a) 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
- 1b) 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 2026/27

Nick Ireland	Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding
Richard Biggs	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets
Jack Jeanes	Place Services
Shane Bartlett	Planning and Planning Enforcement
Simon Clifford	Resources & Finance
Matt Bell	Public Health, Prevention & Communities
Steve Robinson	Adult Social Care & Health
Clare Sutton	Children, Families & Education
Gill Taylor	Housing & Homelessness
Ben Wilson	Transformation, Customer & Workforce

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
2026					

November 2026

September 2026 (period 6) financial management report 26/27 Key Decision - No Public Access - Open To consider the period 6 financial management report 2026/27.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Resources and Finance	<i>Sean Cremer, Director - Resources (Section 151 Officer)</i> <i>sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer</i> <i>sian.hedger@dorsetcouncil.gov.uk</i> Director - Resources (Section 151 Officer)
Medium Term Financial Plan (MTFP) and budget strategy Key Decision - Yes Public Access - Open Medium Term Financial Plan (MTFP) and budget strategy.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Resources and Finance	<i>Lee House, Service Manager for Finance</i> <i>lee.house@dorsetcouncil.gov.uk</i> Director - Resources (Section 151 Officer)
Parking Review and Strategy Key Decision - Yes Public Access - Open To consider the Parking Strategy for Dorset Council.	Decision Maker Cabinet	Decision Date 10 Nov 2026	Place and Resources Overview Committee 9 Jul 2026	Cabinet Member for Place Services	<i>David Rosselli, Transport & Parking Strategy Lead</i> <i>david.rosselli@dorsetcouncil.gov.uk, Jack Wiltshire, Corporate Director for Highways and Engineering</i> <i>jack.wiltshire@dorsetcouncil.gov.uk</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
					<i>l.gov.uk Executive Director - Economy and Environment (Jan Britton)</i>
Dog Related Public Space Protection Order 2027 Key Decision - Yes Public Access - Open A Cabinet decision is required whether to approve the New Order, following recommendations report from the Place and Resources Overview Committee on 1 Oct 2026.	Decision Maker Cabinet	Decision Date 10 Nov 2026	Place and Resources Overview Committee 1 Oct 2026	Cabinet Member for Public Health, Prevention & Communities	<i>Janet Moore, Service Manager for Environmental Protection Janet.Moore@dorsetcouncil.gov.uk Executive Director - Housing, Prevention and Communities (Sam Crowe)</i>
Transformation Update Key Decision - No Public Access - Open Update on transformation portfolio delivery, benefits realisation, portfolio performance and investment position.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Transformation, Customer & Workforce	<i>Nina Coakley, Head of Transformation and Design nina.coakley@dorsetcouncil.gov.uk Executive Director - Modernisation and Customer Delivery (Lisa Cotton)</i>
Shillingstone Parish Neighbourhood Plan Review Key Decision - No Public Access - Open Item relating to “making (adoption) of the neighbourhood plan review following receipt of the examiner’s	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Planning and Planning Enforcement	<i>Ed Gerry, Community Planning Manager ed.gerry@dorsetcouncil.gov.uk Executive Director - Economy and Environment (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
report.					
Care Dorset Annual Performance Report Key Decision - Yes Public Access - Open To receive and note the Care Dorset Annual Performance Report.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Adult Social Care & Health	<i>Lindsey Watson, Senior Democratic and Governance Officer</i> <i>lindsey.watson@dorsetcouncil.gov.uk</i> <i>Director - Adult Social Care (Julia Ingram)</i>
Proposed Procurement of Dredging Services for Bridport (West Bay) Harbour Report Key Decision - Yes Public Access - Open Annual maintenance dredging is required at Bridport (West Bay) Harbour to maintain safe navigable depths and support the continued operation of the harbour. It is proposed to procure a five-year contract for annual dredging from 2027 to 2031, with an estimated total value of between £800,000 and £1 million. Due to the anticipated total contract value, Cabinet approval is required before the procurement process can commence. The five-year contract is the preferred	Decision Maker Cabinet	Decision Date 10 Nov 2026	Harbours Committee 2 Sep 2026 Advisory	Cabinet Member for Place Services	<i>Ed Carter, Harbours Manager & Weymouth Harbour Master</i> <i>ed.carter@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (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
approach. However, if it is not practicable to complete that procurement in time for the March 2027 dredging campaign, approval will also be sought to procure a single-year contract for 2027 as an interim measure.					
Chesil Cove Seawall Improvement Key Decision - Yes Public Access - Open The Chesil Cove seawall is suffering from degradation and has reached the end of its serviceable life. The preferred option identified through the Outline Business Case (OBC) comprises refurbishment and strengthening of the existing seawall to prevent undermining and dissipate wave energy.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Matthew Penny, Service Manager - Flood & Coastal Erosion</i> matthew.penny@dorsetcouncil.gov.uk <i>Executive Director - Economy and Environment (Jan Britton)</i>
Highways Capital Programme Strategy Key Decision - Yes Public Access - Open Set out the proposed multi-year highways capital programme, including major improvement and structural maintenance schemes and arrangements for approving expenditure.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Place Services	<i>Jack Wiltshire, Corporate Director for Highways and Engineering</i> jack.wiltshire@dorsetcouncil.gov.uk <i>Executive Director - Economy and Environment (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
Safeguarding Families Together Approach Key Decision - Yes Public Access - Open Cabinet endorsement of safeguarding families together approach and approval of commissioning expenditure.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Children, Families & Education	Tracey Old, Strategic Commissioner tracey.old@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)
LiveWell Dorset digital Procurement Key Decision - Yes Public Access - Fully exempt Key decision about procurement of the LiveWell Dorset CRM and CMS	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Public Health, Prevention & Communities	Jane Horne, Consultant in Public Health jane.horne@dorsetcouncil.gov.uk Executive Director - Housing, Prevention and Communities (Sam Crowe)
Proposed expansion of waste depot Key Decision - Yes Public Access - Part exempt A proposal to acquire land for expansion of waste depot to meet operational need.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	Matthew Boulter, Head of Fleet and Waste Operations matthew.boulter@dorsetcouncil.gov.uk, Carly Field, Service Manager - Strategic Asset Management carly.galloway@dorsetcouncil.gov.uk Executive Director - Economy and Environment (Jan Britton)
Dorset Council - Procurement of Hotel and Guest House Managing Agents Key Decision - Yes	Decision Maker Cabinet	Decision Date 10 Nov 2026		Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	Julian Wain, Strategic Property Advisor Julian.wain@dorsetcouncil.gov.uk Executive Director -

