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Place and Resources Scrutiny Committee

Date: Thursday, 25 June 2026
Time: 6.30 pm
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)
Nocturin Lacey-Clarke (Chair), Craig Monks (Vice-Chair), Alex Brenton, Barrie Cooper, Alex Fuhrmann, Jack Jeanes, Louie O'Leary, David Shortell, David Tooke and Carl Woode

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

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

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

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Agenda

Item **Pages**

1. APOLOGIES

To receive any apologies for absence.

2. MINUTES 5 - 10

To confirm the minutes of the meeting held on 30 April 2026 and 21 May 2026.

3. DECLARATIONS OF INTEREST

To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.

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

4. PUBLIC PARTICIPATION

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

All submissions must be emailed in full to antony.nash@dorsetcouncil.gov.uk by 8.30am on 22 June 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-amble to set the context.
- It must be a single question and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to 3 minutes to present your question.
- when submitting a question please indicate who the question is for (e.g., the name of the committee or Portfolio Holder)
- Include your name, address, and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.
- all questions, statements and responses will be published in full within the minutes of the meeting.

5. QUESTIONS FROM COUNCILLORS

To receive questions submitted by councillors.

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

The submissions must be emailed in full to antony.nash@dorsetcouncil.gov.uk by 8.30am on 22 June 2026

Dorset Council Constitution – Procedure Rule 13

6. 2025/26 QUARTER 4 PERFORMANCE REPORT 11 - 20

To receive the report from the Strategic Performance Intelligence & Risk Lead

7. EMERGENCY RESPONSE TO FLOODING INCIDENTS IN DORSET (STORM CHANDRA) 21 - 34

To Receive the report from the Service Manager for Assurance.

8. TRANSFORMATION UPDATE 35 - 50

To receive the report from the Head of Transformation and Design.

9. ACTIVE TRAVEL 51 - 62

To receive the report from the Principal Transport Planner.

10. PLACE AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME 63 - 66

To review the Place and Resources Scrutiny Committee Work Programme.

11. EXECUTIVE ARRANGEMENTS FORWARD PLANS 67 - 98

To review the Executive arrangement forward plans.

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

12. URGENT ITEMS

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

13. 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.

Dorset Council

PLACE AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 21 MAY 2026

Present: Cllrs Nocturin Lacey-Clarke (Chair), Alex Brenton, Barrie Cooper and Louie O'Leary

Present remotely: Cllr Ray Bryan

Apologies: Cllrs Craig Monks, Alex Fuhrmann, Jack Jeanes and David Tooke

Also present remotely: Gemma Haydock (Emergency Mgt & Resilience Officer)

Officers present (for all or part of the meeting):
Jonathan Mair (Director - Assurance (Monitoring Officer)), Antony Nash (Senior Democratic & Governance Services Officer) and Marc Eyre (Service Manager for Assurance)

1. **Minutes**

   The minutes of the previous meeting were to be agreed with the minutes from this meeting on 25 June 2026

2. **Declarations of interest**

   No Declarations of interest.

3. **Public Participation**

   There was no public participation.

4. **Questions from Councillors**

   There were no questions from councillors.

5. **Emergency Response to Flooding Incidents in Dorset (Storm Chandra)**

   This item was deferred to the meeting on 25 June 2026

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

   The Committee reviewed the work programme.

7. **Executive Arrangements Forward Plans**

The committee reviewed the forward plans.

8. **Urgent items**

There were no urgent items.

9. **Exempt Business**

There was no exempt business.

Duration of meeting: 6.30 - 6.37 pm

Chairman

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PLACE AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 30 APRIL 2026

Present: Cllrs Nocturin Lacey-Clarke (Chair), Ray Bryan (Vice-Chair), Barrie Cooper, Jack Jeanes, Craig Monks and Louie O'Leary

Apologies: Cllrs Alex Brenton, Alex Fuhrmann, David Tooke and Sarah Williams

Also present: Cllr Shane Bartlett, Cllr Nick Ireland, Cllr Peter Dickenson and Cllr Steve Robinson

Also present remotely: Cllr Jane Somper and Cllr Carole Jones

Officers present (for all or part of the meeting):
Jan Britton (Executive Director - Economy and Environment), Jonathan Mair (Director - Assurance (Monitoring Officer)), Lisa Cotton (Interim Executive Director - Modernisation and Customer Delivery), Steven Ford (Assistant Chief Executive), Chris Matthews (Head of Human Resources), Antony Nash (Senior Democratic & Governance Services Officer), Jack Wiltshire (Corporate Director for Highways and Engineering), James Ailward (Head of ICT Operations), Antony Bygrave (Senior Assurance Officer - Complaints), Liz Crocker (Head of Strategy), Marc Eyre (Service Manager for Assurance), Jenni Boddy (Senior Technical Systems Analyst) and Chris Heighway (Performance and Analytics Team Manager)

Officers present remotely (for all or part of the meeting):
Gemma Clinton (Corporate Director for Waste, Recycling and Resource Recovery)

62. **Minutes**

The minutes of the meeting on the 22 January 2026 were agreed as a correct record and signed by the Chair.

63. **Declarations of interest**

There were no declarations of interest.

64. **Public Participation**

There was no public participation.

65. **Questions from Councillors**

There were no questions from Councillors.

66. **2025/26 Quarter 3 Performance Report**

Strategic Performance Intelligence &Risk manager introduced the Quarter 3 Performance Report (October–December 2025), alongside the associated performance dashboard and strategic risks.

The discussion focused on understanding the context and interpretation of the data presented, alongside identifying areas of concern and opportunities for further scrutiny.

Highways Maintenance and Department for Transport Ratings
The Corporate Director Highways &Engineering introduced the context around the ratings in the report and discussion explored the Department for Transport (DfT) road maintenance ratings and the methodology behind them. It was clarified that the ratings were largely based on submitted data through transparency reports rather than direct assessment of road conditions. This led to concern that the ratings did not fully reflect the lived experience of road quality and may present an unfair comparison between authorities. It was also noted that some scoring elements related to how funding was reported and allocated, rather than actual network condition.

The discussion concluded that the current ratings were more reflective of reporting approaches and financial strategy than a true comparative measure of infrastructure quality.

Cyber Security Training Compliance
The Head of ICT Operations (CTO) introduced the performance measures and discussion highlighted that previously reported compliance levels had been affected by data inaccuracies. Following data cleansing and revised reporting methods, compliance figures had improved significantly.
It was acknowledged, however, that the improvement was largely attributable to better data rather than increased completion rates. The discussion explored the challenges of engaging all staff groups, particularly those without regular access to IT systems.
The approach to compliance enforcement was discussed, including the potential removal of system access for persistent non-compliance. There was also recognition that councillor engagement with training required clearer communication.

Workforce Performance – Sickness, Turnover and Agency Use
the Head of People and Workforce introduced the performance data in the report in relation to workforce indicators in the report.

For sickness absence, it was noted that increases were primarily driven by long-term absence affecting a relatively small proportion of staff. The difference between long-term and short-term absence was clarified, along with how averages can mask the concentration of absence within specific cohorts.
There was discussion about the causes of absence, including physical roles and work-related stress, and the extent to which these could be influenced by the organisation. The importance of prevention, wellbeing support, and understanding underlying causes was emphasised.
Further discussion explored the impacts of workplace conditions, including exposure to abuse in frontline roles, and the need to improve reporting and

protection measures. Consideration was also given to the use of body-worn cameras and vehicle recording equipment as part of safeguarding staff.

On turnover, it was noted that rates were above the target range, with increases linked to retirement and organisational change. The discussion highlighted the importance of improving exit interview processes to better understand reasons for leaving, while recognising the potential bias in voluntary feedback.
Succession planning was discussed in the context of an ageing workforce, including the need to retain knowledge and plan for future skills requirements.
Regarding agency expenditure, it was acknowledged that spending had reduced significantly from previous levels but had now stabilised. The discussion explored the balance between agency and permanent staff, noting that agency workers can provide flexibility but may reduce continuity.
There was also consideration of whether reliance on agency staff reflected underlying recruitment challenges, particularly in specialist areas, and whether there should be a clearer organisational position on the appropriate level of agency use.

DBS Compliance
The discussion confirmed that while the target for DBS compliance remained at 100%, shortfalls were typically due to delays in processing. Assurance was provided that risk mitigation measures were in place, including supervision of staff awaiting clearance, and no safeguarding issues had arisen as a result.

Performance Indicators and Dashboard
The Committee discussed the structure of the performance dashboard and the selection of key indicators. It was noted that while the dashboard provided a high-level overview, it did not always reflect the full scope of activity within larger service areas.
There was agreement on the value of refining indicators where necessary and including additional measures where they would provide meaningful insight, particularly in high-priority areas.

Strategic Risks
The discussion examined several key strategic risks and their implications for performance.
Focus was given to transformation programmes, where there was concern about the potential impact of insufficient resourcing. While it was confirmed that current delivery remained on track, the presence of a high-risk rating prompted discussion about the alignment between risk assessment and operational performance.
The Local Plan risk was discussed in the context of external dependencies, including delays in receiving national guidance and required evidence. It was acknowledged that some aspects of this risk were outside of the Council’s direct control.
The risk relating to business continuity planning generated discussion around whether the description accurately reflected current arrangements. It was noted that while plans and testing regimes were in place, the wording suggested a level of insufficiency that may not fully represent the current position.
The discussion emphasised the importance of clearly distinguishing between inherent risk and the effectiveness of mitigation measures.

The Committee used the discussion to identify areas for further detailed review reports which were workforce absence and wellbeing and waste management.

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

The Place and Resources Scrutiny Committee reviewed the work programme and suggested items for future meetings.

Suggested items for future meetings

Workforce Deep Dive (July)
Waste Collections (July)
Accessibility of Dorset Council Estate. (September)

68. **Executive Arrangements Forward Plans**

The Committee noted the Forward Plans.

69. **Urgent items**

There were no urgent items.

70. **Exempt Business**

There was no exempt business.

Duration of meeting: 6.30 - 8.16 pm

Chairman

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Place & Resource Scrutiny Committee

25 June 2026

2025/26 Quarter 4 Performance Report

For Review and Consultation

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

Local Councillor(s): **All**

Senior Leadership Team:
S Ford, Assistant Chief Executive, Chief Executive's Office

Report author and job title: Chris Heighway, Strategic Performance & Risk Lead
Email: chris.heighway@dorsetcouncil.gov.uk

Statutory Authority: N/A

Report status: Public

1. Executive summary

1.1 This report provides the Place & Resources Scrutiny Committee with an overview of key performance indicators, trajectories and exceptions for Quarter 4 of 2025/26 (January – March 2026).

1.2 The report highlights red-rated indicators and those amber indicators with a worsening direction of travel, supported by narrative context and identified improvement actions

1.3 The report builds on the Quarter 3 update presented on 30 April 2026 and invites members to identify future areas of performance focus to inform the extended performance discussion scheduled for 24 September.

2. Recommendations

2.1 That the committee:

- notes the Quarter 4 (January – March 2026) performance overview available via the performance dashboard, with an accompanying exceptions extract provided for Quarter 4 (**Appendix 1 and 2)**.
- considers the performance analysis presented within the dashboard and identified exceptions set out in the report, with a view to informing future areas of scrutiny focus ahead of the extended performance discussion at committee on 24 September.

3. Reason for the recommendations

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

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

4. The report

4.1 The Place and Resources scrutiny dashboard now includes Quarter 4 (January – March 2026) performance data, alongside historic trends where available, enabling Members to interrogate key metrics and emerging issues. The dashboard is publicly accessible via the following **link**.

4.2 At the Place and Resources Scrutiny Committee on 30 April 2026, Quarter 3 (October–December 2025) performance data was reviewed. The Committee also considered a highways and transport benchmarking report and examined red and amber-rated indicators where underperformance had persisted between Quarters 2 and 3, including cyber security and key workforce measures such as sickness absence, turnover, and Disclosure and Barring Service (DBS) compliance.

4.3 This discussion also identified areas for further detailed review. People and Workforce and Waste service deep dives have been provisionally scheduled for 30 July, while estate accessibility and the Strategic Asset Management Plan (SAMP) are included on the committee's forward plan for 24 September.

4.4 Between reporting periods, corrective actions have been progressed with the aim of improving performance indicator trajectories and addressing areas of sustained underperformance.

4.5 Quarter 4 performance remained broadly positive, with a strong overall position reflected in a significant proportion of measures achieving their target and a clear majority demonstrating stable or improving trends over time. While these categories assess different aspects of performance and are not directly cumulative, the overall picture indicates sustained performance stability and continued improvement across key areas of delivery.

4.6 Quarter 4 performance highlights strong delivery across key operational and place-based measures, with corporate compliance exceeding expectations, including 95.35% mandatory training completion (target 95%) and 92.88% return-to-work interviews (target 90). Highways, transport and planning services also performed strongly, with 99.27% of Category 1 defects made safe within 32 hours (target 95%) and 94.86% of inspections completed on time against a 90% target.

4.7 Quarterly performance reporting provides a comprehensive overview of progress against delivery of the Council Plan, with Quarter 4 representing the first full year of reporting and offering a year-end view across all priorities.

4.8 Performance across economic development, workforce investment and climate priorities remained strong, with 706 businesses supported (target 530), 10.66% of care leavers supported into employment pathways (target 10%), and continued progress on climate commitments, including 65% of the large goods vehicle fleet operating on low-emission fuels (target 60%) and 23,379 hectares engaged in nature recovery activity (target 20,000). The overall position is set out within the Council Plan performance dashboard, evidencing sustained delivery against Council Plan priorities.

4.9 In contrast, there are six red performance indicators (**appendix 1**), four with a worsening trajectory and two improving. There are also two amber indicators with a worsening trajectory (**appendix 2**).

Quarterly Performance Exceptions Extract 2025/26

4.10 The Quarter 4 (January – March 2026) performance data is available via the Performance Dashboard, with supporting exceptions extracts provided for Quarter 4 in **Appendices 1 and 2**.

- Appendix 1 provides Q4 red-rated indicators and council plan measures accompanied by narrative context and improvement actions.
- Appendix 2 presents Q4 amber-rated indicators, with a worsening direction of travel, also supported by narrative and improvement actions.

Strategic Risk update

4.11 The performance dashboard incorporates strategic risks to acknowledge their critical role in shaping and influencing overall performance. Strategic risks are those that, if realised, could have the most significant impact on delivering the council plan or other key organisational priorities. Strategic risks may be considered by the Scrutiny Committee within the context of performance.

4.12 It is important to note that the responsibility for assessing the adequacy of risk controls and management rests with the Audit and Governance Committee, which holds the authority to make recommendations on the effectiveness of the council's risk management arrangements.

4.13 In response to the discussion regarding strategic risks at April's Committee, and to provide clarity on Dorset Council's approach to risk management, an overview of key components is set out below to support consistent understanding.

4.14 Dorset Council's risk management framework does not seek to eliminate risk from organisational strategy or operations. Instead, it provides a structured approach to understanding risk exposure, prioritising risks in the context of our objectives and statutory duties, and supporting informed, consistent decision-making. This enables the Council to focus time and finite resources on those risks most likely to affect delivery for Dorset's residents.

