



Place and Resources Scrutiny Committee

Date: Thursday, 30 July 2026
Time: 6.30 pm
Venue: Council Chamber, 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	
The minutes of the meeting held on 9 July 2026 will be confirmed with the minutes from this meeting on 24 September 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 27 July 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 27 July 2026.

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

6. EMERGENCY RESPONSE TO FLOODING INCIDENTS IN DORSET (STORM CHANDRA), 09/07/2026 PLACE AND RESOURCES SCRUTINY COMMITTEE 5 - 18

To receive the deferred report from the Service Manager for Assurance.

7. ACTIVE TRAVEL 19 - 30

To receive the report from the Principal Transport Planner.

8. WASTE DEEP DIVE REVIEW 31 - 80

To receive the report from the Commercial Services Manager.

9. PLACE AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME 81 - 84

To review the Place and Resources Scrutiny Committee Work Programme.

10. EXECUTIVE ARRANGEMENTS FORWARD PLANS 85 - 112

To review the Executive arrangement forward plans.

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

11. URGENT ITEMS

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

12. EXEMPT BUSINESS

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

There are no exempt items scheduled for this meeting.

Place and Resources Scrutiny Committee

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 Page 6

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 in 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 Committee

30 July 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

Email: christopher.peck@dorsetcouncil.gov.uk

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^(OBJ) 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

Site No.	Location	AADT (Annual Average Daily Traffic)						Growth of Daily Traffic Flows			
		2011	2013	2019	2021	2022	2023	2024*	1 Year (23-24)	2 Years (22-24)	5 Years (19-24)

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%
1550	PORTLAND BEACH ROAD (CYCLEWAY)	220	270	270	325	270	215	210	-20.4%	-34%	-20%	-20%
1551	RADIPOLE PARK DRIVE (CYCLEWAY)	275	275	225	230	230	220	205	-4.3%	-4%	-2%	-20%
1552	WEIRS, DORCHESTER (CYCLEWAY)	80	105	90	85	80	70	70	-12.5%	-18%	-22%	-33%
1553	WEST STAFFORD BY-PASS (CYCLEWAY)	45	60	95	130	115	105	105	-8.7%	-19%	11%	75%
1731	RODWELL TRAIL CYCLEWAY, FERRYBRIDGE	250	350	410	470	395	335	320	-15.2%	-29%	-18%	-4%
1917	FERNDOWN CYCLEWAY - NORTH END	170	150	190	115	100	85	165	-15.0%	-26%	-55%	-43%
2158	DORCH. TO CHARMINSTER CYCLEWAY	55	50	50	50	45	40	45	-11.1%	-20%	-20%	-20%
2295	CHICKERELL LINK CYCLEWAY	40	55	65	95	85	70	60	-17.6%	-26%	8%	27%
2489	GRANBY WAY, WEMMOUTH - CYCLEWAY	125	175	150	165	115	140	135	21.7%	-15%	-7%	-20%
2575	RODWELL TRAIL, FERRYBRIDGE	250	285	270	320	275	245	240	-10.9%	-23%	-9%	-14%
2627	WESTHAM HALT CYCLEWAY	260	390	440	500	485	455	430	-6.2%	-9%	3%	17%
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			n/a	365	390	455	400	385	355	-3.8%	-15%	-1%	5%	N/A
2736	RADIPOLE LAKE CYCLEWAY, WEYMOUTH			n/a	135	110	140	130	125	120	-3.8%	-11%	14%	-7%	N/A
2737	CHICKERELL ROAD CYCLEWAY (NR BUDMOUTH SCHOOL)			n/a	70	90	70	60	65	70	8.3%	-7%	-28%	-7%	N/A
2738	CHICKERELL ROAD CYCLEWAY (W OF QUIBO LANE)			n/a	75	90	85	85	75	75	-11.8%	-12%	-17%	0%	N/A
2827	WEYMOUTH WAY NORTH CYCLEWAY			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

Site No.	Location	2020/21 Cycle Flows Affected by COVID19 Pandemic							Growth of Daily Traffic Flows				
		AADT (Annual Average Daily Traffic)											
		2011	2013	2018	2021	2022	2023	2024	1 Year (22-23)	2 Years (21-23)	5 Years (18-23)	10 Years (13-23)	12 Years (11-23)

GROUP 3 - WEST DORSET

1562	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)	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	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)	n/a	120	100	120	105	90	80	-14.3%	-25%	-10%	-25%	N/A
2749	WEYMOUTH AVENUE CYCLEWAY, DORCH	n/a	60	65	75	65	55	55	-15.4%	-27%	-15%	-8%	N/A
3375	BURTON ROAD, BRIDPORT	n/a	n/a	n/a	80	80	65	60	-18.8%	-19%	N/A	N/A	N/A
3467	WEST BAY CYCLE ACCESS	n/a	n/a	n/a	80	75	65	60	-13.3%	-19%	N/A	N/A	N/A
3377	EAST ROAD SOUTH, BRIDPORT	n/a	n/a	n/a	60	55	45	45	-8.2%	-25%	N/A	N/A	N/A
3534	RINGWOOD ROAD CYCLEWAY (GARAGE EXIT)	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/PEP	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/PEP	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/PEP	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
79	B3073 LEIGH ROAD, WIMBORNE	INSTALLED 2022	170	150	190	115	230	195	190	-15.2%	N/A	N/A	N/A
1917	FERNDOWN CYCLEWAY - NORTH END		45	60	130	130	35	30	30	-14.3%	-77%	-43%	-50%
2098	SOUTH OF MILTON ON STOUR CYCLE & PED SITE		25	35	20	25	20	25	30	25.0%	0%	-29%	0%
2161	VERWOOD CYCLEWAY	INSTALLED 2016	n/a	35	50	70	55	45	70	-18.2%	-36%	29%	N/A
2783	BAKERS ARMS RNDT CYCLEWAY	INSTALLED 2013	n/a	n/a	80	90	75	65	66	-13.3%	-28%	N/A	N/A
2785	THE MILDOWN CYCLEWAY, BLANDFORD	INSTALLED 2013	n/a	n/a	80	105	90	105	70	16.7%	0%	N/A	N/A
2786	ROWLANDS LANE CYCLEWAY, STOURPAINE	INSTALLED 2016	n/a	n/a	15	20	20	15	20	-25.0%	-25%	N/A	N/A
2987	ROYAL CHASE ROUNDABOUT CYCLE	INSTALLED 2016	n/a	n/a	95	105	85	95	90	11.8%	-10%	N/A	N/A
3038	SANDFORD ROAD CYCLEWAY	INSTALLED 2020	n/a	35	50	70	65	60	60	-15.4%	-21%	57%	N/A
3397	WIMBORNE ROAD EAST	INSTALLED 2020	n/a	n/a	n/a	15	15	15	15	0.0%	0%	N/A	N/A
3488	LE NEUBOURG WAY CYCLEWAY, GILLINGHAM	INSTALLED 2021	n/a	n/a	n/a	90	65	60	60	0.0%	-28%	N/A	N/A
3534	RINGWOOD ROAD CYCLEWAY (GARAGE EXIT)	INSTALLED 2022	n/a	n/a	n/a	n/a	10	10	10	0.0%	N/A	N/A	N/A
3725	CHRISTCHURCH ROAD, WEST PARLEY		240	245	340	270	155	140	225	-9.7%	-48%	-43%	-42%
OVERALL FLOWS/GROWTH AT SELECTED SITES since 2011			240	245	340	270	155	140	225	-9.7%	-48%	-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