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Public Access - Part exempt Report seeking approval to award the contract for the management of Dorset Council Hotel and Guest Houses following the recent procurement.					<i>Economy and Environment (Jan Britton)</i>
Asset Disposals and Transfers Update Key Decision - Yes Public Access - Part exempt A progress update on asset disposals and transfers.	Decision Maker Cabinet	Decision Date		Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Carly Field, Service Manager - Strategic Asset Management</i> <i>carly.galloway@dorsetcouncil.gov.uk, Jay Ridsdale, Transfers and Disposals Manager</i> <i>jay.ridsdale@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
December 2026					

Review of Financial Assessment and Care Contributions Policy Key Decision - Yes Public Access - Open The policy was due to be reviewed and to update the policy in line with some legal challenges to the Care Act 2014 since its implementation. In doing so we	Decision Maker Cabinet	Decision Date 8 Dec 2026	People and Health Overview Committee 2 Nov 2026	Cabinet Member for Resources and Finance, Cabinet Member for Adult Social Care & Health, Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	<i>Nicola Fowler, Financial Assessments Team Manager</i> <i>nicola.fowler@dorsetcouncil.gov.uk</i> <i>Director - Resources (Section 151 Officer)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
have also amalgamated the Financial Assessment and Care Contributions policy and the Deferred Payment Agreement Policy and the two impact significantly on each other.					
Rights of Way Improvement Plan (ROWIP) Key Decision - Yes Public Access - Open To consider the adoption of the Rights of Way Improvement Plan	Decision Maker Cabinet	Decision Date 8 Dec 2026	Place and Resources Overview Committee 19 Nov 2026	Cabinet Member for Place Services	<i>Russell Goff, Senior Ranger russell.goff@dorsetcouncil.gov.uk Executive Director - Economy and Environment (Jan Britton)</i>
Mid year performance update Key Decision - No Public Access - Open To provide an update on mid-year progress in council plan delivery and broader organisational health.	Decision Maker Cabinet	Decision Date 8 Dec 2026		Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	<i>Liz Crocker, Head of Strategy liz.crocker@dorsetcouncil.gov.uk, Chris Heighway, Performance and Analytics Team Manager chris.leighway@dorsetcouncil.gov.uk Chief Executive</i>
Adult Directorate CQC Inspection Findings and Improvement Plan Key Decision - No Public Access - Open To provide Cabinet with an overview of the recent CQC inspection of Adult Services and the directorates ambitions for improvement.	Decision Maker Cabinet	Decision Date 8 Dec 2026	People and Health Overview Committee 30 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Amy-Jane White, Quality Assurance and Programme Lead amy-jane.white@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Wareham Arc Landscape Recovery Key Decision - Yes Public Access - Open Wareham Arc Landscape Recovery is a well-developed proposal for a 20 year, Defra-funded programme of landscape transformation for nature in the West Purbeck, Lytchett Matravers & Upon, Southeast Purbeck and Wareham wards.	Decision Maker Cabinet	Decision Date 8 Dec 2026		Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	<i>Tom Munro, Dorset National Landscape Manager</i> <i>tom.munro@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
Weymouth 2040 Regeneration Programme Key Decision - Yes Public Access - Part exempt A progress report on the Weymouth 2040 Regeneration Programme.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Matthew Piles, Strategic Director - Weymouth 2040</i> <i>matthew.piles@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
Rough Sleeper grant agreements Key Decision - Yes Public Access - Fully exempt To approve the award of grant agreements to organisations providing support to rough sleepers.	Decision Maker Cabinet	Decision Date 8 Dec 2026		Cabinet Member for Housing and Homelessness	<i>Paul Derrien, Housing Enabling and Delivery Manager</i> <i>paul.derrien@dorsetcouncil.gov.uk</i> , <i>Melissa Johnson, Programme Manager</i> <i>melissa.johnson@dorsetcouncil.gov.uk</i> <i>Executive Director - Housing, Prevention and Communities (Sam Crowe)</i>
February 2027					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Crisis and Resilience Fund Key Decision - Yes Public Access - Open The policy to back up the Crisis and Resilience Fund Governance.	Decision Maker Cabinet	Decision Date 2 Feb 2027		Cabinet Member for Public Health, Prevention & Communities	<i>Laura Cornette, Business Partner - Communities and Partnerships</i> <i>Laura.cornette@dorsetcouncil.gov.uk</i> <i>Executive Director - Modernisation and Customer Delivery (Lisa Cotton)</i>
December 2026 Quarter 3 financial management plan 2026/2027 Key Decision - No Public Access - Open To consider the Quarter 3 financial management plan 2026/27.	Decision Maker Cabinet	Decision Date 2 Feb 2027		Cabinet Member for Resources and Finance	<i>Sean Cremer, Director - Resources (Section 151 Officer)</i> <i>sean.cremer@dorsetcouncil.gov.uk</i> , <i>Sian Hedger, Deputy s151 Officer</i> <i>sian.hedger@dorsetcouncil.gov.uk</i> <i>Director - Resources (Section 151 Officer)</i>
Budget & Medium term financial plan strategy report (MTFP) Key Decision - Yes Public Access - Open To consider the medium Term Financial (MTFP) and budget strategy.	Decision Maker Dorset Council	Decision Date 11 Feb 2027	Cabinet 2 Feb 2027	Cabinet Member for Resources and Finance	<i>Sean Cremer, Director - Resources (Section 151 Officer)</i> <i>sean.cremer@dorsetcouncil.gov.uk</i> , <i>Sian Hedger, Deputy s151 Officer</i> <i>sian.hedger@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer</i>