4.15 Risks are articulated in a standardised format to ensure a shared and consistent understanding across services. Each risk is described using three components:

- Cause (e.g. due to, because of, as a result of)
- Risk event (what may or might happen)
- Impact (the consequence if the event occurs)

4.16 Risk scoring is used to prioritise, rather than precisely predict, risk exposure. Each risk is assessed against two dimensions:

- Impact – the scale of consequence should the risk materialise
- Likelihood – the possibility of occurrence based on current conditions

Quarter 1 2026/27 Performance Report

4.17 The next performance report, presenting Quarter 1 data, will be brought to the Committee on 24 September 2026.

5. Alternative options considered

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

6. Legal considerations

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

7. Financial implications

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

8. Natural environment, climate & ecology implications

8.1 The report does not have direct climate change implications.

9. Well-being and health implications

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

10. Other implications

10.1 None.

11. Risk implications

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

12. Equalities

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

13. Appendices

- Appendix 1 – Summary of Q4 performance exceptions (red RAG-rated measures) accompanied by narrative context and improvement actions.
- Appendix 2 - Summary of Q4 performance exceptions (Amber and ‘worsening’ RAG-rated measures) accompanied by narrative context and improvement actions.

14. Background papers

- Dorset Council's Strategic Performance Reporting Framework
- Place and Resources Scrutiny Committee Q3 Performance Update 30/04/2026
- Place and Resources Scrutiny Committee Q1 & Q2 performance update, 11/12/25

15. Report sign-off

This report has been through the internal report clearance process and has been signed off by the Director for Assurance and Governance (Monitoring Officer), the Director for Resources (Section 151 Officer) and the appropriate Portfolio Holder(s).

Appendix 1: Summary of council plan target measures and performance exceptions (red RAG-rated measures) – Place and Resources Scrutiny Committee, Quarter 4 2025/26 (January – March 2026)

Service Area	Indicator	RAG	Narrative
Council Plan	Reduce our emissions from staff travelling for business by at least 25% by 2029	RED	Following a decision to incorporate the pool car rental service into a wider corporate IT piece of work to renew the vehicle fleet workshop management IT system the work to improve and expand the e-pool car fleet has been put on hold. E-pool fleet expansion is the main part of the strategy for reducing emissions from staff travel. The delay means this target is unlikely to be hit by 2029.
Council Plan	Ensure our services are resilient to climate change by having climate adaptation plans for each service by March 2026	RED	This target has not been met due to staffing issues. A new climate resilience officer role was recently recruited to support completion of this work and has been in post since 20 April 2026. An initial risk assessment was undertaken of services, but this requires finalisation and consultation with services before it can be completed. A revised target date of Q4 2026/27 has been set for its completion.
Council Plan	Improve 300 miles of the Rights of Way network, making it more accessible to connect people's access to nature by 2030 (30 miles in last 10 years)	RED	5.85 miles of rights of way have been improved via resurfacing using external grant schemes in this quarter with 5 new gates installed/or stiles removing making approx. 6 miles of rights of way more accessible. Total 11.85. These outputs show an under delivery against an ambitious target, the increase in capital funding in FY26/7 will assist an increase in the amount and rate of ROW improvements.

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
People & Workforce	Average number of working days lost to sickness per FTE (12-month rolling data) – DC Overall	9.61	8.32	Red	Worsening	Overall sickness levels continue to rise. This is influenced by an increase in long-term sickness absence, with short-term absence remaining stable.
People & Workforce	Average number of working days lost to long term sickness per FTE (12-month rolling data) – DC Overall	5.44	4.28	Red	Worsening	Levels of long-term absence continue to rise. A more proactive approach to supporting managers with cases of long-term absence is being trialled within the People & Workforce Service, to ensure early intervention and proactive action is taken to support colleagues with a return to work or consider the likelihood of any return.
People & Workforce	Percentage of staff who have been DBS checked in job roles which require DBS clearance – DC Overall	99.44%	100%	Red	Improving	Whilst performance continues to sit below our target (100%), we have received a reasonable level of assurance of our DBS processes from SWAP following a recent audit.
People & Workforce	Number of staff RIDDOR reportable accidents – incl. schools (DC Overall)	12	5	Red	Worsening	A total of 12 incidents were recorded against a target of 5. This represents a notable increase against the same period last year (7 incidents in March 2025), effectively reversing the improvement achieved during mid-2025 when performance temporarily reached Green status. The current narrative recognises that this increase is likely influenced by a combination of factors, including a genuine rise in incident occurrence, improved reporting practices, and greater organisational awareness of RIDDOR criteria. While

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
						these improvements in reporting maturity are positive from a governance perspective, they also make it more difficult to determine the extent to which the increase reflects underlying safety performance versus enhanced compliance.
ICT Operations	Percentage of employees that are current with their mandatory cyber security training	81.71%	90%	Red	Improving	Although only a slight improvement has been observed, completion rates would typically be expected to decline at this time of year as staff take annual leave before year-end. However, it is likely that the change in reporting method has mitigated the impact of this seasonal behaviour on overall completion rates and will be observed in future reporting. Action to separate elected member records from that of staff to provide a more focussed position on completion rates. The annual reporting position shows the completion rate of courses at 85.11% for the April 2025 - March 2026 period.
Waste & Operations	Number of waste collections missed per 100,000 collections of household waste	1,818.11	800.00	RED	Worsening	During this reporting period a total of 110,667 missed collections were recorded equating to 1,818 missed collections per 100,000 households. 83,962 were due to operational reasons such as staff shortages and lack of suitable vehicles. The lack of suitable vehicle is mainly caused in the Ferndown area where glass could not be collected at the same time as the mixed recycling due to the vehicle which can collect 2 waste streams being unavailable. 20,711 were caused by external

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
						factors outside of our control including road closures, obstructive parking and extreme weather such as flooding.

Appendix 2. Summary of performance exceptions (Amber and 'worsening' RAG-rated measures) – Place and Resources Scrutiny Committee, Quarter 4 2025/26 (January – March 2026)

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
Finance & Commercial	Percentage of council tax collected (cumulative)	95.09	96.00	Amber	Worsening	Council tax collection rates have adjusted as more customers continue to choose the flexibility of paying over 12 instalments, using February and March as instalment dates. This approach helps households manage their budgets more effectively, particularly as current council tax levels can present challenges for some. However, the year-end position demonstrates being 0.91% off target.
Highways & Engineering	Percentage change in the number of parking transactions	-1.08	0.00	Amber	Worsening	The full year was slightly down on the previous year - 4.91m transactions this year compared to 4.96m in the previous year. Weather plays a big part in the number of transactions. We know from close monitoring (indicator PL-259) that parking machine availability is not an issue - parking machine availability (percentage of time that our machines were functioning correctly) was 99.90% across the year.

V2/26

Place and Resources Scrutiny Committee

25 June 2026

Emergency Response to Flooding Incidents in Dorset (Storm Chandra)

For Review and Consultation

Cabinet Member: Click or tap to enter a date.
Cllr M Bell, Public Health, Prevention & Communities

Local Councillor(s):

Senior Leadership Team:
J Mair - Director, Assurance and Governance

Report author and job title: Marc Eyre, Service Manager for Assurance
Email: marc.eyre@dorsetcouncil.gov.uk

Statutory Authority:

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

1. **Executive summary**

1.1 This report summarises Dorset Council's response to Storm Chandra and the subsequent ground water flooding, with a focus on the lessons learnt. For avoidance of doubt, this debrief report focuses solely on the Council's response to the flooding, not any remedial action. Full Council on 10 February announced additional flood prevention funding, and initiated a formal investigation into the flooding – a mix of statutory S19 site specific flood investigation reports alongside a wider strategic review covering the whole Dorset Council area. This was subject to a separate report being considered by Cabinet on 19 May 2026.

1.2 Exceptional rainfall, including Storm Chandra, led to widespread flooding that affected homes, businesses, roads and vital services. Many communities experienced significant disruption, and in some cases devastating impacts. Flooding from groundwater remained dominant across the Dorset central chalk band, with a rare Amber warning for ground water being declared by the EA on 31 January 2026 and remaining in place for a number of weeks.

1.3 Debriefing following response to incidents is a key part of the emergency planning cycle, with learnings fed into future planning and response. Responses of the magnitude of the Storm Chandra flooding are generally subject to a Dorset Council debrief, which then feeds into a wider Local Resilience Forum debrief. The focus of this report is Dorset Council's own debrief findings, identifying what went well, what didn't go so well, and what could we do better in future. This will hopefully provide the Committee with a worked example of how learnings are achieved and future service delivery improved.

2. **Recommendation(s)**

2.1 That the Place and Resources note the findings of the debriefing.

3. **Reason for the recommendation(s)**

3.1 To provide assurance over the Council's response, and the processes for organisational learning.

4. **Storm Chandra**

4.1 Dorset experienced several intense rainfall events through January 2026, culminating in Storm Chandra (26–27th), which delivered exceptionally heavy rain onto already saturated catchments. This led to increased surface water run-off into already swollen rivers and streams, with groundwater reaching unprecedented levels, with a rare Amber warning for ground water being declared by the Environment Agency on 31 January 2026 and remaining in place for a number of weeks.

4.2 Flooding was widespread across Dorset, affecting residential properties, businesses, the road network and sewage systems. In the worst cases, the internal property flooding to people's homes was devastating.

4.3 Following Storm Chandra, conditions remained unsettled through February 2026. The Environment Agency's Wessex situation reports show that January 2026 was the second wettest on record for the Wessex area, with average rainfall being 200% of the long￼term average with 190mm rainfall. Groundwater levels across the chalk aquifer were above normal to exceptionally high throughout February and March – the highest since records began. Throughout early February to March, multiple Environment Agency groundwater flood warnings remained in force.

5. **Emergency Response**

5.1 The Dorset Local Resilience Forum (LRF) is the principal mechanism for multi-agency cooperation under the Civil Contingencies Act 2004 (which is the UK's primary legislation for emergency preparedness and response. It establishes a legal framework for how organisations prepare for, respond to, and recover from major incidents).

5.2 There are statutory requirements on local authorities (alongside Police; Fire; Ambulance Service; Health; Environment Agency) who are defined as "Category One responders". In simple terms, the key role of each partner for a flood response is set out below (but appreciating that the key role of the LRF is a coordinated one, supporting each other to deliver the response):

Local authorities - Clear highways drainage gullies on the roads, footways, and adopted alleyways. Respond to highway flooding that could cause damage to a person or a property, where resources allow. Provide logistical support to evacuations and temporary accommodation for residents that may be temporarily displaced due to the flooding (via rest centres and/or temporary accommodation. Support identified vulnerable persons and welfare support. Public health and environmental health support on contaminated water and sewerage. Maintain the flood reporting platform. Lead on public communication (warning and informing) alongside Environment Agency.

Fire Service – Respond to people trapped in flooded buildings or vehicles where there is a risk to safety and support evacuation; provision of specialist equipment and trained personnel to pump out water from key locations; ensure fire safety risks are controlled (for instance, electrical hazards in the water).

Environment Agency – Monitor river levels, rainfall and flood forecasts; issue flood warnings and alerts; maintain and operate flood defences. Dealing with overflows and pollution in rivers following flooding. Lead on public communication (warning and informing) alongside local authorities.

Police – Maintain public order and safety; implement and enforce evacuations and cordons; manage traffic control and road closures where there is an immediate safety risk.

Ambulance Service – Triage, transport and treatment of casualties; Respond to any medical emergencies caused by flooding. Support the evacuation of vulnerable or medically dependent individuals.

Health Services – Provide emergency medical treatment and ongoing care for flood related illness and injury.

Met Office – Provision of weather forecasts that influence the risk of flooding; issue weather warnings and provide real-time meteorological data to responders.

Maritime and Coastguard Agency – Lead response in coastal or tidal waters; support partners response for inland flooding through staff and equipment.

Water Companies – Note these are not category one responders for the LRF but have a key role for the sewerage network.

5.3 The Dorset LRF is based on the Dorset Constabulary boundary. Collectively LRF partners will co-ordinate the response and, should any partners become overwhelmed, support their delivery with resourcing or capability at their disposal. The principle mechanisms for this in response are: i) PEAT – pre-event assessment teleconference – where we consider implications of a response and preparedness based on intelligence received; ii) Strategic Coordinating Group – a meeting of senior “Gold” officers to set the strategy for response; and iii) Tactical Coordinating Group – a meeting of "silver" officers that determine the tactical response to the strategy that has been set. This is then delivered by "bronze" – highways teams; fire personnel etc.

5.4 Dorset Council operates a "command and control" structure, which is set out in its Emergency Response Plan. In many instances emergency planning and other teams will respond to incidents without activation of this plan. However, it is mobilised where the incident is significant or is escalated to the LRF. Our command and control structure consists of Gold (strategic) at Senior Leadership Team level; and Silver (tactical) fulfilled by a range of officers across the Corporate Director, Heads of Service and Service Manager positions. They are supported by the Emergency Management and Resilience Team, as tactical advisors, and Local Authority Liaison Officers – a pool of staff that have volunteered their services to be the "eyes and ears" on the scene of an incident, as well as the conduit with emergency services on the ground. This command and control structure is subject to a 24/7 duty rota, 365 days a year.

5.5 A range of other services have an out of hours provision, including Highways, Communications, Customer Services, Building Control, Flood & Coastal Engineers, Adult Social Care, Children's Services and Assets and Property. For a response such as Storm Chandra, other services are also called upon outside of these standby arrangements, but this is on a "best endeavours" basis, alongside calling on additional (i.e. 'not on duty') support to bolster out of hours provision.

5.6 Weather events are generally classed as "rising tide" incidents, insofar as there is a lead-in period where intelligence can be gathered and resource/capability can be assessed. This would ordinarily be the weather alerts and warnings issued by the Met Office. Any LRF partner can determine the need for a PEAT/Pre-event Assessment Teleconference. Based on the Met Office intelligence, relevant Dorset Council teams were approached to determine whether there was a need to stand up a pre-emptive Incident Management Team (IMT). IMT's are our internal mechanisms for seeking assurance that all key services are informed, have the capability to mobilise relevant resources based on the intelligence received, determine any further actions necessary, and inform those officers (Gold/Silver) that may then input at the LRF / multi-agency level.

5.7 Consulted services did not deem that a pre-emptive IMT was necessary, based on the intelligence received, and were comfortable in their preparations. Similarly, no LRF partner deemed it necessary to call a PEAT. Overnight rainfall (26th / 27th January) and subsequent flooding exceeded anticipated levels based on the intelligence. An LRF PEAT was called early on 27th January, and soon morphed into an LRF Tactical Coordinating Group (TCG), as the level of flooding and disruption was requiring significant response across a range of partners. Following this Dorset Council invoked its own IMT that sat throughout the initial days of response, chaired by Silver and Gold. For this particular response, Silver was the Head of ICT Operations and Gold was the Director for Legal and Democratic Services.

5.8 Between 27 and 30 January 2026, a total of seven TCGs were held, reflecting the sustained and evolving nature of the incident. Flooding affected multiple areas at different times rather than a single hotspot, requiring an ongoing reassessment of impacts and priorities.