30 July 2026

Waste Deep Dive Review

Cabinet Member and Portfolio:

Cllr Jon Andrews - Cabinet Member for Place Services

Local Councillor(s): All Members

Executive Director:

Jan Britton, Executive Director of Place

Report Author: Matthew Boulter

Title: Interim Head of Fleet & Waste Operations

Email: matthew.boulter@dorsetcouncil.gov.uk

Statutory Authority:

Environmental Protection Act 1990 (Sections 45–46 and 45A), as amended by the Environment Act 2021, places a statutory duty on Waste Collection Authorities to arrange for the collection of household waste and specified recyclable waste streams. The Separation of Waste (England) Regulations 2025 establish the requirements for separate collection of recyclable materials under the Simpler Recycling reforms.

Report Status: Public

1. Executive summary

1.1. This report provides the Place and Resources Scrutiny Committee with a detailed review of Dorset Council's household waste and recycling service against the agreed Key Lines of Enquiry. It examines collection service performance, fleet resilience, resident engagement, food waste collections, fly-tipping enforcement, waste-related behaviours and the overall effectiveness and value for money of the service. The Committee is invited to consider the findings and make any recommendations to Cabinet to support future service improvements.

- 1.2. Dorset Council delivers waste, recycling, food waste and garden waste collections to approximately 187,000 households, completing more than 24.4 million collections annually at an average cost of £196.52 per household per year. During 2025/26, 98.7% of scheduled collections were completed on their planned collection day, and resident-reported missed collections remained below 0.1% of all collections, demonstrating generally strong service reliability despite significant operational pressures.
- 1.3. The review identifies staffing shortages, vehicle availability and reduced workshop capacity as the principal factors affecting service performance during 2025/26, accounting for almost three-quarters of all service disruptions. Housing growth, changes to disposal arrangements and severe weather events also increased operational pressures in some parts of the county. In response, the service has developed a programme of improvement actions focused on workforce resilience, recruitment and retention, workshop repairs, fleet replacement and route optimisation to improve performance and strengthen service resilience.
- 1.4. The report also highlights positive service outcomes. Dorset remains one of the highest-performing waste authorities in England, achieving a recycling rate of 59.9%, ranking third nationally amongst unitary authorities. Food waste collections remain particularly strong, with 14,675 tonnes collected during 2025/26, equivalent to 78.5kg per household annually. Customer satisfaction remains high, with 87.5% of residents satisfied with the overall waste service and 95.9% satisfied with the reliability of garden waste collections.
- 1.5. Environmental enforcement activity has increased significantly, with fly-tipping incidents reducing by 35% over the last three years while investigations and Fixed Penalty Notices have increased substantially.
- 1.6. The report also identifies further opportunities to reduce service costs and environmental impacts through improved food waste participation, increased recycling and behavioural change initiatives. Analysis suggests that around £1.48 million of annual disposal costs could potentially be avoided through greater use of existing recycling and food waste services.
- 1.7. The outcomes sought through the improvement activity outlined in this report are improved collection reliability, increased operational resilience, enhanced customer experience, higher recycling and food waste participation, reduced environmental crime and continued delivery of a high-performing,

cost-effective waste service that supports Dorset Council's ambitions to reduce waste, improve environmental sustainability and provide efficient frontline services for residents.

2. Recommendation(s)

- 2.1. The Committee is asked to consider the information provided in response to the agreed Key Lines of Enquiry and make any recommendations to Cabinet as appropriate.

3. Reason for the recommendation(s)

- 3.1. To enable the Committee to undertake detailed scrutiny of the waste service against the agreed Key Lines of Enquiry and, where appropriate, make recommendations to Cabinet to support service improvement.

4. Collection Service Performance

- 4.1. This section examines the performance of Dorset Council's household waste and recycling collection service and considers whether the level of service being delivered reflects the investment made in the service. It responds to Scrutiny's requests for information on collection performance, missed collections, consecutive collection failures, service disruptions and the factors affecting service reliability, including staffing, vehicle availability and operational resilience. The section also outlines the actions being taken to improve collection performance, strengthen resilience and maintain reliable services for residents.
- 4.2. The focus of this section is Dorset Council's household kerbside waste and recycling collection services, specifically rubbish, recycling, glass, food waste and garden waste collections. These are the services that most residents use regularly and form the agreed scope of the Key Lines of Enquiry.
- 4.3. Commercial waste collections, street cleansing services and Household Recycling Centres (HRCs) are not included within the scope of this review. Whilst these functions form an important part of Dorset Council's wider waste management service, they fall outside the agreed Key Lines of Enquiry. Should Members wish to explore these areas in greater detail, they can be considered as future scrutiny topics.

4.4. Service Overview & Cost

4.4.1. Dorset Council provides a fortnightly kerbside collection service for rubbish, recycling and glass, a weekly collection service for food waste, and an optional charged fortnightly garden waste collection service. Together, these services form the Council's household kerbside waste and recycling collection offer.

4.4.2. Dorset Council completed more than 24 million household kerbside collections during 2025/26. Food waste collections account for a significant proportion of collection activity due to the weekly frequency of the service. Recycling and glass collections represent the largest collection stream, with separate recycling and glass containers collected on each scheduled recycling round. The volume of collections completed provides important context when considering service reliability and performance measures such as missed collections. A breakdown of collections completed during 2025/26 is shown below.

Service	Number of Collections (2025/26)
Rubbish	4,630,769
Recycling & Glass	9,263,836
Food Waste	9,075,481
Garden Waste	1,470,259
Total	24,440,345

4.4.3. During 2025/26, the operational cost of Dorset Council's household waste and recycling service was £36.75 million (excluding street cleansing and commercial waste services). This expenditure can be broadly divided into two areas:

Cost Category	2025/26 Cost
Collection Operations (staff, vehicles, fuel and operational management)	£16,460,350
Waste Treatment and Disposal (including HRCs)	£20,288,753
Total Service Cost	£36,749,103

4.4.4. Waste treatment and disposal accounts for approximately 55% of total service costs, with collection operations accounting for 45%. This reflects the significant costs associated with processing, treating and disposing of waste after it has been collected from households.