Private/Exempt Items for Decision

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

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

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Shareholder Committee for the Dorset Centre of Excellence (DCOE) Forward Plan September to December 2026 (Publication date – 12 AUGUST 2026)

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 2026/27

Cllr Nick Ireland – Leader of the Council and Cabinet Member for Climate, Communications, Performance and Safeguarding
Cllr Richard Biggs – Deputy Leader of the Council and Cabinet Member for Regeneration, Economic Growth and Strategic Assets
Cllr Simon Clifford – Cabinet Member for Resources and Finance
Cllr Clare Sutton – Cabinet Member for Children, Families and Education
Cllr Gill Taylor – Cabinet Member for Housing and Homelessness

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
September 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 14 Sep 2026	Cabinet Member for Children, Families & Education	<i>Executive Director - Children's Services (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 14 Sep 2026	Cabinet Member for Children, Families & Education	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning ross.bowell@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)</i>
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt To provide an update of the	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 14 Sep 2026	Cabinet Member for Children, Families & Education	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (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.				
December 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 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Executive Director - Children's Services (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 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning ross.bowell@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
DCE - 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 (DCE)	Decision Date 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)</i>
Annual Performance Report Key Decision - No Public Access - Open To consider the Coombe House Annual Performance Report.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCE)	Decision Date 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (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 June	Leader and Cabinet Member for Climate, Communications, Performance & 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 December	Cabinet Member for Children, Families & Education	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)</i>

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.



Shareholder Committee for Care Dorset Holdings Ltd Forward Plan - November 2026 to March 2027 (Publication date – 22 OCTOBER 2026)

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 2026/27

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

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

Cllr Steve Robinson – Cabinet Member for Adult Social Care and Health

Cllr Gill Taylor – Cabinet Member for Housing and Homelessness

Cllr Ben Wilson – Cabinet Member for Transformation, Customer and Workforce

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
November 2026				
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 23 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Director - Adult Social Care (Julia Ingram)</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 23 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Sarah Sewell, Head of Commissioning - Adults Care and Support sarah.sewell@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</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 23 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
March 2027				
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 15 Mar 2027	Cabinet Member for Adult Social Care & Health	<i>Director - Adult Social Care (Julia Ingram)</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 15 Mar 2027	Cabinet Member for Adult Social Care & Health	<i>Sarah Sewell, Head of Commissioning - Adults Care and Support sarah.sewell@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</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 15 Mar 2027	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Care Dorset Annual Business Plan Key Decision - Yes Public Access - Fully 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 15 Mar 2027	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Annual Reports

Care Dorset Annual Business Plan (March) Key Decision - Yes Public Access - Fully 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 & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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, Communications, Performance & 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 - No 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 & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>
Annual report and Year end accounts (June) Key Decision - No 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 & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>

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.