5.9 The flooding put significant pressure on a number of Dorset Council teams – both in and out of hours (who had also been responding to a range of weather events leading up to Storm Chandra, alongside other incidents):

5.10 Highways Team responded to over 100 cases of serious flooding. A number of Dorset's main roads became temporarily impassable. These included:

- Parts of the A37, A354, A350, A356 and the B3092
- A35 from Organford Lane to A351 Bakers Arms
- A35 at Winterbourne Abbas (National Highways Trunk Road)
- A351 at Corfe Castle

5.11 The highways response was site specific but included a range of road closures; temporary lights; liaison with flood wardens; gully clearance and jetting of drains. With the level of groundwater as high as it was, further mitigation was often limited, as there was nowhere to disperse the water to. Aside from the Councils action taken to try and prevent and mitigate impacts, there were occasions where unfortunately the only option was to evacuate premises on the grounds of safety and relocate residents to a place of safety. This then becomes a multi agency response, with the fire service helping residents from their homes, and the Council providing temporary accommodation – whether through the mobilisation of rest centres or rehousing. Although it is quite common that those displaced will make their own arrangements, via families and friends.

5.12 Evacuations were required from a number of sites – most notably Thornicombe Travellers site near Blandford and Gladelands Park Homes site in Ferndown, with rest centres and temporary accommodation mobilised. In addition some relocations from East Street in Blandford and the transfer of a resident with care needs within the winterbournes (alongside an evacuation carried out by the housing provider, utilising their business continuity arrangements). Although not stood-up, a rest centre was near to mobilisation for parts of Dorchester and on standby for East Street in Blandford.

5.13 The response required active involvement of a large number of teams in and out of hours, including (but not limited to) – Highways; Emergency Planning; Communications; Gypsy and Traveller Liaison; Customer Services; Dorset Travel; Local Authority Liaison Officers; Housing; Adults and Children's Social Care teams.

5.14 A timeline of Dorset Council's involvement for three responses (Gladelands Park; Blandford East Street; Thornicombe Travellers site); is set out in Appendix A of this report.

5.15 Following conclusion of a response, the Council actively undertakes a debrief with the key services that responded to understand i) what went well; ii) what didn't go so well; and iii) what could be done differently in future. The key findings are set out in Section 6 of this report. Just to reiterate, this is separate to the future prevention considerations and investigations that are subject to the Cabinet report on the 19 May.

5.16 Flooding events of the magnitude as those experienced posed by Storm Chandra also emphasise the need for communities and individuals to look at their own resilience plans. Embedding community resilience is key, and Dorset Council is committed to improving this and supporting future development. We are working with Dorset Association of Parish and Town Councils to liaise with individual parish and town councils to better identify and understand specific risks within their areas. This doesn't absolve the local authorities and other emergency responders of any need to action, but recognises that there can often be an early intervention at a local level.

6. Key Findings of the Debrief

6.1 What Went Well

6.1.1 There was a rapid mobilisation and cohesive multi-service working, both in and out of working hours. The response was deemed to be well organised with clear lines of accountability, good prioritisation and proportionate and decisive decision making, aided by mapping. At times teams were split into separate response teams dealing with concurrent issues, and IMTs were running in parallel.

6.1.2 We were able to mobilise rest centres swiftly, staffed by social care colleagues with housing support, and with deployment of multiple Local Authority Liaison Officers acting coordinating on scene and acting as the conduit with emergency services on the ground. For the Thornicombe evacuation, this included transport provision by Dorset Travel and on scene coordination from Gypsy and Traveller Liaison Officers.

6.1.3 Public communication was deemed to be clear, particularly around road closures.

6.1.4 Highways response was proportionate with operational focus where the risks were deemed highest, managing what was a significant impact on large parts of the highways network.

6.1.5 The decision to cancel school transport on 30 January 2026 was made early and decisively, based on the intelligence available.

6.1.6 Working across multi agency partners was good, with timely and proportionate LRF meetings. The decision by Dorset Council not to escalate the amber warning for ground water flooding to multi agency Tactical Coordinating Group was the correct one, as there was no further proactive intervention that partners could provide at that time.

6.2 What Didn't Go So Well

6.2.1 Due to the extent and prolonged nature of the response, resilience across teams became stretched, with many team members working long hours whilst dealing with concurrent responses. This impacted on highways, emergency management and resilience, social care staff and the small pool of local authority liaison officers (being pulled away from their business as usual roles whilst attending multiple sites). We were fortunate that, whilst we were balancing incidents across wide areas of Dorset, we were not faced with multiple rest centre mobilisations at the same time, or subject to an unrelated concurrent emergency response (such as a significant fire).

6.2.2 Some internal communications across teams could be improved. There was some misrouting of calls, and management of reporting lists in and out of hours was not centralised, meaning that there was no single record.

6.2.3 Pressures on the small Emergency Management and Resilience team in responding to concurrent incidents meant that there were sometimes delays in notifying and updating ward councillors. Parish and Town Councillors also felt unsighted at times.

6.2.4 There are limitations to current rest centre capabilities (some are daytime only; pet restrictions etc) and B&B alternative accommodations are limited, and further limited where there are pets, meaning that placements are often in the BCP area (which can add a reluctance for residents to be relocated).

6.2.5 Data is key to decision making, and at times there was limited data available on the likely impacts of the Amber ground water flooding from Environment Agency. With levels of water in some cases unprecedented, there was no historical data to provide a firm indication of how flooding impacts would further impact.

6.2.6 Situational awareness is reliant on early notifications by services, councillors and community escalation. In certain cases, the Emergency Management and Resilience Team were not made aware of particular evacuation risks, which delayed Local Authority Liaison Officer deployment and consideration of rest centre mobilisation. This did not negatively impact on the response, but delayed decision making.

6.3 What Could We Look to do Differently in the Future

6.3.1 We need to look out how we can improve our communication channels into Parish and Town councils. Ordinarily there is a view that ward members can in part act as a conduit with the Parish and Town Council. But that is only feasible when they have been suitably briefed themselves, and as stated above, due to the response pressures this was not as prompt or detailed as we would ordinarily expect. This role may sit best outside of the Emergency Management and Resilience Team, and others deeply involved, during such intense incident response.

6.3.2 We are looking at how we can better build resilience across our teams, through identification of transferable skills and willing volunteers that can be upskilled as appropriate and temporarily transfer from services that are less time critical, in order to develop a wider cadre of staff that can respond over a prolonged period. This could be enabled via the new Enterprise Resource Planning implementation.

6.3.3 We can look at applying the same resourcing model that highways operate for snow events, with stand up of 12 hour shift patterns and suspension of other work.

6.3.4 Further progressing our work on joined up data sharing, to ensure that we have an improved visibility of those vulnerable people that are not supported by Dorset Council but potentially left without care or help.

6.3.5 Work is already underway (and planned prior to these flooding events) to further enhance community resilience, with an analysis of particular vulnerabilities and exposures within each parish and town council area, and the level of maturity in their own planning. Support is being provided by Dorset Association of Parish and Town Councils. We could also improve "what to do in a flooding incident" guidance for residents that are in specific areas that are more vulnerable to flooding, as part of our drive to improve personal resilience amongst communities.

7. Alternative options considered

N/A

8. Legal considerations

None

9. Financial implications

None, but appreciating that significant responses can result in high levels of unbudgeted cost.

10. Natural environment, climate & ecology implications

None, but the changing climate is leading to an increase in response to weather related incidents.

11. Well-being and health implications

None, but noting that the response involved prolonged working hours for a number of teams.

12. Other implications

None

13. 13. Risk implications

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

Current Risk: Medium

Residual Risk: Medium

14. Equalities

N/A

15. Appendices

Appendix A – Response Timelines

16. Background papers

None

17. Report sign-off

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

Appendix A – Response Timeline

The following pages provide timelines for Dorset Councils response to a number of flooding incidents, as a case study. This only timelines the specific actions relating to these incidents, not the interaction with other concurrent responses or multi agency tactical or strategic coordinating groups:

Gladelands Residential Park, Ferndown – 27 January 2026

Approx Time (where available)	Response
17:50	Fire Service contact Customer Services with a request to support an evacuation. The Duty Emergency Planning Officer is contacted. 20 homes have already self-evacuated.
	Fire Service relocate 22 further affected people to local McDonalds as an immediate place of safety. Dorset Council establish that as a rest centre (rather than utilising other local sites).
	Two local authority liaison officers deployed. One to Gladelands, and one to the rest centre.
	Staff from Adult Social Care deployed to staff the rest centre, and from Housing team to support temporary accommodation
	Alternative accommodation is arranged for 4 residents, at a hotel and transport arranged.
	One vulnerable person transferred to care home provision
29/1/26	Electricity is fully restored across the site
30/1/26	4-5 houses remain uninhabitable, and occupants are with friends and family. All other residents have returned to site.

Lessons Learnt
Due to the concurrent responses over a prolonged period of time (Storm Chandra and preceding storms, impacting on the same small groups of staffing for 24/7 response), resilience across team capacity was stretched – emergency planning; rest centre staffing; local authority liaison officers; highways.

East Street, Blandford – 28 January 2026

Approx Time (where available)	Response
11:20	Fire service notify Dorset Council of a potential evacuation of 20 persons and request a Local Authority Liaison Officer on site. Blandford Fire Station acting as temporary place of safety
11:30	Local Authority Liaison Officer deployed to Blandford Fire Station to liaise with incident commander and support evacuations
11:35	Rest centre identified and put on notice for possible mobilisation and adult social care staff put on standby.
12:30	LALO arrived at Blandford fire station. Two people rescued and evacuated to the station temporarily. The couple identified their own alternative accommodation.
	Highways undertake a door knocking exercise and handed out sandbags to all impacted properties. Residents have decided to stay in their properties (power has remained on, and impacted properties are located above shops, so no immediate danger from water egress.
13:00	As no further need to evacuate, rest centre is stood down.
14:30	Evacuated couple leave fire station for alternative accommodation
14:45	Local Authority Liaison Officer stood down

Specific Lessons Learnt
• Situational awareness is reliant on early notifications by services, councillors and community escalation • Due to the concurrent responses over a prolonged period of time (Storm Chandra and preceding storms, impacting on the same small groups of staffing for 24/7 response), resilience across team capacity was stretched – emergency planning; rest centre staffing; local authority liaison officers; highways.

Thornicombe Travellers Site – 29 January 2026

Approx Time (where available)	Response
03:00	Duty emergency planning officer contacted by out of hours service for support of drain unblocking at Thornicombe Travellers site. DEPO advised customer services to check the property system and see whether the site had an allocated on-call surveyor who could assist with the request
04:45	Follow-up call with customer services to get an update on what action has been taken. DEPO was advised that the on-call property surveyor has arranged for a contractor to visit the site and optimise the pumps, and deploy additional pumping. Highways put on notice, for possible drain rodding/jetting.
05:30	Traveller liaison team contacted to make them aware of situation and request issued for a member of the team to attend site, rather than deploying a Local Authority Liaison Officer. Note – no out of hours duty officer for this team, so best endeavours response.
07:45	Traveller liaison officer attends the site
08:45	Request for support for possible evacuation of one plot.
10:00	Call to 105 electricity helpline regarding the safety concerns of the site. An urgent case was made by the company and deployed an engineer within the hour. Electricity was deemed a risk and cut to the site at approx. 1145hrs.
10:15	Incident Management Team held to discuss support and requirements of the site, supporting evacuation of vulnerable residents.
	Rest centre mobilised within Blandford and staffing established from Adults and Childrens services, alongside Housing support.
12:00	Evacuation commences. 1 elderly vulnerable person taken to care home. 3 residents taken to rest centre, and arrange to stay with family and friends. A number of residents do not wish to leave the site. Due to loss of power, generators are arranged for those residents that remain.
10pm	Call from residents to out of hours team, who alert Duty Emergency Planning Officer. There is a request for sandbags to divert water from the park onto the highway.
	Dynamic risk assessment undertaken by duty staff (Highways; Emergency Planning; Silver; Out of Hours; Traveller Liaison Officer). There is a concern about the potential impact on other properties and wider highways if the water is diverted. The request is therefore turned down.

Specific Lessons Learnt
• A number of residents at the travellers site had pets that could not be accommodated at designated rest centres (11 dogs across 12 properties). This is a known limitation of both current rest centre capability and alternative accommodation, but further strengthened the reluctance of residents to leave their homes to a place of temporary safety; • Consider site specific business continuity plan; • Due to the concurrent responses over a prolonged period of time (Storm Chandra and preceding storms, impacting on the same small groups of staffing for 24/7 response), resilience across team capacity was stretched – emergency planning; rest centre staffing; local authority liaison officers; highways.

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Place and Resources Scrutiny

25 June 2026

Transformation update

For Review and Consultation

Cabinet Member:
Cllr B Wilson, Transformation, Customer & Workforce

Local Councillor(s):

Senior Leadership Team:
L Cotton - Interim Executive Director, Modernisation and Customer Delivery

Report author and job title: Nina Coakley, Head of Transformation & Design
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Statutory Authority:

Report status: Public Choose an item.

1. **Executive summary**

1.1 This report provides a year one update to the Place and Resources Scrutiny Committee on the Our Future Council programme, following the previous scrutiny update in November 2025 and the Cabinet report in April 2026. It sets out progress against the programme's objectives and savings expectations, what has been delivered, what is live now, and the key priorities, benefits, risks and dependencies for 2026/27. The report responds directly to key lines of enquiry outlined by the Committee.

1.2 Our Future Council remains the main focus of this report. However, one of the clearest lessons from year one is that lasting change cannot be delivered through separate programmes working in isolation. The council is therefore increasingly bringing transformation activity together as one cross-council portfolio so that governance, resources, scheduling, investment and delivery can be aligned more effectively. This has been possible as a result of the establishment of the Transformation Management Office (TMO) which was a key milestone from year one of Our Future Council.

1.3 This reflects Dorset Council's wider journey to become a modern, sustainable unitary council, now outlined in the recent cabinet paper, with clearer alignment between purpose, priorities, decision-making and delivery, and means this report must now also provide a relevant public account of the council's wider transformation journey.

1.4 Key progress in establishing the foundations for this wider transformation portfolio includes:

- Launch of the Customer Hub and Business Support Hub, establishing important building blocks for the council's new operating model and wider transformation portfolio.
- Establishment of the Transformation Management Office (TMO), bringing together delivery capacity and creating a stronger cross-council approach to portfolio management, oversight and coordination.
- Procurement of a new ERP (HR, Procurement and Finance) system as a key enabling technology to support more consistent processes, stronger data and longer-term embedding of change across the council.
- Establishment of a programme of work to codesign how we work differently to better meet the needs of communities across Dorset. This will be delivered 2026-29, working in partnership with ward councillors, town and parish councils, the voluntary and community sector, and other statutory partners.
- Strengthened governance, commercial controls and commissioning, alongside redesign of the senior leadership structure, creating stronger foundations for coordinated delivery across the transformation portfolio.