4.4.5. The service provides waste and recycling collections to approximately 187,000 households across Dorset. Based on the total cost of the service, the average annual cost equates to:

Measure	Cost per Household
Collection Operations	£88.02
Waste Treatment and Disposal	£108.50
Total Annual Cost per Household	£196.52

4.4.6. In 2025/26, the service completed 24.44 million collections, meaning the average operational cost equates to approximately £1.50 per collection. These figures demonstrate the scale of the household waste and recycling service and provide important context for the performance information set out in the following sections.

4.5. Collection Performance

4.5.1. During 2025/26, Dorset Council completed 24,440,345 scheduled household kerbside collections across its rubbish, recycling, glass, food waste and garden waste services. Based on the number of resident-reported missed collections and collections affected by recorded service disruptions, 98.7% of scheduled collections were successfully completed on the planned collection day.

4.5.2. Collections that are not completed as scheduled are recorded through two separate reporting mechanisms:

- 1. Missed collections:** where the Council believes the collection was completed, but is subsequently reported as not collected by a resident.
- 2. Service disruptions:** where the Council is aware of an operational issue affecting part or all of a collection round and recovery

arrangements are implemented to complete collections as quickly as possible.

4.5.3. During 2025/26, the Council recorded 22,301 missed collections (18,881 household collections and 3,420 garden waste collections) and 281,565 collections affected by service disruptions. Together, these represent the primary causes of collections not being completed on the scheduled collection day.

4.6. Missed collections

4.6.1. A missed collection occurs where the Council believes a scheduled collection has been completed, but the collection is subsequently reported as missed by a resident. Missed collections are monitored as a key measure of service reliability and customer experience. Detailed missed collection data by depot and year is provided in Appendix 1. A summary of performance over the last three years, including both household and garden waste collections, is set out below.

Year	Missed Collections	Total Collections	% Missed
2023/24	19,254	23,923,923	0.08%
2024/25	20,625	24,020,152	0.09%
2025/26	22,301	24,440,345	0.09%

4.6.2. Despite a continuing increase in collection volumes, the proportion of collections reported as missed has remained below 0.1% across all three years. In 2025/26, approximately 99.91% of scheduled collections were completed without being reported as missed. Whilst the number of missed collections has increased from 19,254 to 22,301 over the period, this increase should be viewed within the context of a service delivering more than 24 million collections annually.

4.6.3. During 2025/26, analysis identified 412 properties that experienced two consecutive missed collections within a 7–9 day period, with 44 properties experiencing repeated consecutive failures on more than one occasion. Where patterns of repeat missed collections are identified, these are reviewed locally at depot level to determine whether there is an underlying cause, such as access issues, unclear collection point information, presentation issues or

route-specific operational factors. Appropriate action is then taken with the collection crew or resident to prevent recurrence.

Depot missed bin performance 2025/26

Depot	Missed Collections	Total Collections	% Missed
Bridport	1,339	2,410,379	0.06%
Crookhill	3,944	4,611,531	0.09%
Ferndown	4,383	5,569,850	0.08%
Poundbury	3,281	3,983,041	0.08%
Shaftesbury	7,312	4,820,311	0.15%
Wareham	2,042	2,999,891	0.07%

4.6.4. Missed collection performance varies across the Council's six operational depots. In 2025/26, Shaftesbury recorded both the highest missed collection rate (0.15%) and the greatest increase over the three-year period, whilst Bridport recorded the lowest missed collection rate (0.06%). Analysis indicates that higher missed collection rates are generally associated with staffing pressures, greater reliance on temporary staff and the complexity of collection rounds. For example, Shaftesbury serves a predominantly rural area where familiarity with local routes and property access arrangements is particularly important. Increased reliance on temporary and agency staff can reduce route familiarity and increase the risk of collections being missed. This highlights the importance of maintaining a stable and experienced workforce in areas with more complex collection rounds.

4.6.5. Staffing shortages have been a significant operational challenge during the period under review. The relationship between staffing pressures, service disruptions and collection performance is considered in more detail later in this report, together with the actions being taken to improve operational resilience and reduce missed collections.

Benchmarking missed collections to other councils

4.6.6. There is limited publicly available missed collection data that enables Dorset Council to directly benchmark its performance against comparable local authorities. Differences in service design, geography and performance reporting methodologies make direct comparisons challenging.

4.6.7. Discussions with other local authorities have identified a key difference in how collection performance is measured and reported. Whilst Dorset Council currently records resident-reported missed collections and wider service disruptions within a single KPI, many authorities report these separately.

4.6.8. The two measures typically reported are:

1. **Missed collections per 100,000 collections** – resident-reported missed collections where the collection should have taken place in accordance with the scheduled service and no wider disruption affected the round.
2. **Collections not completed on the scheduled day** – service disruptions resulting from factors such as vehicle breakdowns, severe weather, road closures, staff shortages or other operational issues that prevent collections from taking place as planned.

4.6.9. Separating these measures provides a clearer distinction between individual collection failures and wider operational disruptions. As Dorset Council currently reports both within a single measure, direct comparisons with other authorities should be treated with caution.

4.6.10. Dorset Council previously participated in the APSE Performance Networks benchmarking programme, which compares councils operating in similar demographic and service environments. Whilst the latest available APSE benchmarking data relates to 2021/22, it provides a useful indication of the range of missed collection performance achieved by comparable authorities. Within Dorset's APSE family group, performance ranged from 16.61 to 225.26 missed collections per 100,000 collections, with an average of 88.84 missed collections per 100,000 collections.

4.6.11. In addition to APSE benchmarking, Dorset Council has started to gather more recent missed collection performance information directly from neighbouring and comparable authorities through established local government waste management networks. As part of this work, Cherwell District Council recently shared its 2025/26 missed collection performance data, reporting 118 missed collections per 100,000 collections. For comparison purposes, and excluding collections affected by wider service disruptions, Dorset Council recorded 91.25 missed collections per 100,000 collections during 2025/26. Whilst direct comparisons should be treated with

caution due to differences in collection systems, geography and reporting methodologies, the available evidence suggests Dorset's performance is broadly in line with comparable authorities.

Authority Group	Missed Collections per 100,000 Collections (<i>APSE performance network 2021/22</i>)
Lowest	16.61
Average	88.84
Dorset Council (2025/26)	91.25
Cherwell District Council (2025/26)	118.00
Highest	225.26

4.7. Service Disruptions

4.7.1. Service disruptions are measured separately from resident-reported missed collections and capture operational events that prevent a collection being completed on the scheduled day as planned, including staff shortages, vehicle breakdowns, lack of suitable vehicles, severe weather, roadworks and access restrictions.

4.7.2. During 2025/26, 281,565 collections were affected by a recorded service disruption, representing approximately 1.15% of the 24.44 million scheduled collections delivered during the year. The most significant disruption occurred during January to March 2026, when 104,278 collections were affected.

4.7.3. Appendix 2 provides a detailed breakdown of service disruptions by depot. The tables below summarise service disruption levels over the last four years and the primary reasons for disruption during 2025/26.

Quarter	2022/23	2023/24	2024/25	2025/26
April – June	34,908	19,128	34,805	46,325
July – September	112,954	30,861	59,952	80,009
October – December	33,976	35,685	62,921	50,935
January – March	96,596	24,941	36,296	104,278
Total	278,434	110,615	193,974	281,565

Disruption Reason (2025/26)	Collections Affected	% of Disruptions
Staff Shortages	118,201	42.00%
No Suitable Vehicle	47,419	16.80%
Vehicle Breakdown	38,967	13.80%
Time Constraints	31,217	11.10%
No Access – Bad Weather	15,960	5.70%
No Access – Parked Car	10,618	3.80%
No Access – Roadworks	10,217	3.60%
Overgrown Tree / Hedge	5,330	1.90%
Delay at Tip	2,616	0.90%
Vehicle Accident	795	0.30%
No Access – Police	225	0.10%
Total	281,565	100.00%

4.7.4. Whilst 281,565 collections were affected by service disruptions during 2025/26, approximately 83.2% were recovered and completed within five working days. The principal exception related to the availability of split-bodied recycling vehicles, which enable glass and mixed recycling to be collected simultaneously whilst being kept separate. Where a suitable vehicle was unavailable, crews were able to collect mixed recycling but not glass. In these circumstances, residents were asked to retain their glass until their next scheduled collection. During 2025/26, 47,419 glass collections were affected for this reason, representing approximately 1% of all glass collection jobs undertaken during the year.

- 4.7.5. Analysis shows that staffing pressures, vehicle availability and fleet maintenance capacity were the primary causes of service disruption during 2025/26.
- 4.7.6. Staff shortages were the most significant driver of service disruption during 2025/26, accounting for over 118,000 affected collections, followed by vehicle availability issues (47,419 collections) and vehicle breakdowns (38,967 collections). Together, these factors accounted for 72.7% of all recorded service disruptions.
- 4.7.7. A total of 60 recurring service disruption events were identified during 2025/26, affecting approximately 1,442 properties. Of these, 87% occurred within the Ferndown and Shaftesbury depot areas, indicating a concentration of recurring service issues in these locations. The table below summarises the principal causes.

Reason	Recurring Disruptions	Properties Affected
Staff Shortages	35	875
Overgrown Tree / Hedge	16	233
No Access – Roadworks	5	104
No Suitable Vehicle	2	202
Vehicle Breakdown	2	28
Total	60	1,442

Factors Contributing to Increased Service Disruptions

- 4.7.8. There are a number of factors that can contribute to service disruptions. These are summarised below, alongside commentary on the key issues that resulted in increased disruption levels during 2025/26, particularly in Quarters 2 and 4.

1) Staff Absence and Limited Agency Cover

- 4.7.9. Staff absence and challenges in securing agency cover have been significant contributors to service disruption. Seasonal illness during Quarter 4, together with higher levels of annual leave combined with sickness absence during the summer months, reduced operational resilience across the service. Although agency providers were approached to provide additional resources, the availability of suitably trained agency staff was lower

than in previous years, particularly in the North and East of the county, contributing to higher levels of staff shortages and, on occasion, collections being temporarily suspended. Depots regularly support one another by redeploying available staff where capacity allows; however, where insufficient resources are available to safely crew a vehicle, affected collections are rescheduled and completed as soon as resources become available.

2) Vehicle Availability and Reduced Workshop Capacity

- 4.7.10. Vehicle availability issues increased during Quarter 4 due to a combination of vehicle defects and reduced workshop capacity. Several 70:30 recycling collection vehicles required repairs to hydraulic ram seals; however, a national shortage of these parts meant that some vehicles were unavailable for several weeks while repairs were completed. To minimise disruption to frontline collections, spare vehicles were deployed into service wherever possible. Additional cover vehicles were also sourced through vehicle hire providers; however, availability was limited as split-bodied recycling vehicles are a specialist vehicle type and are not widely available through vehicle hire companies. This reduced the service's ability to secure suitable replacement vehicles and maintain normal levels of fleet resilience during this period.
- 4.7.11. These challenges were compounded by reduced workshop capacity. In October 2025, the vehicle maintenance pits at the Ferndown (Nimrod) and Shaftesbury (Longmead) workshops were condemned following safety concerns relating to deterioration of the concrete supporting the vehicle lifting equipment. Whilst routine checks and minor maintenance activities that did not require vehicles to be lifted could continue, the range of repairs and servicing that could be undertaken at these locations was significantly reduced.
- 4.7.12. As a result, vehicles normally maintained at Ferndown and Shaftesbury were redirected to the Dorchester and Weymouth workshops for servicing and repairs. This increased vehicle downtime and created additional logistical pressures, with drivers required to transport vehicles between depots and workshops and collect replacement vehicles before commencing their collection rounds. For some depots, particularly Shaftesbury, this could result in several hours of lost operational time. These factors reduced fleet resilience and increased the risk of collections not being completed on their scheduled day.

- 4.7.13. A shortage of vehicle technicians has also contributed to capacity pressures within the fleet maintenance service. Across the four waste workshops, there are currently three vehicle technician vacancies, including a post at Shaftesbury that has remained vacant for more than two years despite a number of recruitment campaigns. Whilst shortages of qualified vehicle technicians are being experienced nationally, the service continues to explore measures to improve recruitment and retention. Further information on these initiatives is provided in Section 4.8. The shortage of workshop staff has reduced maintenance capacity and, in some cases, increased the time taken to repair vehicles with unplanned defects, further impacting vehicle availability and fleet resilience.

3) Housing Growth and Changes to Disposal Arrangements

- 4.7.14. Continued housing growth has placed additional pressure on collection rounds in certain areas, particularly within the North and East of the county. Increased property numbers have extended collection times and reduced operational flexibility on some routes.
- 4.7.15. Additional pressures have also resulted from changes to the mixed recycling disposal location. Whilst the revised disposal arrangements have delivered significant financial savings for the Council (circa £34,000 per annum), increased travel times and traffic congestion have extended vehicle turnaround times, reducing the time available to complete collection rounds and increasing the risk of service disruption on particularly demanding collection days.

4) Extreme weather events

- 4.7.16. Extreme weather remains a significant operational risk to the service. During January 2026, severe flooding resulted in an estimated 12,000 to 15,000 collections not being completed on their scheduled day. In these circumstances, the service worked closely with Highways colleagues and affected communities to restore access and complete missed collections at the earliest opportunity, minimising the impact on residents wherever possible.

4.8. Improvement actions

- 4.8.1. In summary, staffing shortages, vehicle availability and workshop capacity were the three most significant causes of service disruption during 2025/26. Together they accounted for almost three-quarters of all recorded disruptions.

The improvement actions below are designed to address these issues and improve service reliability for residents.