1.5 Early benefits include, financial savings, improved customer access to advice, guidance and services through the customer hub, reduced duplication, strengthened financial control, and increased organisational capacity for change. The transformation portfolio is also already delivering significant financial benefit, including workforce efficiencies, reduction in third-party spend, rationalisation of systems and technology. As at March 2026, this includes:

- £5.71m of savings delivered in 2025/26, including £4.0m from effective management of third-party spend
- A target of £9.43m savings in 2026/27, with £2.03m already delivered against this target

1.6 The Our Future Council programme has also adapted its delivery approach based on learning from year one, with a stronger emphasis on:

- phased and integrated delivery of technology and workforce change
- a product and service-led delivery model, focusing on change in whole services rather than separate projects, with teams working together to improve how services work for residents, bringing technology, processes and people changes into one place
- a more consistent approach to benefits tracking and reporting

2. Recommendation(s)

2.1 The Committee is asked to:

- Consider and comment on progress made since the previous scrutiny update in November 2025
- Note the transition to an aligned whole-council transformation portfolio, which includes Our Future Council, and how this supports future delivery, oversight and public reporting as part of the council's wider journey to become a modern, sustainable unitary council
- Note the benefits realised to date and the approach to benefits tracking
- Review delivery priorities and key risks for 2026/27
- Agree to continue receiving six-monthly progress updates

3 Reason for the recommendation(s)

Regular scrutiny supports transparency, accountability, and effective oversight of a complex and high-value transformation programme. These updates enable Members to track delivery, investment, benefits and risk against plans and financial expectations, and to understand how the Our Future Council programme is now being taken forward through a more aligned cross-council portfolio. This helps ensure that reporting remains relevant to the council's overall transformation activity and forms part of a wider system of reporting on Dorset Council's journey towards becoming a modern, sustainable unitary council.

4 Background and context

4.1 The Our Future Council programme was established to modernise services, improve customer and employee experience, and support long-term financial sustainability. In its first year, the programme focused on putting key foundations in place for change, including the Customer Hub, Business Support Hub and Transformation Management Office, alongside early learning about the pace, complexity and capacity needed to deliver transformation at scale. All of these functions are now live and operational.

4.2 As set out in the April 2026 Cabinet report, the council is now moving on from treating transformation as a number of separate programmes and is increasingly bringing activity together as one cross-council portfolio. This includes Our Future Council, but also wider transformation across Adults, Children's, Communities, Economy and Environment and central corporate services. In plain terms, this means planning and delivering change in a more connected way across the council, so that Dorset Council can increasingly operate as one organisation rather than as separate parts working in isolation.

4.3 This alignment reflects a clearer understanding that change must be managed as a system. Bringing programmes together enables more joined-up governance, resource planning, scheduling and decision-making across the portfolio. It strengthens visibility of the investment required to embed change over time, across digital, service redesign, workforce and wider system change. It also creates a clear line of sight between the Council Plan, the council's vision for a modern, sustainable unitary, and delivery in practice, supporting more coherent reporting to Members on progress and outcomes.

4.4 Recent delivery has included redesign of the council's strategic leadership arrangements, strengthening joined-up leadership, accountability and coordinated delivery. The next phase will extend this to the wider leadership structure, embedding new ways of working and supporting delivery of the transformation portfolio.

5 Responding to Committee key lines of enquiry

5.1 The number of employee positions removed

As part of transformation activity during Year 1 (2025/26), a total of 49.21 FTE posts have been removed, reflecting changes linked to the establishment of the new operating model, including the Customer Hub, Business Support Hub and associated service changes.

The original Our Future Council business case (January 2025) set out an indicative reduction in organisational size over three years, based on assumptions about how savings would be realised as services were redesigned.

Delivery in Year 1 has focused on establishing the foundations required to support transformation at scale, including the new operating model, strengthened governance and the creation of the Transformation Management Office. This has ensured services have remained stable while building the capacity needed to deliver change effectively.

As the programme moves into full service redesign, workforce efficiencies will continue to be delivered, but through a broader and more sustainable approach. This includes managing natural turnover and vacancies, redeploying staff into priority roles, investing in skills and capability, and reducing manual activity through automation and improved processes.

This represents a shift from measuring change solely through reductions in post numbers to a wider focus on reducing overall organisational cost and improving productivity. It is not currently possible to quantify the full impact of vacancy management and redeployment during Year 1 in a consistent way; this will be incorporated into future reporting.

While FTE reductions to date are not following the initial indicative trajectory, this reflects a deliberate decision to prioritise establishing the operating model and delivery capacity required to deliver transformation safely and sustainably. The programme is now well positioned to deliver sustained financial savings, improved services and a more flexible and skilled workforce as Dorset Council progresses towards becoming a modern, sustainable unitary council.

5.2 Progress against original plan

The original Our Future Council business case set out a three-year programme to:

- deliver a new operating model
- implement transformational service change
- achieve financial savings for long-term sustainability
- reduce overall organisational size over time
- embed new ways of working supported by technology, data and workforce development

Progress in Year 1 has focused on establishing these foundations, including delivery of the Customer Hub and Business Support Hub, creation of the Transformation Management Office, strengthened governance, and mobilisation of key enabling programmes such as ERP.

In line with learning from delivery, the approach has evolved from the original assumptions in the business case. Early activity has included a “lift and shift” of some services into the new operating model to maintain continuity, alongside a deliberate focus on managing risk, supporting staff through change, and ensuring the council has the capacity and capability to deliver transformation effectively.

This reflects feedback from members, colleagues and partners, and a recognition that sustainable transformation requires both structural change and the ability to deliver and embed that change at pace.

The programme is now moving into a phase of full service redesign, where the majority of financial and service benefits will be realised. This will include deeper changes to how services operate, increased use of automation and data, and further embedding of new ways of working across the organisation.

The overall ambition and financial targets set out in the business case remain in place. The pathway to delivery has evolved to ensure that benefits are achieved in a way that is sustainable, safe and aligned to the council's ambition to become a modern, sustainable unitary council.

5.3 Total cost to organisation so far in comparison to budgeted

The council approved an updated business case to invest £34.81m in the transformation programme. The first request for investment from this was in October 2025 where £12.40m was approved followed by April 2026 approval for a further £7.27m taking the total approved investment to £19.67m as shown in the summary table below.

Category	Internal capacity £m	External partner & data £m	ERP partner £m	Tech cost £m	Licensing £m	Upskilling / training £m	Redundancy / Costs £m	Total £m
ERP: HR, Procurement & Finance	0.20	2.28	2.10	0.35	1.13	0.25	0.00	**6.31**
Contact Centre	1.11	2.10	0.00	0.00	0.99	0.25	0.00	**4.45**
TMO & automation	2.44	0.00	0.00	0.13	0.00	0.00	0.00	**2.57**
Digital initiatives	0.31	0.15	0.00	1.88	0.00	0.00	0.00	**2.34**
Strategic partners	0.00	0.50	0.00	0.00	0.00	0.00	0.00	**0.50**
Workforce	0.00	0.00	0.00	0.00	0.00	0.00	3.50	**3.50**
Total	**4.06**	**5.03**	**2.10**	**2.36**	**2.12**	**0.50**	**3.50**	**19.67**

As at year end 2025/26 £2.27m has been spent, with a further £0.13m as at May 2026, the forecast spend for 2026/27 is £12.91m as shown in the summary table below:

Project / Service Delivery Summary	Total Funding Agreed	Outturn 2025/26	Actuals 2026/27	Forecast 2026/27	- Over + Under Allocated
ERP	6.31	0.21	0.09	7.06	-0.96
Contact Centre	4.45	0.42	0.00	0.78	3.25
TMO, Automation, OFC & Other Costs	8.91	1.65	0.04	5.07	2.20
Total	**19.67**	**2.27**	**0.13**	**12.91**	**4.49**

More detailed information is shown below for the Contact Centre:

Contact Centre	Total Funding Agreed	Outturn 2025/26	Actuals 2026/27	Forecast 2026/27	- Over + Under Allocated
Internal Capacity	1.11	0.00	0.00	0.30	0.81
External Digital	2.10	0.31	0.00	0.00	1.79
Implementation Partner	0.00	0.10	0.00	0.39	-0.50
Technology costs	0.00	0.00	0.00	0.00	0.00
Licensing	0.99	0.00	0.00	0.08	0.91
Upskilling / Training	0.25	0.00	0.00	0.00	0.25
Redundancy / Change Costs	0.00	0.00	0.00	0.00	0.00
Total Contact Centre	**4.45**	**0.42**	**0.00**	**0.78**	**3.25**

More detail information is shown below for Transformation, Automation, OFC and costs:

TMO, Automation, OFC & Other Costs	Total Funding Agreed	Outturn 2025/26	Actuals 2026/27	Forecast 2026/27	- Over + Under Allocated
Internal Capacity	2.75	0.04	0.04	0.51	2.20
External Digital	0.65	0.00	0.00	0.65	0.00
Implementation Partner	0.00	0.00	0.00	0.00	0.00
Technology costs	2.01	0.00	0.00	2.01	0.00
Licensing	0.00	0.00	0.00	0.00	0.00
Upskilling / Training	0.00	0.00	0.00	0.00	0.00
Redundancy / Change Costs	3.50	1.61	0.00	1.89	0.00
Total Other Costs	**8.91**	**1.65**	**0.04**	**5.07**	**2.20**

The ERP program shown below is forecasting a slight over allocation of funds to 2026/27 at £0.96m. As the ERP programme develops, these future costs being forecast will be refined and updates to investment profiles will be requested through the six-monthly Cabinet updates.

ERP	Total Funding Agreed	Outturn 2025/26	Actuals 2026/27	Forecast 2026/27	- Over + Under Allocated
Internal Capacity	0.20	0.00	0.00	0.85	-0.65
External Digital	2.28	0.07	0.09	3.46	-1.25
Implementation Partner	2.10	0.00	0.00	1.10	1.00
Technology costs	0.35	0.00	0.00	1.00	-0.65
Licensing	1.13	0.14	0.00	0.65	0.34
Upskilling / Training	0.25	0.00	0.00	0.00	0.25
Redundancy / Change Costs	0.00	0.00	0.00	0.00	0.00
Total ERP	**6.31**	**0.21**	**0.09**	**7.06**	**-0.96**

5.4 Safeguards in place to ensure service continuance

- A phased delivery approach has been adopted to reduce disruption, with investment and benefits reviewed regularly to ensure control and continuity.
- Initial changes prioritised ‘lift and shift’ of some teams, alongside the full redesign of other teams into the new hubs, maintaining service delivery while creating a platform for redesign.
- Strong governance and oversight is been in place, with monitoring by Cabinet, Scrutiny and Audit & Governance, alongside risks tracked through the Corporate Risk Register and overseen through governance structures.

5.5 Employee wellbeing data and additional support provided to support people through change

- The programme has placed a greater emphasis on workforce readiness following feedback from year 1 and has undertaken more engagement and design sessions with staff over the past 6 months. This is part of our renewed commitment to provide staff with the skills, capacity and support to adopt new ways of working.
- Investment includes training, upskilling and leadership development, alongside additional workforce change capacity to support staff through transition.
- Staff are supported through structured engagement, consultation and change leadership sessions, with Trade Unions and employee networks actively involved.
- Transformation is designed to improve the employee experience, with automation and process simplification freeing up time for higher-value work and reducing manual effort.

5.6 Automation and AI tools integrated to date

AI and automation are being adopted in line with the council’s policy and ethics framework, ensuring their use is transparent, proportionate and focused on improving outcomes for residents while maintaining appropriate governance and oversight.

- Intelligent Virtual Agents are live within the Customer Hub, handling initial contact for selected services and improving access through faster responses and reduced wait times. Implementation has been deliberately phased, allowing the council to learn from customer interactions and refine the approach as it scales.
- AI-enabled meeting tools are in use, significantly reducing administrative time. Feedback from employees has evidence the positive experience of using Minute AI and Copilot including impressive productivity improvements.
- Automation tools such as Power Automate are in place improving prioritisation and responsiveness, such as escalation tools for urgent work.
- Wider investment includes automation platforms and AI capability such as robotic process automation which is being piloted in specific use cases. This includes communication mining to better manage unstructured email contact to high demand services
- Emerging ERP capability will further enable the use of AI and automation by providing improved data quality, standardisation and system integration, supporting more advanced use cases over time.

- Automation and AI are already improving productivity and customer experience, with clear evidence of reduced manual workload and faster service.

5.7 ERP progress update

- The ERP system, Oracle Fusion, has been successfully procured, with a system integrator also appointed.
- The programme has established governance, resourcing models and implementation prerequisites, reducing delivery risk.
- Progress over the past 6 months includes cleansing of data in current system of record SAP, confirming list of systems that interface with SAP, confirming the requirements for the future System of record across all directorates, recruitment of Business backfills to enable release of key SME's into the ERP Programme of work. , process mapping and mobilisation of the Programme team, and creating the first Statement of work for the ERP Delivery partner , ensuring readiness for implementation.
- ERP is a key enabler of long-term benefits, providing more consistent processes, improved data and reporting, stronger financial management and workforce insight. Its successful delivery is critical to sustaining savings and scaling transformation benefits over time.
- Additional specialist capability has been brought in to strengthen delivery and de-risk implementation, ensuring the programme is set up for successful delivery of long-term benefits.
- ERP is on track, with foundations in place and clear line of sight to improved data, efficiency and financial control.

6 Benefits realised across the transformation portfolio

For financial benefits see Section 9.

6.1 Our 'one council' approach is delivering tangible benefits for residents, communities, employees and the council, alongside creating the conditions for further impact in 2026/27 and beyond.

6.2 The council is delivering significant transformation while continuing to strengthen its data foundations. Progress has been made in establishing delivery structures and enabling services, although data maturity is still developing.

6.3 As a result, reporting currently combines narrative, case examples and emerging quantitative evidence. This reflects the stage of the council's transformation journey, with further improvements already underway. Work to strengthen data maturity is a core part of the transformation portfolio. This includes developing a cross-council benefits framework and scorecard to improve consistency, ownership and transparency in how benefits are defined, tracked and reported.

6.4 Progress to date includes:

- a structured benefits framework aligned to transformation objectives, council plan priorities and the council's long-term vision

- early definition of benefit categories, baselines and ownership
- initial design of a benefits scorecard to support consistent reporting across the portfolio
- strengthened governance arrangements for benefits tracking and oversight

6.5 As this work develops alongside enabling technologies, including the ERP system, reporting will become increasingly data-driven and comparable over time.

6.6 Next steps include:

- embed the cross-council benefits framework across all transformation activity
- establish clear baselines and targets for priority programmes
- roll out the benefits scorecard to support consistent reporting to senior leadership, Cabinet and Scrutiny
- strengthen data collection within services to improve evidence of impact
- align benefits tracking more closely with financial planning and Medium Term Financial Plan assumptions
- progress enabling technology, including ERP, to improve data quality and accessibility
- build capability across services to strengthen ownership and use of data in decision-making

Progress across the Our Future Council programme remains on track with the route to achieving benefits defined. With delivery models, governance and benefit tracking in place, there is growing confidence that these changes will lead to improved services, better use of resources and sustained financial benefits.