Workforce Actions

4.8.2. Recruitment and Retention of Staff – The service is working closely with the Organisational Development (OD) Team to address recruitment and retention challenges across both operational and fleet maintenance roles. This includes reviewing how vacancies are advertised, exploring apprenticeship opportunities and considering other initiatives to attract and retain skilled employees. Particular focus will be given to vehicle technician recruitment, where vacancies have proved difficult to fill and several experienced technicians are expected to retire over the medium term. As part of this work, the service is keen to explore the introduction of up to four Vehicle Technician Apprenticeship positions to strengthen long-term workshop resilience, support succession planning and develop a sustainable pipeline of skilled staff. These actions aim to build a stable and skilled workforce for the future, reducing recruitment risks and maintaining the technical expertise required to support the Council's fleet.

4.8.3. Workforce Resilience and Agency Provision – The service is reviewing its workforce model to reduce reliance on agency staff and improve operational resilience. This includes working with Connect to Dorset to increase the availability of suitably trained temporary staff, while also considering whether a pool of permanently employed relief staff could provide more sustainable cover for planned and unplanned absences.

Fleet & Workshop Actions

4.8.4. Urgent repairs to workshops - New workshop pits have been purchased and are scheduled for installation at the Ferndown and Shaftesbury workshops from September 2026, with completion expected by November 2026. This will restore full workshop capacity, reduce vehicle downtime and improve fleet resilience.

4.8.5. Reviewing Vehicle Requirements and Fleet Resilience – The service is reviewing its spare vehicle provision to ensure it provides sufficient resilience. As part of this work, consideration is being given to whether a greater number of specialist vehicles should be retained within the spare fleet, including 70:30 split-bodied recycling vehicles and smaller restricted-access collection vehicles. The service is also continuing its planned programme of fleet

investment, replacing older vehicles with newer and more reliable alternatives on an annual basis. Alongside this, the composition of the spare fleet is being reviewed to ensure that retained vehicles provide the best balance of reliability, operational flexibility and cost effectiveness.

Route Capacity & Infrastructure Actions

4.8.6. Route Optimisation and Future Capacity – The service is undertaking a programme of route optimisation to redesign collection rounds and accommodate approximately five years of housing growth within existing resources. This work aims to make better use of vehicle and staffing capacity across the service, including redistributing spare capacity from the west of the county to areas in the east where demand and growth pressures are greater. Optimised collection rounds have already been implemented at the Bridec (Bridport) and Crookhill (Weymouth & Portland) depots, with Wareham scheduled for October 2026. The development of new, more resilient and future-proofed collection rounds for Ferndown is planned for Spring 2027 and will coincide with the introduction of new waste transfer infrastructure. Together, these changes are expected to improve operational efficiency, strengthen service resilience and ensure capacity is available to meet future demand without requiring significant additional resources.

4.8.7. Improved Waste Infrastructure – The new Blandford Transfer Station will increase the amount of waste and recycling that can be accepted within the northern and eastern part of the county. This will enable more collection rounds from the Ferndown depot area to use Blandford as their disposal point, reducing travel times, creating additional operational capacity and improving service resilience. The facility will also provide benefits for the Shaftesbury depot, with some waste streams, including food waste, able to be tipped at Blandford rather than travelling to the treatment facility at Piddlehinton. This will improve operational efficiency, reduce vehicle downtime associated with travelling to disposal sites and provide greater resilience across the waste collection service.

Performance Management Actions

4.8.8. Making Performance Data More Visible – The service is developing Power BI dashboards to provide managers with better visibility of operational performance, enabling issues to be identified and addressed more quickly. The dashboards will also improve transparency for Members, with plans to provide councillors with access to up to date ward-level missed bin and

service disruption performance information. A proposed delivery timeline is late summer 2026 and an example of the dashboard in development is included in Appendix 3.

5. Fleet Resilience and Service Reliability

5.1. This section examines fleet availability, vehicle age and condition, maintenance arrangements, replacement planning and the resilience measures in place to minimise service disruption. It responds to Scrutiny's request to understand how fleet performance and resilience affect service reliability and the Council's ability to maintain service continuity.

5.2. Fleet Overview

5.2.1. The Waste and Street Cleansing Service operates a fleet of 217 vehicles. These vehicles support household waste collection, recycling collection, food waste collection, garden waste collection, street cleansing, container deliveries and commercial waste services across Dorset. The table below summarises the different vehicle types used across the service.

Vehicle Type	Number of Vehicles
Supervisor / Staff Van	10
3.5T Van	41
7.5T Van	8
Mini Sweeper	5
Large Sweeper	9
7.5T Food RCV	38
Restricted Access RCV (7.5T / 15T)	28
18T Rubbish RCV	1
26T Recycling RCV	31
26T Rubbish RCV	46
Total Fleet	217

* RCV = Refuse Collection Vehicle

5.2.2. The fleet includes a mix of specialist and multi-purpose vehicles. Some vehicle types, such as split-bodied recycling collection vehicles and restricted-access collection vehicles, perform specialist functions and are

more difficult to replace at short notice. As a result, maintaining resilience within these parts of the fleet is particularly important.

5.2.3. The table below shows the fleet allocation by service area.

Service	Number of Vehicles
Rubbish Collection	31
Recycling Collection	48
Food Waste	38
Garden Waste	17
Trade Waste	12
Street Cleansing	45
Bin Delivery / Supervisor van	26
Total Fleet	217

5.2.4. The fleet is operated from six waste depots across the Dorset Council area. The table below shows the number of vehicles based at each depot.

Depot	Number of Vehicles
Bridec Depot	29
Crookhill Depot	43
Ferndown Depot	44
Poundbury Depot	38
Shaftesbury / Blandford Depot	39
Wareham Depot	24
Total Fleet	217

5.2.5. All vehicles are maintained in accordance with, and as a minimum to, manufacturers' recommended service schedules to ensure safety, reliability and legal compliance. Non-Large Goods Vehicle (LGV) vehicles, including supervisor vans and 3.5-tonne cage tippers, undergo routine servicing and inspection twice annually.

5.2.6. LGVs are subject to a more intensive maintenance regime, including safety inspections every eight weeks in line with the Council's Operator's Licence

obligations. This helps ensure vehicles remain roadworthy, compliant and available for frontline service delivery.

5.2.7. Vehicle servicing, maintenance and safety inspections are scheduled on a rolling 12-month programme, providing visibility of workshop requirements and supporting effective fleet management.

5.2.8. Service managers receive monthly notifications identifying vehicles due for inspection, testing or servicing in the following month, enabling forward planning and minimising operational disruption.

5.2.9. This planned approach to fleet maintenance maximises vehicle availability, supports regulatory compliance and reduces the risk of unplanned breakdowns and service interruptions.

5.2.10. The fleet is managed through a planned replacement programme, with LGVs replaced every seven years and non-LGV vehicles every ten years. Capital funding for the programme is approved and in place through to 2029.

5.2.11. A planned replacement programme helps reduce the risk of unexpected vehicle failures, spreads replacement costs over a number of years and avoids large numbers of vehicles needing to be replaced at the same time. Purchasing vehicles through longer-term supplier contracts also helps standardise the fleet, making maintenance and servicing more efficient by reducing the range of parts, systems and suppliers that need to be managed.