<table>
<tr><th>Area</th><th>Delivered in the last 6 months</th><th>Benefit</th></tr>
<tr><td>Customer Hub & Business Support Hub</td><td>New customer hub delivered with phase 1 of specialist customer teams integrated. Phase 2 design work initiated with further teams to integrate to the hub.</td><td rowspan="2">More joined-up services, faster response times, reduced duplication.
Stronger delivery oversight, better prioritisation, improved use of resources.
£0.71m recurrent benefit 2025/26 (part year effect) of 49.21 full time equivalent and £1m vacancy management delivered via Directorates.</td></tr>
<tr><td>Transformation Management Office (TMO)</td><td>New coordinated delivery model implemented. Single transformation portfolio now in place.</td></tr>
<tr><td>HR and Finance system (ERP)</td><td>Procurement of a new system. Programme team in place.</td><td>More efficient processes, better data and reporting, less manual work.</td></tr>
<tr><td>Strategic & enabling</td><td>New senior leadership team in place. Wider leadership review initiated. New internal governance model developed.</td><td>Clearer decision-making and accountability, more coordinated delivery.</td></tr>
<tr><td>Commissioning & Procurement</td><td>Strengthened commercial controls in place.</td><td>Improved contract management and commissioning outcomes
£4m benefit delivered in 2025/26</td></tr>
</table>

Community partnerships	Community clusters developed and conversations planned. Pride in Place programme in place.	Services aligned to local needs, stronger partnerships, focus on prevention.

6.7 **Adult Social Care**

Transformation work in Adults is helping to improve services and make them more financially sustainable. This is making a difference by:

- Making adult social care more financially sustainable: changes to charging and support for people who fund their own care are helping make services more affordable in the long term. This is underpinned by two projects developing option appraisals for introducing a charging model for Careline monitoring and SIM costs, and arrangement fees for self-funders receiving council support; both are subject to engagement and consultation.
- Focusing more on prevention and independence: regular care and support reviews are ensuring that people receive the right level of support at the right time, reducing reliance on long-term care. An example is the Working Age Accelerator programme, which takes a strengths-based, outcomes-focused approach to reviewing care plans and supports individuals to build independence and achieve their goals, using the principles of least restrictive practice, positive risk-taking and better use of technology.
- Making better use of council services and buildings: investment in reablement services is helping people regain independence and move through the system more smoothly. A key example is the development of the former Sidney Gale Care Home site in Bridport into a dedicated reablement centre for older people, supporting residents discharged from hospital or recovering from a fall or illness to regain confidence and skills, reducing time spent in hospital and providing tailored rehabilitation to help them recover more effectively and return home sooner with appropriate support.

Overall, this work is helping the council step in earlier, reduce demand for more complex support, and create more sustainable care services.

6.8 **Children Services**

Work in Children's Services is focused on improving outcomes for children and making services work better together across the whole system. This is making a difference by:

- Improving support for children with additional needs: New digital tools for Education, Health and Care Plans (EHCPs) will help services work together better and reduce delays. As demand grows, these tools will simplify the process, reduce admin work and make it easier for families and professionals to understand and contribute to plans. This should lead to clearer, more consistent and higher-quality support.
- Helping services spot problems earlier: The Schools Inclusion dashboard helps identify children who may need support sooner. Schools can now see key information about pupils, including whether they are receiving support or have a social worker. This makes it easier for professionals to share information, build relationships and act early.

- Providing clearer direction and faster progress: The Continuous Improvement Plan helps teams focus on what matters most and make improvements more quickly. It links closely to wider council priorities and is managed through the Transformation Management Office (TMO), giving clear direction and supporting ongoing improvement.
- Improving how organisations work together: Work to respond to national SEND reforms is strengthening partnership working across services. A draft SEND Reform Plan has been developed with partners. The aim is to create a more joined-up, inclusive system that helps children and young people stay safe, feel supported and achieve positive outcomes.

Overall, this work is helping teams respond earlier, work more collaboratively, and deliver improved outcomes for children.

6.9 **Economy and Environment directorate (previously the Place directorate)**

Work is helping improve how we plan infrastructure, deliver services and support the local economy and environment. This is making a difference by:

- Using better data to make decisions: improved information on mobile coverage and council assets is helping target investment more effectively. Improved information on mobile coverage is helping the council identify connectivity gaps and target interventions more effectively. This supports place-based delivery, including mobile connectivity solutions linked to local events and wider infrastructure planning. An example of this is the mobile connectivity solution being provided as part of the Weymouth Seafood Festival.
- Improving infrastructure and connectivity: work on digital and physical connections is helping tackle barriers to growth and service access for residents and local businesses. This includes action to connect premises previously omitted from full fibre works, alongside wider digital infrastructure activity embedded in the council's place transformation programme. An example of this is facilitating full fibre connectivity for 10 affected premises who had been omitted from full fibre works previously.
- Making frontline place services more efficient: the transformation portfolio includes a new Asset Management Database and digital tools for highways activity, including Mobile Highways Inspections and a Highways Engineers Mobile Solution, to support better planning, coordination and maintenance of roads and infrastructure. This helps strengthen service standards and create a more joined-up approach to managing place assets.
- Supporting regeneration and economic growth in key areas: Weymouth 2040 is included in the transformation portfolio as a place-based regeneration programme. The January 2026 budget report included £450,000 to support delivery of regeneration, clean energy and economic growth priorities and to help attract inward investment.
- Improving value for money through digital redesign: a new Household Recycling Centre booking system, which went live to residents in early 2026. The system has enabled improved demand management, reduced operational pressures on sites, and ensured capacity is prioritised for Dorset residents. By introducing a booking requirement linked to residency verification, the council will continue to reduce cross-border usage, which has historically created additional cost pressures without corresponding funding. The redesign also improves the user experience,

offering a simple, accessible way for residents to plan visits, minimise queuing, and receive clearer guidance on site usage.
- Ensuring new technology is used safely and effectively: New policies, such as for drones, are helping identify innovation opportunities. This includes the potential use of AI to improve the resident's experience with planning applications.

Overall, this work is helping create better places, support local businesses, improve how services are delivered, and build stronger foundations for future regeneration, infrastructure planning and digital innovation.

6.10 **Housing, Communities and Prevention directorate (with an update on housing transformation to be included in the next update report following changes to directorates in May)**

Work in Communities is helping people get more involved and play a bigger role in shaping local services. It focuses on three main areas:
- Working with communities: making sure decisions are made closer to the people they affect, and working in partnership with local communities. This approach was set out in the March Cabinet paper *Working with Communities*.
- Prevention: focusing on tackling issues early, before they become more serious and more costly to deal with.
- Our workforce: building the skills, confidence and capacity of our staff, and making Dorset Council a good place to work.

This is making a difference by:
- Creating local community clusters across Dorset, where "Community Conversations" will take place over the summer and autumn. These will bring together councillors, town and parish councils, community groups, health services and other partners to share local experience, test ideas and shape how decisions can be made more locally.
- Developing new ways for communities to take the lead locally. In Littlemoor and Broadwey, work is underway to set up a "Pride in Place" board. A chair has been appointed and board members are being finalised. The board will help lead local decisions on prevention, regeneration and building trust in local decision-making.
- Investing in staff capability. A programme is underway to build skills in neighbourhood working, including around 50 staff taking part in a Community of Practice (supported by New Local), and secondments from services into the community team
- Starting design work to improve how the council works with communities. This includes looking at how local data is used, how community spaces can be better used, and how council processes (such as commissioning) can better support joined-up, responsive working.

Overall, this work is helping shift towards services that are more locally led and shaped by communities.

6.11 **Central and enabling services (representing the Assurance, Resources, Chief Executives Office and Modernisation and Customer Delivery directorates)**

Work delivered through the central transformation team, including the Our Future Council programme, is improving how the council operates and supports services. This is making a difference by:

- Making the most of new technologies: new technology is making our services easier to access for customers. Intelligent Virtual Agents are in place and are supporting customers to complete three types of waste request. This had reduced wait times for customers and released time for contact centre team members to support more complex calls.
- Improving how we support service delivery: a pilot of new AI tool to capture meeting minutes and notes has continued to progress at pace. This is enabling staff to focus on higher-value work by reducing the manual effort required to capture notes and minutes. *“Using this tool has meant that I have been able to set up and complete the majority of 30 meetings every week - on my own. Our team was previously five people and now it is just myself”*
- Improving how information is managed and shared: website improvements are continuing to make information clearer, more accessible and easier to use. An example of this is work has included parking queries such as questions about permits or chasing challenges to parking fines. This has included improvements to website content and services, introducing a redesigned parking ‘contact us’ page, developing a calculator to give customers clearer expectations on response times for parking ticket challenges, and moving the healthcare permit application process online. Early indications suggest these changes are helping to reduce the need for customers to contact the Parking team or Customer Services for support.
- Improving how support services work behind the scenes: the Business Support Hub is making processes more consistent and reducing duplication, so work gets done more quickly. Alongside this, the transition of Adults Business Support and HR/Payroll teams has been delivered through a lift-and-shift approach, maintaining continuity of service while establishing a platform for future improvement. An example of this is the Power Automate Escalation Tool, which automatically detects urgent emails and sends alerts via Microsoft Teams, helping teams prioritise and respond faster. Another example is Self-Service Meeting Management, which uses Microsoft 365 tools to standardise booking and diary management, reducing admin burden and improving coordination across the organisation.

Overall, this work is starting to make a real difference and we can see clear progress. While some changes are still underway, the groundwork is now in place to continue improving services and strengthen the council’s finances in the years ahead.

7 Learning and changes in approach

7.1 Building on learning outlined in the November 2025 report, the council has updated how it delivers transformation to make it more practical and effective. Key changes include:

- Introducing a phased, joined-up approach: changes to services are now planned and delivered with greater focus on people and process change alongside the technology needed to support them

- Focusing more on people and readiness for change: more attention is being given to making sure staff have the capacity, skills and support to adopt new ways of working
- Using a more flexible, team-based way of working: mixed teams, called product teams, are working together to design and test improvements quickly, using small-scale pilots before wider rollout
- Improving oversight and tracking of benefits: governance and reporting have been strengthened so progress and benefits can be monitored more clearly.

Overall, these changes recognise how complex transformation is and are helping the council manage risk while continuing to make progress.

7.2 The programme has made significant progress since the previous scrutiny update, moving to a more integrated and coordinated approach to transformation.
While early benefits are being realised, the next phase will be critical in embedding change, scaling delivery, and realising the full financial and service improvements set out in the business case.

7.3 Ongoing scrutiny and oversight will remain essential to ensure delivery remains on track and aligned with council priorities, and to provide a clear and consistent system of reporting to members on the council's wider transformation journey.

8 Alternative options considered
Not applicable – update report only.

9 Legal considerations
Not applicable – update report only.

10 Financial implications

10.1 This section summarises the financial position and implications of the programme as previously agreed by Cabinet in April 2026.

10.2 The transformation portfolio represents a significant, multi-year investment designed to deliver both service improvement and financial sustainability. Cabinet previously approved an overall investment of £19.67m across 2025/26 and 2026/27, including an initial £12.4m agreed in October 2025 and a further £7.27m approved in April 2026.

10.3 This investment supports key enabling programmes including:
- ERP (HR, Procurement and Finance transformation)
- Customer contact centre and digital platforms
- Transformation Management Office and automation capability
- Workforce change and additional delivery capacity
- Digital innovation initiatives across services

10.4 The April 2026 Cabinet report noted that forecast spend for 2025/26 is lower than originally profiled, primarily due to:
- reprofiling of ERP delivery following revised implementation timelines and resourcing approach
- phasing of contractual commitments such as licensing and partner costs

10.5 From a scrutiny perspective, this highlights the importance of ongoing monitoring of both expenditure and delivery timelines to ensure that planned benefits are still realised in line with the Medium-Term Financial Plan.

10.6 Delivery of these financial benefits is closely linked to the successful implementation of service redesign, workforce change, and enabling technology. As such, there is a continued need for robust benefits tracking and reporting and alignment between transformation activity and financial planning.

10.7 The transformation portfolio is already delivering significant benefit, including workforce efficiencies, reduction in third-party spend, rationalisation of systems and technology. As at March 2026, this includes:

- £5.71m of savings delivered in 2025/26, including £4.0m from third-party spend reduction
- A target of £9.43m savings in 2026/27, with £2.03m already delivered against this target

10.8 While early savings have been achieved, the Cabinet report also highlights risks to full delivery, particularly in relation to:

- Achieving planned third-party spend reductions due to external economic pressures affecting cost assumptions e.g. fuel
- The dependency on successful implementation of major programmes such as ERP

10.9 The development of a cross-council benefits framework and scorecard, as referenced in the Cabinet report, is intended to strengthen this by providing greater transparency on benefit realisation, ownership, and progress.

10.10 In summary, while the transformation portfolio is beginning to deliver financial benefits and efficiencies, a significant proportion of investment and savings remains dependent on future delivery. Ongoing scrutiny will therefore play a critical role in ensuring that investment remains aligned to priorities and that financial benefits are realised as planned.

11 Natural environment, climate & ecology implications

Not applicable – update report only.

12 Well-being and health implications

Not applicable – update report only.

13 Other implications

None

14 Risk implications

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

15 **15 Equalities**
Not applicable – update report only

16 **16 Appendices**
None

17 **17 Background papers**
Transformation update to Cabinet April 2026
Modern sustainable unitary paper to Cabinet May 2026
Policy for the use of AI, Automation & Algorithmic Data Processing in Dorset Council - Dorset Council

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

V1/26

Place and Resources Scrutiny Committee

25 June 2026

Active Travel

For Review and Consultation

Cabinet Member:
Cllr J Andrews, Place Services

Local Councillor(s): All Members

Senior Leadership Team:
J Britton, Executive Director for Place Services

Report author and job title: Christopher Peck, Principal Transport Planner
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Statutory Authority:

Report status: Public Choose an item.

1. Executive summary (maximum of 500 words)

1.1 This report seeks to provide an answer to the following key lines of enquiry:

- What is the current usage of the existing active travel network?
- What are the costs of the work undertaken in active travel to date?
- What are the metrics that are assessing value for money the infrastructure constructed?
- What are the benefits and impacts of the work already carried out on traffic and road safety?
- What are maintenance plans for the routes?

2. Recommendation(s)

2.1 That the committee note the report that addresses the following key lines of enquiry as described in the Executive summary.

3. Reason for the recommendation(s)

3.1 To provide the assurance the Committee requested with regard to the usage, costs, value for money, benefits and impact on traffic and road safety of active travel investment as well as plans for maintenance of the active travel network.

4. Defining active travel and its benefits

4.1. 'Active travel' is usually defined as people walking, using mobility aids such as wheelchairs, or cycling, with the focus principally on enabling users to access local services and meet their daily needs. Trips made for leisure and recreation, while also part of active travel, can be made with greater flexibility in timing and destination and therefore do not necessarily require the type or location of infrastructure that might be required to enable school, workplace or shopping trips.

4.2. Active travel helps people undertake trips without contributing to congestion and air pollution while improving their own physical and mental wellbeing. For residents without access to vehicles it is particularly important. This group includes some of the most vulnerable people in Dorset, such as disabled people and children. Over 23,000 households in Dorset do not have access to a vehicle.

4.3. Following decades of growing traffic volumes and greater concerns about safety for road users, much of the street and road network is considered unsuitable by many to encouraging people walking, cycling or wheeling – only 45% of residents to a national survey think cycling in their area is safe.[1] Some key trip types, such as walking / cycling to school, which historically were mainly made on foot or by bike, now are made by car in almost half of all cases, with the proportion travelling by car rising for secondary school students.[2]

4.4. Changes to the road network to encourage these modes have been subject to dedicated funding from central Government and through funding secured through contributions from new developments. Policy support for active travel can be found at both national and local level, for instance, through Dorset Council's Local Transport Plan 4.[3]

4.5. Active travel measures benefit everyone: most public transport and many private car journeys will start or finish on foot or using a mobility aid on the footway network. Safer road crossings, widened footways and other streetscape improvements will therefore provide wider benefits to all road users. Measures to provide a safe means of accessing schools or employment

[1] Walking and Cycling Index 2025 UK report
[2] NTS 2024: Travel to and from school - GOV.UK
[3] Local Transport Plan 2026 to 2041 - Dorset Council

on foot or cycle can help reduce congestion at times when the road network is most stressed.

4.6. The benefits of active travel include the mental and physical health effects of being more physically active, transport decarbonisation and reduced air pollution, enhanced social cohesion from on streets and access to services, employment and education. Monetisable benefits accrue principally from any increased physical activity generated from more people walking, wheeling or cycling, both through reduced mortality and through reduced absenteeism amongst employees commuting actively.

5. **Current usage of the active travel network**

5.1. The network available for active travel includes footways and cycleways separate from the carriageway, rights of way including footpaths, bridleways and other routes on private land, as well much of the network of roads and streets. Narrowly defining a network over which usage can be accurately monitored is therefore difficult.

5.2. Active travel usage varies greatly depending on location and time of year and even on daily fluctuations in weather, particularly where the network is predominantly used for recreational activities. This effect is even greater in areas of Dorset where the tourist economy is strongest.

5.3. Until the last few years there were limited attempts to systematically measure localised pedestrian usage in part because of an absence of suitable technology to monitor footfall using automatic counters. Some pedestrian monitoring has taken place as part of cordon counts in town centres, but elsewhere attempts to monitor pedestrian usage has been limited to assessment of individual schemes, such as crossings or junction improvements.

5.4. Recent advances in technology and additional funding for monitoring means that better data for pedestrian usage is available using a network of radar and visual sensors that use machine learning techniques to classify road users and more accurately identify pedestrian flows.

5.5. These sensors are deployed in a range of locations, usually where significant pedestrian or public realm improvements are planned. These sensors produce large amounts of data, which can be reproduced for any of the sites as required. A summary of the data from some of the sites is set out below.

5.6. On the High Street, Shaftesbury, recorded usage in recent years shows between 2,000-4,000 pedestrians per day, depending on time of year or day of the week, a level that is similar to the number of motor vehicles. By contrast, on the cycleway on Wimborne Road, Ferndown at the Stapehill Road junction the typical daily usage consists of between 30-100 pedestrians, 60-200 cyclists and 5,000-9,000 vehicle movements on the carriageway.

5.7. On St Mary Street and Bond Street, in Weymouth's pedestrianised town centre, foot traffic ranges from 8,000 per day in winter to over 27,000 per day on school holidays with fine weather. On Weymouth's Esplanade north of Jubilee Clock there was an average of 450 cyclists, 6,500 pedestrians and 19,500 vehicles per day during May 2026.

5.8. A network of automatic monitors exist for some parts of the cycleway network and the longitudinal data from this is included in Appendix 2. In most cases this shows that, broadly speaking, usage on the network is broadly unchanged in recent years, except for an upward spike during 2020/2021, which was the result of the Covid19 period. In a few places there is evidence that some of that growth has been sustained, but in most it has fallen back to pre-Covid levels. This is reflected in trends at a national level.

6. **Investment in active travel**

6.1. Determining the level of investment in active travel is not straightforward - most highway schemes – even if not entirely related to active travel – often involve some active travel infrastructure. For instance, large junction improvement schemes will often involve new or improved crossings for pedestrians or cycles, but the bulk of the scheme cannot be ascribed entirely to active travel.

6.2. Similarly, maintenance schemes to prolong the lifespan of streets and roads are of benefit to all road users, but only a small proportion of that spending is directly spent on active travel.

6.3. Funding for active travel schemes come from a range of sources, including the Active Travel Fund (ATF), administered on behalf of the Department for Transport by Active Travel England. ATF schemes go through a design assurance and appraisal process (see below in section 7 and section 8).

6.4. In addition, some schemes that have active travel elements are funded from the Integrated Transport Block grant allocation from central Government which is for local safety improvements. Road crossings, speed limit reductions or other safety schemes are typically funded from this source.

6.5. Finally, some schemes are funded from other third party sources such as developer contributions, town and parish councils, prudential borrowing and grants from other public and third sector sources.

6.6. Based on the assumptions set out above and aggregating contributions from various sources, Dorset Council has attempted to quantify investment in active travel and reported to central Government the following approximate investment for the last few years:

- 2022/23 - £9.50m
- 2023/24 - £8.95m
- 2024/25 - £6.56m
- 2025/26 - £5.37m

6.7. The higher level of funding in 2022/23 reflects the fact that this period was mid-way through the Transforming Cities Fund programme, which accounted for most of the spending on active travel during this period. This source of funding has now ended.

7. **Appraisal of active travel schemes**

7.1 The Department for Transport (DfT) produces guidance on assessing the value for money of schemes and expects local authorities use this approach to develop the financial business case when seeking approval for funding restricted to active travel. This appraisal process assures the DfT that the schemes planned represent value for money.

7.2 The appraisal process involves the generation of a benefit to cost ratio based on the benefits of the increase in active travel likely to be generated against the cost of the scheme's introduction. The estimated increase in usage is based on evidence from existing schemes elsewhere in the country and the type of investment and is based on the background level of usage and the location.

7.3 Most highway schemes have a likely lifespan of around 30 years (though some are considered to have a 60 year or longer asset life), and this is therefore the period over which benefits and costs of an intervention are assessed. The value for money of a scheme therefore measures the benefits of increased active travel against the costs of the changes introduced, with all future costs/benefits discounted to give net present costs / net present value of the schemes. The assumptions built into the appraisal process are derived from Transport Appraisal Guidance, issued by the Department for Transport.

7.4 Any scheme in which the net present value exceeds the net present costs has a positive benefit to cost ratio and is considered 'value for money', although recent updates from the Treasury suggest that greater attention also must be paid to other societal impacts, for instance, distributional impacts and effects in improving the amenity of an area, such as biodiversity or ambience benefits.

7.5 Many of the benefits of a scheme grow gradually over the scheme's lifespan, and immediate changes cannot always be expected to occur. This is particularly the case where the intervention is part of a longer-term network plan which can only be delivered over an extended period. For instance, where a network for walking or cycling is planned, it may not be possible to deliver all the routes immediately, and therefore the full impact of an individual scheme may not be apparent for many years thereafter.

7.6 In summary, appraisal of active travel schemes therefore involves establishing baseline usage and then estimating uplift in usage based on the type of scheme and level of investment. An example of how this is conducted is set out below.

8. Example appraisal and impact of an active travel scheme: Wimborne Road East, Ferndown

8.1. One of the largest active travel schemes recently completed is a 2.7mile stretch of Wimborne Road East / West stretching from Trickett's Cross to Canford Bottom in Ferndown, including links to major employment areas, schools, the leisure centre and retail areas, and joining another major scheme on Leigh Road, Wimborne to the west. Before the work the road had a narrow footway, with few options to cross. Bus stops had limited facilities and poor drainage and there was no cycle provision whatsoever.

8.2. The work to upgrade the road was undertaken in sections from 2022 to 2025 and involved widening the existing footway and converting it into a cycleway (where possible segregated from pedestrians) on the north side of the road, introducing a lower speed limit, new and improved crossings, upgrading three signal-controlled junctions, improved bus stops, additional tree planting and benches.

8.3. The final section of this scheme involved a 1km stretch of Wimborne Road East between Brickyard Lane and Stanfield Road, including the cycleway link to the Ferndown schools to the south. Work commenced in summer 2024 and was completed in February 2025 with a final outturn cost of £1.77m.

8.4. The scheme had been appraised in advance as having a benefit to cost ratio of between 1.84-2.31, based on pre-construction cost estimates of between £1.8-£2.4m. This was based on a 30-year appraisal timescale and an eventual (not immediate) 6% increase in cycle usage and a 17% increase in pedestrian usage, based on similar levels of investment in similar local authority areas.

8.5. In other words this means that the scheme is expected to yield public monetisable benefits up to two times the investment when aggregated over a

30-year timescale, based on very small increases in cycle uses (approximately 16 additional people cycling per day) and a small increase in pedestrian movement.

8.6. The appraisal was submitted to Active Travel England as part of the funding agreement between Dorset Council and central government, where it was reviewed as part of the assurance process for all Active Travel England funded schemes.

8.7. At this location there is a long term cycle counter recording journeys leading between Wimborne Road and Cherry Grove, predominantly covering the route to Ferndown Upper and Middle Schools. Since the scheme on Wimborne Road was completed cycle use appears to be 19% higher than the long-term average, however, this is early data, and only from one year.

8.8. Elsewhere, the impacts of other improvements on the corridor show wider traffic calming and traffic reduction benefits. On Leigh Road, at the western end of the corridor, traffic volumes have fallen by around 15%, from around 13,000 vehicles per day 10 years ago to around 11,000 today, accompanied by a reduction in average speeds by around 6 mph, linked to the change in speed limits. This would suggest a long-term reduction in casualties of around 30%, based on evidence from elsewhere.[4] At this point there is not enough post-project data to draw direct comparison, particularly since, being rare events, collision rates carry large natural statistical variation.

9. **Maintenance of active travel infrastructure**

9.1 Maintenance for active travel infrastructure is primarily funded through the Structural Maintenance Block supported by the Invest Cycleway DC EAP, which currently provides an additional £360,000 per annum.

9.2 The EAP funding is used to address identified maintenance issues across the cycleway and active travel network, outside of actionable maintenance issues including structural defects such as longitudinal cracking, localised surface failures, clearance works, remarking and re-signage.

9.3 Schemes are prioritised through collaboration with Transport Planning, Community Highways teams and referrals from the public. In addition, some shared-use walking and cycling routes are maintained through existing footway budgets, and separate bids have previously secured targeted funding for more significant cycleway infrastructure issues such as subsidence and wider structural failure.

[4] TRL | The effects of drivers' speed on the frequency of road accidents

9.4 Routine maintenance, including treatments such as footway slurry sealing, is therefore largely integrated within established highway and footway maintenance programmes rather than being wholly reliant on separate funding streams.

9.5 In terms of the maintenance implications, the expansion of active travel infrastructure is not currently considered to pose a significant overall challenge. New cycleways and shared usage paths are managed within the existing inspection and maintenance framework, with inspection regimes aligned to the associated asset (for example, carriageway-aligned cycle lanes inspected as part of carriageway inspections). Defects identified within cycleway or shared-use areas are repaired to an appropriate higher standard (footway or cycleway standard, as applicable), using existing materials and techniques.

9.6 The network hierarchy for cycle routes is set out in Appendix 1.

9.7 Given the scale of the existing network, the relatively small annual additions do not materially change maintenance demands or require specialist equipment at this time.

9.8 However, we do need to recognise emerging pressures, particularly around specialist surfacing treatments, seasonal sweeping, leaf clearance and winter resilience (ice prevention). These issues are being considered as part of medium to long term planning, with the potential need for additional investment through future corporate funding routes if the active travel network continues to expand.

10. Legal considerations

10.1. No legal considerations result from this report.

11. Financial implications

11.1. No financial implications result from this report.

12. Natural environment, climate & ecology implications

12.1. Active travel plays a role in mitigating air pollution and greenhouse gas emissions that result in road transport. Transport is the largest emitting sector for greenhouse gas emissions and continues to increase while other sectors have seen substantial reductions. Road transport emissions through nitrogen deposition and other pollutants also damage low-nutrient heathland areas. Reducing internal combustion vehicle usage through shifting to active travel and public transport, as well as EVs contributes to the Dorset Council Plan key priority of responding to the climate and nature crisis.

13. Well-being and health implications

13.1. Enabling access to trips by active travel can confer significant physical and mental well-being benefits. 70% of the monetisable benefits of active travel schemes are typically attributed to the health benefits that accrue from people being more physically active. There are also wider benefits from reduced vehicle use in local areas, helping to facilitate quieter, less dangerous neighbourhoods and supporting better community cohesion.

14. Other implications

14.1. No other implications have been identified.

15. Risk implications

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

Current Risk: No risk identified.

Residual Risk: No risk identified.

16. Equalities

16.1 No equalities assessment has been undertaken for this report, since no change in policy or specific project is being undertaken.

17. Appendices

17.1 Appendix 1 shows Table D1 of the Local Transport Plan traffic monitoring programme which shows cycle growth rate at sites in Dorset. Appendix 2 shows the maintenance hierarchy and frequency of the cycleway network.

18. Background papers

18.1 There are no background papers associated with this report.

19. Report sign-off

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

Appendix 1. Table D1 Summary of Cycle Growth in Dorset

Table D1 Summary of Cycle Growth in Dorset 2011 to 2024 **2020/21 Cycle Flows Affected by COVID19 Pandemic**