5.2.12. Where vehicles require replacement outside the planned programme, or where additional fleet capacity is needed to maintain service levels, suitable vehicles are sourced through approved hire providers until a permanent replacement is available.

5.3. Fleet Age Profile and Asset Condition

5.3.1. The fleet contains vehicles of different ages across all service areas. This is intentional and helps spread replacement costs, maintenance demands and operational risk across the fleet.

5.3.2. As shown in the table below, the average age of vehicles across the fleet ranges from 2 years for sweepers to 10 years for the 7.5-tonne van and

18-tonne refuse collection vehicle fleets. The age profile demonstrates the ongoing implementation of the fleet replacement programme, with the majority of operational collection vehicles remaining within their planned replacement cycles and supporting fleet reliability and service continuity.

Vehicle Type	Average Vehicle Age (years)
Supervisor / Staff Van	7.0
3.5T Van	5.8
7.5T Van	10.0
Mini Sweeper	2.0
Large Sweeper	2.0
7.5T Food RCV	5.9
Restricted Access RCV (7.5T / 15T)	7.0
18T Rubbish RCV	10.0
26T Recycling RCV	5.5
26T Rubbish RCV	4.6

5.3.3. Whilst the fleet includes vehicles that have exceeded their expected replacement age, the overall age profile reflects a managed and phased approach to fleet renewal. Vehicles beyond their replacement age are monitored through maintenance and inspection programmes and remain operationally suitable until replacement funding and procurement timelines allow for renewal.

5.3.4. The table below shows the current number of vehicles that have exceeded their planned replacement lifecycle under the Council's fleet replacement policy of 7 years for LGVs and 10 years for non-LGVs. Although some vehicles are operating beyond these thresholds, all are maintained and inspected in accordance with statutory requirements and remain fit for purpose.

Vehicle Type	Replacement Threshold	Vehicles Over Lifecycle
Supervisor / Staff Vans	10 years	4
3.5T Vans	10 years	3
7.5T Vans	7 years	8

Vehicle Type	Replacement Threshold	Vehicles Over Lifecycle
Mini Sweepers	7 years	0
Large Sweepers	7 years	0
7.5T Food Waste Collection Vehicles	7 years	8
Restricted Access Collection Vehicles (7.5T / 15T)	7 years	8
18T Refuse Collection Vehicle	7 years	1
26T Recycling Collection Vehicles	7 years	5
26T Refuse Collection Vehicles	7 years	7
Total		44

5.3.5. The service is currently awaiting delivery of thirteen new 26-tonne Refuse Collection Vehicles, with orders also being placed for replacement caged and restricted-access vehicles. These acquisitions will replace the majority of frontline vehicles that have reached or exceeded their planned replacement lifecycle and will further improve fleet reliability, vehicle availability and operational resilience.

5.4. Fleet Resilience

5.4.1. The service maintains a combination of dedicated spare vehicles and operational spare capacity to support service continuity. Fleet Management currently identifies five vehicles as dedicated spare vehicles. These vehicles are not allocated to routine collection rounds and are retained specifically to cover frontline vehicles during planned maintenance, inspections, repairs and breakdowns. The dedicated spare fleet consists of three 7.5T food waste collection vehicles and two split-bodied 26T recycling collection vehicles.

5.4.2. In addition to these dedicated spare vehicles, the service also benefits from operational spare capacity within several parts of the fleet. Some vehicles classified as frontline assets are only required on specific collection days and can therefore be redeployed to provide cover when required. As a result, the level of fleet resilience available to the service is greater than would be indicated by the number of dedicated spare vehicles alone.

5.4.3. This approach seeks to balance service resilience with value for money. Maintaining a large number of dedicated spare vehicles would increase capital, maintenance and storage costs. The current model combines a small

fleet of dedicated spare vehicles with operational flexibility to provide cover across collection services where required.

- 5.4.4. The greatest resilience challenges are associated with specialist vehicle types, particularly split-bodied recycling collection vehicles, where suitable replacement vehicles are not readily available through the hire market. This was reflected during 2025/26, when vehicle availability issues accounted for 47,419 affected collections.
- 5.4.5. Fleet resilience will continue to be strengthened through a combination of planned vehicle replacement, improved workshop capacity and a review of spare vehicle provision across the service. Particular focus is being given to specialist vehicle types, including split-bodied recycling collection vehicles, where recent experience has demonstrated that a lack of suitable replacement vehicles can directly affect service delivery.
- 5.4.6. Any future decision to increase the number of dedicated spare vehicles will also need to consider depot capacity. Several waste depots are approaching their practical limits for vehicle storage, parking and fleet operations, meaning that additional vehicles cannot necessarily be accommodated without changes to infrastructure. Increasing the number of spare vehicles, or retaining a greater number of newer vehicles within the spare fleet, would improve fleet resilience and reduce the risk of service disruption associated with vehicle breakdowns, planned maintenance and workshop delays.
- 5.4.7. However, depot and workshop capacity are increasingly becoming constraints on future resilience. Additional vehicles require space not only for storage and daily operations, but also for servicing, maintenance and inspection. As fleet numbers increase, corresponding investment may also be required in workshop facilities and supporting infrastructure to maintain vehicle availability and operational efficiency.
- 5.4.8. The Waste Service is therefore working closely with Property and Assets as part of the Council's wider depot review programme to ensure that current and future fleet, workshop and operational requirements are fully reflected in long-term infrastructure planning. Investment in depot infrastructure is essential in ensuring that the service can safely accommodate future fleet requirements, improve resilience and support continued housing growth and service demand across Dorset.

5.5. Breakdown trends

5.5.1. Vehicle breakdowns are monitored as a key measure of fleet reliability because breakdowns can directly affect the Council's ability to complete collections on the scheduled day. During the last three years, recorded vehicle breakdowns have reduced from 625 to 562, a reduction of 10.1%, as shown in the table below.

Year	Total breakdowns
2023/24	625
2024/25	575
2025/26	562

5.5.2. The downward trend suggests that the Council's planned maintenance and vehicle replacement programmes are helping to improve fleet reliability, despite operational pressures affecting parts of the fleet.

5.5.3. Whilst vehicle breakdowns remain one of the causes of service disruption, accounting for 38,967 affected collections during 2025/26, the overall reduction in breakdown incidents indicates that the fleet generally remains reliable and capable of supporting frontline service delivery. Continued investment in vehicle replacement, maintenance facilities and technician recruitment will be important in maintaining this positive trend and improving fleet resilience further.

5.6. Maintaining Fleet Resilience

5.6.1. When replacement vehicles are introduced into the fleet, the service retains the best-performing vehicles being replaced as spare cover vehicles and disposes of the oldest and least suitable assets. This approach ensures that the spare fleet is refreshed regularly and helps maintain service continuity during vehicle breakdowns, planned maintenance and unexpected operational events.

5.6.2. The current operating model is considered the most cost-effective approach to providing fleet resilience and maintaining service continuity. Whilst the spare vehicle fleet is generally older than the frontline fleet, newer spare

vehicles could help reduce repair and maintenance requirements and improve vehicle availability. The service is currently reviewing its fleet operating and servicing model to ensure it remains the best fit for both current operational requirements and future service needs.

5.6.3. As part of this review, consideration will be given to whether the current number of spare vehicles provides sufficient resilience to meet future service demands, or whether additional spare capacity may be required. Any increase in fleet numbers would need to take account of depot space constraints, Operator's Licence capacity and the capacity of the vehicle workshop to maintain and support the fleet effectively.

5.6.4. The effectiveness of the service's fleet resilience arrangements was demonstrated in 2020 when a fire at Crookhill Depot resulted in the loss of approximately 20 vehicles. Through the use of hired vehicles and the reallocation of available fleet resources, collections resumed within 24 hours and service disruption was limited to approximately one to two days.

5.7. Vehicle Fires

5.7.1. Vehicle fires remain a significant risk to the waste collection service and continue to occur across the industry. During the last 12 months, the service experienced 4 vehicle fires. In each case, prompt action by collection crews minimised service disruption and prevented more significant damage to vehicles and infrastructure.

5.7.2. Where a vehicle fire is detected, crews follow an established procedure designed to protect public safety and minimise damage. This includes stopping the vehicle in a safe location, ejecting the load where safe to do so, reporting the incident to the Fire and Rescue Service, and arranging for the waste to be cleared and disposed of appropriately once the fire is extinguished. The vehicle is then subject to inspection before being returned to service.

5.7.3. Whilst the exact cause of vehicle fires cannot always be determined, three of the four recent incidents are suspected to have been caused by batteries being incorrectly disposed of within household waste or recycling. This assessment was made following investigations by the Fire and Rescue Service and inspections of the material ejected from the affected vehicles.

5.7.4. Vehicle fires can have a number of operational impacts, including disruption to collection rounds, the need to reschedule missed collections, removal and disposal of ejected waste, vehicle downtime, and subsequent inspection or repair work. Additional resources, such as grab lorries, may also be required to clear large volumes of waste from the incident location.

5.7.5. The financial impact of vehicle fires can be significant but is difficult to quantify accurately, as costs vary depending on the nature and severity of the incident. Costs may include vehicle repairs, replacement vehicle hire, waste clearance operations, specialist equipment such as grab lorries and additional disposal costs.

5.7.6. Based on recent incidents, the direct cost to the service is estimated at between £1,000 and £2,000 per fire, primarily relating to clean-up and disposal activities. These costs would have been considerably higher had collection crews not acted promptly to eject the load and prevent more extensive vehicle damage.

5.7.7. The service proactively communicates with residents about the risks of vehicle fires, particularly those caused by batteries being incorrectly disposed of in household waste and recycling bins. This includes awareness campaigns that encourage residents to use appropriate battery recycling and disposal routes. Following any battery-related vehicle fire, targeted communications are issued to raise awareness within the local area and reinforce the importance of correct battery disposal, helping to reduce the risk of similar incidents occurring in the future. An example of a social media post issued following a vehicle fire is included in Appendix 4. This communication activity also supports the Council's wider efforts to increase battery recycling and reduce the risk of future collection vehicle fires.

6. Service Quality, Resident Engagement and Waste Reduction

6.1. This section examines how resident behaviour, communication and engagement influence service performance. It responds to Scrutiny's requests for information on refused and tagged collections, resident communications, access to waste services, the process for obtaining and replacing bins and containers, and the performance of the food waste collection service.

6.2. Refused and Tagged Collections

6.2.1. Waste collection crews may occasionally be unable to empty a container where it does not comply with the Council's collection policy, has been presented incorrectly, or where it is unsafe or impractical to complete the collection. In these circumstances, the reason for non-collection is recorded by the collection crew using in-cab technology and, where appropriate, communicated to the resident through a collection tag attached to the bin or container. Monitoring these incidents provides valuable insight into resident presentation behaviours and operational challenges affecting service delivery. The data below summarises the reasons why containers were not emptied during the last three financial years.

Reason	Description	2023/24	2024/25	2025/26
Bin Not Out	Container was not presented for collection at the time of the crew visit.	560,997	585,972	692,754
Wrong Bin Presented	Incorrect container presented for the waste stream being collected.	10,915	11,323	12,663
Contamination	Incorrect materials placed in the recycling, glass or food waste container, preventing collection.	8,669	8,555	9,558
No Access	Crew unable to safely access the property or container due to obstructions, parked vehicles or access restrictions.	6,638	6,556	4,648
Side Waste	Additional waste presented alongside the container where collection policy does not permit it.	3,003	2,417	5,092
Overfilled / Too Heavy Bin	Container could not be safely lifted or emptied.	930	773	1,250
Unauthorised Additional Bin	Additional container presented without approval from the Council.	221	374	1,087
Total Recorded Reasons		591,373	615,970	727,052

6.2.2. Recorded non-collection incidents have increased by 23% over the last three years, rising from 591,373 in 2023/24 to 727,052 in 2025/26. However,

this should not be interpreted as a 23% increase in resident-related collection issues. Improved crew training and clearer guidance on the use of in-cab technology have resulted in more consistent and accurate recording of non-collection reasons.

6.2.3. These figures also include the Garden Waste Service. The high number of "Bin Not Out" records is primarily driven by seasonal variations in garden waste collections, particularly during winter when many households have little or no garden waste to present. As a result, a significant proportion of these records reflect normal resident behaviour rather than collection service issues.

6.2.4. Where a container cannot be emptied, the collection crew will attach a tag to the bin or container to advise the resident of the reason for non-collection. Appendix 5 provides examples of the tags used by the Waste Service. Each tag clearly explains why the container was not emptied and outlines the actions required by the resident to rectify the issue and ensure the container can be collected on the next scheduled collection date. The consistent use of tags helps reduce repeat presentation issues, improves recycling quality and supports resident understanding of collection policies.

6.2.5. Resident Communication

6.2.6. The Waste Service uses two main types of communication with residents. Reactive communication provides information about service issues, such as missed collections or service disruptions. Proactive communication focuses on encouraging behaviours that improve service performance, including waste reduction, recycling and food waste participation.

6.2.7. Reactive communications are primarily used to keep residents informed when service issues occur. When a resident reports a missed collection, the waste management system automatically checks the collection record for any information logged by the crew. This may include reasons such as the bin not being presented, contamination, access issues, or wider operational disruptions such as a vehicle breakdown. Where information is available, it is provided to the resident immediately at the point of reporting, helping them understand why the collection did not take place and whether any action is required on their part.

6.2.8. Whilst the current approach enables the service to respond to reported issues and communicate during significant disruptions, there is an opportunity

to further enhance direct communication with residents. The service is keen to develop a more proactive approach, whereby residents affected by service disruptions receive timely updates and notifications directly, rather than having to seek information themselves. This would also provide the Council with additional opportunities to share service updates, education campaigns and targeted communications with residents.