Site No.	Location		AADT (Annual Average Daily Traffic) 2011	2013	2019	2021	2022	2023	2024*	Growth of Daily Traffic Flows 1 Year (23-24)	2 Years (22-24)	5 Years (19-24)	10 Years (14-24)	12 Years (11-24)
GROUP 1 - ALL COUNTY INDICATOR SITES			32	35	40	42	43	44	45					
1090	PRESTON BEACH ROAD, CYCLEPATH		125	130	110	140	150	140	150	-6.7%	0%	27%	8%	12%
1550	PORTLAND BEACH ROAD (CYCLEWAY)		220	270	270	325	270	215	210	-20.4%	-34%	-20%	-20%	-2%
1551	RADIPOLE PARK DRIVE (CYCLEWAY)		275	275	225	230	230	220	205	-4.3%	-4%	-2%	-20%	-20%
1552	WEIRS, DORCHESTER (CYCLEWAY)		80	105	90	85	80	70	70	-12.5%	-18%	-22%	-33%	-13%
1553	WEST STAFFORD BY-PASS (CYCLEWAY)		45	60	95	130	115	105	105	-8.7%	-19%	11%	75%	133%
1731	RODWELL TRAIL CYCLEWAY, FERRYBRIDGE		250	350	410	470	395	335	320	-15.2%	-29%	-18%	-4%	34%
1917	FERNDOWN CYCLEWAY - NORTH END		170	150	190	115	100	85	165	-15.0%	-26%	-55%	-43%	-50%
2158	DORCH. TO CHARMINSTER CYCLEWAY		55	50	50	50	45	40	45	-11.1%	-20%	-20%	-20%	-27%
2295	CHICKERELL LINK CYCLEWAY		40	55	65	95	85	70	60	-17.6%	-26%	8%	27%	75%
2489	GRANBY WAY, WEYMOUTH - CYCLEWAY		125	175	150	165	115	140	135	21.7%	-15%	-7%	-20%	12%
2575	RODWELL TRAIL, FERRYBRIDGE		250	285	270	320	275	245	240	-10.9%	-23%	-9%	-14%	-2%
2627	WESTHAM HALT CYCLEWAY		260	390	440	500	485	455	430	-6.2%	-9%	3%	17%	75%
OVERALL FLOWS/GROWTH AT ALL SITES since 2011			1,895	2,295	2,365	2,625	2,345	2,120	2,135	-9.6%	-19%	-10%	-8%	12%
GROUP 2 - WEYMOUTH														
1090	PRESTON BEACH ROAD, CYCLEPATH		125	130	110	140	150	140	150	-6.7%	0%	27%	8%	12%
1550	PORTLAND BEACH ROAD (CYCLEWAY)		220	270	270	325	270	215	210	-20.4%	-34%	-20%	-20%	-2%
1551	RADIPOLE PARK DRIVE (CYCLEWAY)		275	275	225	230	230	220	205	-4.3%	-4%	-2%	-20%	-20%
1731	RODWELL TRAIL CYCLEWAY, FERRYBRIDGE		250	350	410	470	395	335	320	-15.2%	-29%	-18%	-4%	34%
2489	GRANBY WAY, WEYMOUTH - CYCLEWAY		125	175	150	165	115	140	135	21.7%	-15%	-7%	-20%	12%
2575	RODWELL TRAIL, FERRYBRIDGE		250	285	270	320	275	245	240	-10.9%	-23%	-9%	-14%	-2%
2621	WEYMOUTH RELIEF RD, UPWEY - CYCLEWAY		n/a	105	95	105	90	70	70	-22.2%	-33%	-26%	-33%	N/A
2623	WEY RELIEF RD, LORTON LANE CYCLEWAY		n/a	170	170	140	110	100	95	-9.1%	-29%	-41%	-41%	N/A
2627	WESTHAM HALT CYCLEWAY		260	390	440	500	485	455	430	-6.2%	-9%	3%	17%	75%
2626	LITTLEMOOR RD CYCLEWAY		n/a	60	55	65	55	50	55	-9.1%	-23%	-9%	-17%	N/A
2628	THE MARSH, CYCLEWAY		100	130	175	230	175	130	120	-25.7%	-43%	-26%	0%	30%
2679	WESTHAM BRIDGE CYCLEWAY (NORTH)		360	335	670	725	680	220	700	-67.6%	-70%	-67%	-34%	-39%
2680	NEWSTEAD BRIDGE CYCLEWAY	INSTALLED 2012	n/a	365	390	455	400	385	355	-3.8%	-15%	-1%	5%	N/A
2736	RADIPOLE LAKE CYCLEWAY, WEYMOUTH	INSTALLED 2013	n/a	135	110	140	130	125	120	-3.8%	-11%	14%	-7%	N/A
2737	CHICKERELL ROAD CYCLEWAY (NR BUDMOUTH SCHOOL)	INSTALLED 2013	n/a	70	90	70	60	65	70	8.3%	-7%	-28%	-7%	N/A
2738	CHICKERELL ROAD CYCLEWAY (W OF QUIBO LANE)	INSTALLED 2013	n/a	75	90	85	85	75	75	-11.8%	-12%	-17%	0%	N/A
2827	WEYMOUTH WAY NORTH CYCLEWAY	INSTALLED 2013	n/a	n/a	225	345	305	220	210	-27.9%	-36%	-2%	N/A	N/A
OVERALL FLOWS/GROWTH AT SELECTED SITES since 2011			1,965	2,675	3,040	3,415	3,030	2,320	2,730	-23.4%	-32%	-24%	-13%	18%

Table D1 Summary of Cycle Growth in Dorset 2011 to 2024

2020/21 Cycle Flows Affected by COVID19 Pandemic

Site No.	Location		AADT (Annual Average Daily Traffic) 2011	2013	2018	2021	2022	2023	2024	Growth of Daily Traffic Flows 1 Year (22-23)	2 Years (21-23)	5 Years (18-23)	10 Years (13-23)	12 Years (11-23)
GROUP 3 - WEST DORSET														
1552	WEIRS, DORCHESTER (CYCLEWAY)		80	105	90	85	80	70	70	-12.5%	-18%	-22%	-33%	-13%
1553	WEST STAFFORD BY-PASS (CYCLEWAY)		45	60	95	130	115	105	105	-8.7%	-19%	11%	75%	133%
1952	BRIDPORT CYCLE (ST MARY'S FIELD)	INSTALLED 2020	n/a	n/a	n/a	90	75	95	80	26.7%	6%	N/A	N/A	N/A
2158	DORCH. TO CHARMINSTER CYCLEWAY		55	50	50	50	45	40	45	-11.1%	-20%	-20%	-20%	-27%
2267	SEA ROAD NORTH, BRIDPORT	INSTALLED 2022	n/a	n/a	n/a	85	90	80	75	-11.1%	-6%	N/A	N/A	N/A
2295	CHICKERELL LINK CYCLEWAY		40	55	65	95	85	70	60	-17.6%	-26%	8%	27%	75%
2734	MONKTON CYCLEWAY (USE SITE CYC000000014)	INSTALLED 2020	n/a	120	100	120	105	90	80	-14.3%	-25%	-10%	-25%	N/A
2749	WEYMOUTH AVENUE CYCLEWAY, DORCH	INSTALLED 2020	n/a	60	65	75	65	55	55	-15.4%	-27%	-15%	-8%	N/A
3375	BURTON ROAD, BRIDPORT	INSTALLED 2019	n/a	n/a	n/a	80	80	65	60	-18.8%	-19%	N/A	N/A	N/A
3467	WEST BAY CYCLE ACCESS	INSTALLED 2020	n/a	n/a	n/a	80	75	65	60	-13.3%	-19%	N/A	N/A	N/A
3377	EAST ROAD SOUTH, BRIDPORT	INSTALLED 2020	n/a	n/a	n/a	60	55	45	45	-18.2%	-25%	N/A	N/A	N/A
3534	RINGWOOD ROAD CYCLEWAY (GARAGE EXIT)	INSTALLED 2021	n/a	n/a	n/a	90	65	65	60	0.0%	-28%	N/A	N/A	N/A
3756	NCN 26 HAYDEN COPPICE CYCLE/PED	INSTALLED 2023	n/a	n/a	n/a	n/a	n/a	10	10	N/A	N/A	N/A	N/A	N/A
3757	NCN 26 CRUXTON CYCLE/PED	INSTALLED 2023	n/a	n/a	n/a	n/a	n/a	10	35	N/A	N/A	N/A	N/A	N/A
3758	NCN 2 MARTINSTOWN CYCLE/PED	INSTALLED 2023	n/a	n/a	n/a	n/a	n/a	15	15	N/A	N/A	N/A	N/A	N/A
OVERALL FLOWS/GROWTH AT SELECTED SITES since 2011			220	270	300	360	325	285	280	-12.3%	-21%	-5%	6%	30%
GROUP 4 - NORTH & EAST DORSET														
22	A351 SANDFORD RD, SANDFORD	INSTALLED 2022	n/a	n/a	n/a	n/a	75	85	80	13.3%	N/A	N/A	N/A	N/A
79	B3073 LEIGH ROAD, WIMBORNE	INSTALLED 2022	n/a	n/a	n/a	n/a	230	195	190	-15.2%	N/A	N/A	N/A	N/A
1917	FERNDOWN CYCLEWAY - NORTH END		170	150	190	115	100	85	165	-15.0%	-26%	-55%	-43%	-50%
2098	SOUTH OF MILTON ON STOUR CYCLE & PED SITE		45	60	130	130	35	30	30	-14.3%	-77%	-77%	-50%	-33%
2161	VERWOOD CYCLEWAY		25	35	20	25	20	25	30	25.0%	0%	25%	-29%	0%
2783	BAKERS ARMS RNDBT CYCLEWAY	INSTALLED 2016	n/a	35	50	70	55	45	70	-18.2%	-36%	-10%	29%	N/A
2785	THE MILLDOWN CYCLEWAY, BLANDFORD	INSTALLED 2013	n/a	n/a	80	90	75	65	65	-13.3%	-28%	-19%	N/A	N/A
2786	ROWLANDS LANE CYCLEWAY, STOURPAINE	INSTALLED 2013	n/a	n/a	80	105	90	105	70	16.7%	0%	31%	N/A	N/A
2987	ROYAL CHASE ROUNDABOUT CYCLE	INSTALLED 2016	n/a	n/a	15	20	20	15	20	-25.0%	-25%	0%	N/A	N/A
3038	SANDFORD ROAD CYCLEWAY	INSTALLED 2016	n/a	n/a	95	105	85	95	90	11.8%	-10%	0%	N/A	N/A
3397	WIMBORNE ROAD EAST		n/a	35	50	70	65	55	60	-15.4%	-21%	10%	57%	N/A
3488	LE NEUBOURG WAY CYCLEWAY, GILLINGHAM	INSTALLED 2020	n/a	n/a	n/a	15	15	15	15	0.0%	0%	N/A	N/A	N/A
3534	RINGWOOD ROAD CYCLEWAY (GARAGE EXIT)	INSTALLED 2021	n/a	n/a	n/a	90	65	65	60	0.0%	-28%	N/A	N/A	N/A
3725	CHRISTCHURCH ROAD, WEST PARLEY	INSTALLED 2022	n/a	n/a	n/a	n/a	10	10	10	0.0%	N/A	N/A	N/A	N/A
OVERALL FLOWS/GROWTH AT SELECTED SITES since 2011			240	245	340	270	155	140	225	-9.7%	-48%	-59%	-43%	-42%

Appendix 2. Maintenance hierarchy and frequency of the cycle network

Dorset Council Network Hierarchy	Annual Inspection Frequency	Hierarchy Description	Detailed Description
1	Inspected as part of associated Asset	Cycle lane	A part of the carriageway allocated for use by cyclists. Includes areas delineated by a kerb line or other physical feature.
2	Inspected as part of associated Asset	Cycle lane	A part of the carriageway allocated for use by cyclists. Includes areas delineated by road markings or by delineation on the surface.
3	Inspected as part of associated Asset	Cycle track	A track over which the public have a right of way on pedal cycles that does not form part of a carriageway, but which can be within a highway that includes carriageway. This would include shared footway/ cycleway provision with or without segregation.
4	1	Remote Cycle track	Cycleways and shared pedestrian/ cycleways that are not contiguous with the carriageway. Those that go across open land or through parkland.
5	0	Adopted highway that’s unpaved/ unmetalled.	Cycleways that have not been paved to a recognised standard.

Place and Resources Scrutiny Committee
Draft Work Programme

Meeting Date- 30 July 2026

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Natural Environment, Climate & Ecology update report	To review the bi-annual progress report on the Dorset Council Climate & Ecological Emergency Strategy	Antony Littlechild, Team Manager Sustainability Bridget Betts, Environment/Policy/Partnership Manager Councillor Nick Ireland Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Waste collections deep dive	Key lines of enquiry to be formed in addition to the issues raised in April Performance scrutiny item and shared with authors before the end of May	Michael Moon Head of Fleet & Waste Operations Cllr Jon Andrews, Place Services	

Meeting Date: 24 September 2026

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Performance Scrutiny	To review the most recent performance information and use this to agree items to add to the committee work programme for further analysis	Chris Heighway – Performance and Analytics Team Manager Councillor Nick Ireland Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
Assets and Property Accessibility	Key lines of enquiry to be formed in addition to the issues raised in April Performance scrutiny item and shared with authors before the end of May	Jess Maskrey Head of Service - Assets & Property Richard Biggs	
Sickness Absence and Workforce Data Deep dive	Key lines of enquiry to be formed in addition to the issues raised in April Performance scrutiny item and shared with authors before the end of May	Christopher Matthews, Head of People and workforce	

Pending items:
- FOI and assurance regular update
- The Local Enforcement plan post implementation review

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

Bi-annual items:
- Natural Environment, Climate & Ecology – progress report – July and November

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

Informal Work of the Committee:

Date	Topic	Format	Members	Lead Officers	Other Information
August	Committee site visits across a selection of assets across the DC estate	Site Visits	All committee members attending sites local to their ward.	Jess Maskrey James Lee	
Quarterly	Review of the committee's performance and risk dashboards	Informal meeting	All committee members	Chris Heighway (Strategic Performance Intelligence &Risk)	Review of the dashboards to identify potential future areas for review by the committee

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The Cabinet Forward Plan - July to October 2026
(Publication date – 23 JUNE 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 -

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (***Thresholds - £500k***); or
(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of *"significant"* for these purposes the Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Cabinet Members and Portfolios 2025/26

Nick Ireland	Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding
Richard Biggs	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets
Jon Andrews	Place Services
Shane Bartlett	Planning
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					
July					
End of year performance report **Key Decision** - No **Public Access - Open** Dorset Council Annual report An end of year report on council plan delivery and broader organisational health.	**Decision Maker Cabinet**	**Decision Date 28 Jul 2026**		Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	*Liz Crocker, Head of Strategy liz.crocker@dorsetcouncil.gov.uk, Chris Heighway, Performance and Analytics Team Manager chris.heighway@dorsetcouncil.gov.uk* *Chief Executive*
DFT rental E-scooter trial **Key Decision** - Yes **Public Access - Open** Seeking Cabinet approval to enable two areas of Dorset to introduce an e-scooter rental service trial. The two areas are: 1) Upton and Corfe Mullen 2) Weymouth, Portland, Chickerell and Dorchester.	**Decision Maker Cabinet**	**Decision Date 28 Jul 2026**	Place and Resources Overview Committee 4 Jun 2026	Cabinet Member for Place Services	*Christopher Whitehouse, Projects Team Manager christopher.whitehouse@dorsetcouncil.gov.uk, Kate Tunks, Service Manager for Infrastructure and Assets kate.tunks@dorsetcouncil.gov.uk* *Executive Director - Economy and Environment (Jan Britton)*

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** Following the authorisation of the Crisis and Resilience fund "day 1" offer in March Cabinet, this paper seeks authorisation for the next iteration of support projects as part of the programme.	**Decision Maker Cabinet**	**Decision Date 28 Jul 2026**	People and Health Overview Committee 6 Jul 2026	Cabinet Member for Customer, Culture and Community Engagement	*Executive Director - Modernisation and Customer Delivery (Lisa Cotton)*
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 have also amalgamated the Financial Assessment and Care Contributions policy and the Deferred Payment Agreement Policy and the two impact significantly on each other.	**Decision Maker Cabinet**	**Decision Date 28 Jul 2026**	People and Health Overview Committee 6 Jul 2026	Cabinet Member for Resources and Finance, Cabinet Member for Adult Social Care & Health, Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	*Nicola Fowler, Financial Assessments Team Manager nicola.fowler@dorsetcouncil.gov.uk Director - Resources (Section 151 Officer)*
Shaftesbury Neighbourhood Plan 2019-2031 - First Review **Key Decision** - No **Public Access - Open** Item relating to the making (adoption) of the neighbourhood plan review following an independent examination of the plan.	**Decision Maker Cabinet**	**Decision Date 28 Jul 2026**		Cabinet Member for Planning	*Ed Gerry, Community Planning Manager ed.gerry@dorsetcouncil.gov.uk Executive Director - Economy and Environment (Jan Britton)*

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Endorsement of Dorset Local Visitor Economy Partnership Destination Management Plan **Key Decision** - No **Public Access - Open** Dorset Council approval of the Dorset Local Visitor Economy Partnership Destination Management Plan, prepared in collaboration with Dorset's key visitor economy stakeholders.	**Decision Maker Cabinet**	**Decision Date 28 Jul 2026**	Place and Resources Overview Committee TBC	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	*Jon Bird, Service Manager for Economic Development and Skills jon.bird@dorsetcouncil.gov.uk* *Executive Director - Economy and Environment (Jan Britton)*
Dorset Council Local Plan **Key Decision** - Yes **Public Access - Open** Progression of the Dorset Council Local Plan.	**Decision Maker Cabinet**	**Decision Date 28 Jul 2026**		Cabinet Member for Planning	*Mike Garrity, Corporate Director for Planning mike.garrity@dorsetcouncil.gov.uk, Terry Sneller, Strategic Planning Manager terry.sneller@dorsetcouncil.gov.uk* *Executive Director - Economy and Environment (Jan Britton)*
Youth Justice Plan **Key Decision** - Yes **Public Access - Open** To approve the Youth Justice Plan for 2026/27.	**Decision Maker Dorset Council**	**Decision Date 22 Oct 2026**	Cabinet 28 Jul 2026 People and Health Overview Committee 6 Jul 2026	Cabinet Member for Children, Families & Education	*David Webb, Head of Service - Dorset Combined Youth Justice Service david.webb@bcpcouncil.gov.uk* *Executive Director - Children's Services (Paul Dempsey)*
September					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
July 2026 (period 4) financial management report 26/27 **Key Decision** - No **Public Access - Open** To consider the Period 4 financial management report.	**Decision Maker Cabinet**	**Decision Date 8 Sep 2026**		Cabinet Member for Resources and Finance	*Sean Cremer, Director - Resources (Section 151 Officer) sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer sian.hedger@dorsetcouncil.gov.uk Director - Resources (Section 151 Officer)*
Dorset Community Safety Plan 2026 - 2029 **Key Decision** - Yes **Public Access - Open** New statutory three year community safety plan for the Dorset Council area. The plan has been written and agreed by the Council and partners through the Dorset Community Safety Partnership and now requires formal adoption by Dorset Council.	**Decision Maker Dorset Council**	**Decision Date 22 Oct 2026**	Cabinet 6 Oct 2026 People and Health Overview Committee 21 Sep 2026	Cabinet Member for Housing and Homelessness	*Andy Frost, Service Manager for Community Safety andy.frost@dorsetcouncil.gov.uk Executive Director - Housing, Prevention and Communities (Sam Crowe)*
October 2026					
Dorset Safeguarding Children Partnership Annual Report **Key Decision** - Yes **Public Access - Open** This is the Dorset Safeguarding Children Partnership's Annual Report 25/26 detailing the Partnership's activity from April 2025-March 2026 and is for Cabinet's information.	**Decision Maker Cabinet**	**Decision Date 6 Oct 2026**		Cabinet Member for Children, Families & Education	*Megan Cameron-Brown, Head of Quality Assurance and Partnerships megan.cameron-brown@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)*

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Household collection of plastic film and flexible packaging **Key Decision** - Yes **Public Access - Open** To set out the legal requirements, operational, financial and environmental considerations associated with the statutory requirement to collect plastic film and flexible packaging from April 2027, and to seek approval to proceed with implementation.	**Decision Maker Cabinet**	**Decision Date 6 Oct 2026**		Cabinet Member for Place Services	*Louise Bryant, Service Development Manager louise.bryant@dorsetcouncil.gov.uk, Lisa Mounty, Service Development Manager lisa.mounty@dorsetcouncil.gov.uk* *Executive Director - Economy and Environment (Jan Britton)*
Parking Review and Strategy **Key Decision** - Yes **Public Access - Part exempt** To consider the Parking Strategy for Dorset Council.	**Decision Maker Cabinet**	**Decision Date 6 Oct 2026**	Place and Resources Overview Committee 9 Jul 2026	Cabinet Member for Place Services	*David Rosselli, Transport & Parking Strategy Lead david.rosselli@dorsetcouncil.gov.uk, Jack Wiltshire, Corporate Director for Highways and Engineering jack.wiltshire@dorsetcouncil.gov.uk* *Executive Director - Economy and Environment (Jan Britton)*
November 2026					
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 10 Nov 2026**		Cabinet Member for Place Services	*Russell Goff, Senior Ranger russell.goff@dorsetcouncil.gov.uk* *Executive Director - Economy and Environment (Jan Britton)*

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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	*Sean Cremer, Director - Resources (Section 151 Officer) sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer sian.hedger@dorsetcouncil.gov.uk Director - Resources (Section 151 Officer)*
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 10 Nov 2026**		Cabinet Member for Public Health, Prevention & Communities	*Laura Cornette, Business Partner - Communities and Partnerships Laura.cornette@dorsetcouncil.gov.uk Executive Director - Modernisation and Customer Delivery (Lisa Cotton)*
December 2026					
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	*Liz Crocker, Head of Strategy liz.crocker@dorsetcouncil.gov.uk, Chris Heighway, Performance and Analytics Team Manager chris.heighway@dorsetcouncil.gov.uk Chief Executive*
February 2027					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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	*Sean Cremer, Director - Resources (Section 151 Officer) sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer sian.hedger@dorsetcouncil.gov.uk* *Director - Resources (Section 151 Officer)*
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	*Sean Cremer, Director - Resources (Section 151 Officer) sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer sian.hedger@dorsetcouncil.gov.uk* *Executive Director, Corporate Development - Section 151 Officer*

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

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Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan - June to September 2026
(Publication date – 21 MAY 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, Performance, Communications 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
June 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 29 Jun 2026**	Cabinet Member for Adult Social Care & Health	*Director - Adult Social Care (Julia Ingram)*
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 29 Jun 2026**	Cabinet Member for Adult Social Care & Health	*Sam Poole, Interim Corporate Director for Commissioning & Improvement samuel.poole@dorsetcouncil.gov.uk* *Director - Adult Social Care (Julia Ingram)*
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 29 Jun 2026**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset* *Director - Adult Social Care (Julia Ingram)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Review of Terms of Reference **Key Decision** - No **Public Access - Open** To note the shareholder committee terms of reference.	**Decision Maker Shareholder Committee for Care Dorset Holdings Ltd**	**Decision Date 29 Jun 2026**	Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	*Grace Evans, Head of Legal Services and Deputy Monitoring Officer grace.evans@dorsetcouncil.gov.uk*
Trading Company proposal **Key Decision** - Yes **Public Access - Fully exempt** Proposal to establish a new trading company.	**Decision Maker Shareholder Committee for Care Dorset Holdings Ltd**	**Decision Date 29 Jun 2026**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)*
September 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 28 Sep 2026**	Cabinet Member for Adult Social Care & Health	*Director - Adult Social Care (Julia Ingram)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Council Organisational Update **Key Decision** - No **Public Access - Part exempt** To present the developments on the part of the council relevant to Care Dorset.	**Decision Maker Shareholder Committee for Care Dorset Holdings Ltd**	**Decision Date 28 Sep 2026**	Cabinet Member for Adult Social Care & Health	*Sam Poole, Interim Corporate Director for Commissioning & Improvement samuel.poole@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)*
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 28 Sep 2026**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)*
Care Dorset Annual Performance Report **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 28 Sep 2026**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Annual report and Year end accounts **Key Decision** - No **Public Access - Open** To receive the annual financial report.	**Decision Maker Shareholder Committee for Care Dorset Holdings Ltd**	**Decision Date 28 Sep 2026**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)*
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**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)*
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**	Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	*Grace Evans, Head of Legal Services and Deputy Monitoring Officer grace.evans@dorsetcouncil.gov.uk*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)*
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**	Cabinet Member for Adult Social Care & Health	*Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)*

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

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Shareholder Committee for the Dorset Innovation Park Ltd
Forward Plan - March to July 2026
(Publication date – 12 MARCH 2026)

Explanatory Note:
This Forward Plan contains future items to be considered by the Shareholder Committee for the Dorset Innovation Park Ltd. It is published 28 days before the next meeting of the committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions
Key decisions are defined in Dorset Council's Constitution as decisions which are likely to -

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (***Thresholds - £500k***); or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of *"significant"* for these purposes the Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Committee Membership 2025/26
Cllr Nick Ireland – Leader of the Council and Cabinet Member for Climate, Performance and Safeguarding
Cllr Richard Biggs – Deputy Leader of the Council and Cabinet Member for Property & Assets, and Economic Growth
Cllr Shane Bartlett – Cabinet Member for Planning and Emergency Planning
Cllr Simon Clifford – Cabinet Member for Finance and Capital Strategy
Cllr Ben Wilson – Cabinet Member for Corporate Development and Transformation

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
March 2026				
Dorset Innovation Park Board Composition **Key Decision** - No **Public Access - Open** To confirm the appointment of a Chair for Dorset Innovation Park Ltd and consider the Board composition.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 23 Mar 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Nick Webster, Head of Growth and Regeneration nicholas.webster@dorsetcouncil.gov.uk* *Executive Director, Place (Jan Britton)*
April 2026				
Managing Director's report **Key Decision** - No **Public Access - Open** To consider a report of the Managing Director – Dorset Innovation Park Ltd.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 13 Apr 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Managing Director – Dorset Innovation Park Ltd* *Executive Director, Place (Jan Britton)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Council Officer update **Key Decision** - No **Public Access - Open** To receive a report of the Head of Growth and Economic Regeneration.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 13 Apr 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Nick Webster, Head of Growth and Regeneration nicholas.webster@dorsetcouncil.gov.uk* *Executive Director, Place (Jan Britton)*
Support contract and Services Contract **Key Decision** - No **Public Access - Part exempt** To update the committee on progress towards finalising the Support Contract and Services Contract between Dorset Council and Dorset Innovation Park Ltd.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 13 Apr 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Nick Webster, Head of Growth and Regeneration nicholas.webster@dorsetcouncil.gov.uk* *Executive Director, Place (Jan Britton)*
Dorset Innovation Park Aged Debt Position **Key Decision** - No **Public Access - Fully exempt** A report on the current position regarding aged debt owed to the council by occupants of the Dorset Innovation Park.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 13 Apr 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Nick Webster, Head of Growth and Regeneration nicholas.webster@dorsetcouncil.gov.uk* *Executive Director, Place (Jan Britton)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
July 2026				
Managing Director's report **Key Decision** - No **Public Access - Open** To consider a report of the Managing Director – Dorset Innovation Park Ltd.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 14 Jul 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Managing Director – Dorset Innovation Park Ltd* *Executive Director, Place (Jan Britton)*
Dorset Council Officer update **Key Decision** - No **Public Access - Open** To receive a report of the Head of Growth and Economic Regeneration.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 14 Jul 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Nick Webster, Head of Growth and Regeneration* *nicholas.webster@dorsetcouncil.gov.uk* *Executive Director, Place (Jan Britton)*
Review of Terms of Reference **Key Decision** - No **Public Access - Open** To note the shareholder committee terms of reference.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date 14 Jul 2026**	Leader and Cabinet Member for Climate, Performance and Safeguarding	*Grace Evans, Head of Legal Services and Deputy Monitoring Officer* *grace.evans@dorsetcouncil.gov.uk*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Annual items				
Dorset Innovation Park Ltd Business Plan (January) **Key Decision** - Yes **Public Access - Part exempt** To agree the Dorset Innovation Park Ltd Business Plan for the year ahead.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date January**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Managing Director – Dorset Innovation Park Ltd* *Executive Director, Place (Jan Britton)*
Dorset Innovation Park Annual Report (April) **Key Decision** - Yes **Public Access - Open** To agree the annual report for the past year.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date April**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Managing Director – Dorset Innovation Park Ltd* *Executive Director, Place (Jan Britton)*
Review of Terms of Reference (July) **Key Decision** - No **Public Access - Open** To note the shareholder committee terms of reference.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date July**	Leader and Cabinet Member for Climate, Performance and Safeguarding	*Grace Evans, Head of Legal Services and Deputy Monitoring Officer* *grace.evans@dorsetcouncil.gov.uk*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Innovation Park Ltd (November) **Key Decision** - Yes **Public Access - Part exempt** To outline the emerging Dorset Innovation Park Ltd Business Plan for the coming year.	**Decision Maker Shareholder Committee for Dorset Innovation Park Ltd**	**Decision Date November**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth	*Managing Director – Dorset Innovation Park Ltd* *Executive Director, Place (Jan Britton)*

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5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the shadow council proposes:-
   (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
   (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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The Shareholder Committee for the Dorset Centre of Excellence (DCOE) Forward Plan
June to September 2026
(Publication date – 14 MAY 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, Performance and Safeguarding
Cllr Richard Biggs – Deputy Leader of the Council and Cabinet Member for Property & Assets and Economic Growth
Cllr Simon Clifford – Cabinet Member for Finance and Capital Strategy
Cllr Clare Sutton – Cabinet Member for Children’s Services, Education & Skills
Cllr Gill Taylor – Cabinet Member for Health and Housing

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
June 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 15 Jun 2026**	Cabinet Member for Children's Services, Education and Skills	*Executive Director - Children's Services (Paul Dempsey)*
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 15 Jun 2026**	Cabinet Member for Children's Services, Education and Skills	*Ross Bowell, Head of Service - Health, Education & SEND Commissioning ross.bowell@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)*
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 15 Jun 2026**	Cabinet Member for Children's Services, Education and Skills	*Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)*

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.				
Review of Terms of Reference **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 15 Jun 2026**	Leader and Cabinet Member for Climate, Performance and Safeguarding	*Grace Evans, Head of Legal Services and Deputy Monitoring Officer grace.evans@dorsetcouncil.gov.uk*
Future site options **Key Decision** - Yes **Public Access - Fully exempt** To consider future options for the site.	**Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)**	**Decision Date 15 Jun 2026**	Deputy Leader and Cabinet Member for Property & Assets and Economic Growth, Cabinet Member for Children's Services, Education and Skills, Cabinet Member for Finance & Capital Strategy	*Chief Executive, Director - Resources (Section 151 Officer), Executive Director - Children's Services (Paul Dempsey), Executive Director - Regeneration, Infrastructure and Growth (Jan Britton)*

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's Services, Education and Skills	*Executive Director - Children's Services (Paul Dempsey)*
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's Services, Education and Skills	*Ross Bowell, Head of Service - Health, Education & SEND Commissioning ross.bowell@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)*
DCoE - Report of the Chair of the Board **Key Decision** - No **Public Access - Part exempt** To provide an update of the current situation at the Dorset	**Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)**	**Decision Date 14 Sep 2026**	Cabinet Member for Children's Services, Education and Skills	*Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Centre of Excellence and the Coombe House School, including progress made in relation to governance, leadership, staffing, estate, community use and finance.				
Annual Reports				
Review of Terms of Reference (June) **Key Decision** - No **Public Access - Open** To note the shareholder committee terms of reference.	**Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)**	**Decision Date**	Leader and Cabinet Member for Climate, Performance and Safeguarding	*Grace Evans, Head of Legal Services and Deputy Monitoring Officer grace.evans@dorsetcouncil.gov.uk*
Annual Performance Report (December) **Key Decision** - No **Public Access - Open** To consider the Coombe House Annual Performance Report.	**Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)**	**Decision Date**	Cabinet Member for Children's Services, Education and Skills	*Executive Director - Children's Services (Paul Dempsey)*

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.