6.2.9. At present, this is limited by the fact that the service does not hold contact details for all residents and therefore cannot communicate directly with every affected household. The introduction of a customer account or customer portal would address this by enabling residents to register for waste service updates, receive notifications about collection disruptions, and sign up for collection day reminders. This would improve the customer experience, provide residents with more timely information and help reduce avoidable customer contact.

6.2.10. Functionality of this nature is available through the Council's current waste management system and could be purchased and implemented relatively quickly for the Waste Service. The absence of this functionality limits the service's ability to proactively communicate with residents affected by service disruptions and to provide automated service updates and notifications. However, the Council's wider ambition is to establish a consistent approach to customer accounts and communications across all services. As a result, the Waste Service is not currently pursuing a standalone waste-specific solution and will instead seek to engage with any future corporate customer account developments as they progress.

6.2.11. A significant proportion of the Waste Service's communication activity is focused on behaviour change and encouraging residents to reduce waste, recycle more and use services correctly. This is delivered through a combination of targeted improvement projects and wider communication campaigns designed to improve service performance, reduce contamination and increase participation in recycling and food waste collections.

6.2.12. The service regularly undertakes targeted interventions in areas where performance is below expected levels. This includes the Round Improvement Programme, which focuses on increasing recycling rates through measures such as leafleting, container stickers, replacement containers and engagement with local communities. Similar approaches are used in communal properties through the Communal Improvement

Programme, alongside projects focused on reducing contamination, diverting waste from disposal and reducing side waste presented for collection.

- 6.2.13. These projects are supported by an ongoing programme of resident communications, including a quarterly recycling and waste e-newsletter distributed to approximately 25,000 households, regular social media activity, community events and roadshows, town and parish council presentations, and targeted campaigns on specific topics such as recycling, waste reduction and reusable products. Together, these activities help improve recycling performance, reduce contamination, support waste reduction and encourage greater use of the Council's waste services.

6.3. Resident Access to New and Replacement Bins and Containers

- 6.3.1. Under the Key Lines of Enquiry, Scrutiny requested information on the process for obtaining and replacing bins and containers.
- 6.3.2. The Waste Service provides residents with a simple and accessible process for requesting new or replacement containers. Requests can be submitted online through the Council's website, where integrated electronic forms allow residents to view the containers currently assigned to their property and select any that require replacement due to loss or damage.
- 6.3.3. Separate online forms are available for residents requiring additional capacity or specialist services. This includes requests for larger refuse bins for larger households or medical needs (subject to policy criteria), additional rubbish sacks for households with children in nappies, and garden waste containers. Residents who are unable to access online services can also make these requests by telephone, with Customer Services officers completing the process on their behalf.
- 6.3.4. Once a request is submitted, a delivery task is automatically created within the Waste Service management system and allocated directly to the relevant depot's bin delivery crew via their in-cab technology. The service operates to a target of delivering new and replacement bins and containers within 20 working days of a request being received. However, the automated allocation process enables delivery crews to identify requests that are located close to their planned routes. Where crews are already operating in the locality and have sufficient capacity, requests can occasionally be completed on the same day, although this is the exception rather than the norm and delivery times vary depending on operational priorities and demand.

6.3.5. For smaller items, such as food waste containers, glass recycling boxes and battery recycling bags, residents also have the option to collect containers from one of 28 local stockists located across Dorset. These are primarily based within libraries, town and parish council offices, and other staffed community buildings. This often provides residents with a quicker alternative to home delivery. The Council's website enables residents to identify their nearest stockist, together with location details and opening hours.

Example Resident Journey

6.3.6. The example below illustrates the process for a resident in Beaminster who requires a replacement 23-litre food waste container:

- 1) The resident visits the Council's website and determines that either home delivery or collection from a local stockist is available.
- 2) The resident chooses to collect the container and is presented with details of nearby stockists, including addresses, contact information and opening hours.
- 3) The resident identifies The Yarn Barton Centre as the most convenient location and visits the site to collect a replacement food waste container.
- 4) As stock levels reduce, The Yarn Barton Centre uses an online form provided by the Waste Service to request additional containers.
- 5) The request automatically creates a delivery job within the Waste Service management system, which is then issued directly to the Bridport depot's bin delivery crew through their in-cab technology.
- 6) The crew delivers replacement stock to the centre, ensuring containers remain available for local residents.

6.3.7. This end-to-end process helps ensure residents can access replacement containers quickly and conveniently, while reducing demand on bin delivery resources and supporting continued participation in recycling and food waste services.

6.3.8. During the 2025/26 financial year, the service completed more than 72,000 container delivery and removal jobs, with a further 11,125 containers collected directly by residents from local stockists.

6.4. Food Waste Service

6.4.1. Under the Key Lines of Enquiry, Scrutiny requested information on the performance of the food waste collection service.

6.4.2. Dorset Council provides a weekly food waste collection service to all households. Residents are supplied with a 23-litre outdoor food waste container and a 7-litre kitchen caddy to make it easy to separate and present food waste for collection.

6.4.3. Food waste tonnages have remained consistently strong over the last decade, with 14,675 tonnes collected during the 2025/26 financial year. This equates to approximately 78.5kg of food waste collected per household each year.

6.4.4. Benchmarking data from the Waste and Resources Action Programme (WRAP) and other well-established food waste collection authorities suggests that councils collecting:

- Less than 25kg per household per year are considered low performing;
- 25–45kg per household per year are considered average performing;
- 45–60kg per household per year are considered good performing;
- 60–80kg per household per year are considered high performing; and
- More than 80kg per household per year are considered exceptional performers.

6.4.5. Dorset's 78.5kg of food waste collected per household per year places the Council at the upper end of the high-performing range and close to the exceptional category. This demonstrates strong resident participation and a well-established food waste collection service.

6.4.6. All food waste collected by Dorset Council is treated within Dorset through an anaerobic digestion process. This process converts food waste into biogas, which is used to generate renewable electricity, and a nutrient-rich biofertiliser which is used as a soil improver for agricultural land and crop production.

6.4.7. By collecting food waste separately, the Council diverts significant quantities of biodegradable waste away from disposal routes and supports the generation of renewable energy. This contributes to the Council's

environmental objectives and helps reduce the carbon impact associated with managing household waste. It also helps reduce disposal costs by diverting material away from more expensive residual waste treatment routes.

6.4.8. The Waste Service continues to promote the food waste collection service through its wider programme of communication and behaviour change activities. This includes the use of social media, community engagement, educational campaigns and targeted communications aimed at encouraging residents to participate in the service and use it correctly.

6.4.9. The service also seeks to improve participation through ongoing service optimisation and operational improvements. This includes ensuring residents have easy access to replacement food waste containers through the Council's bin delivery service and network of local stockists, helping to remove barriers to participation and maintain high levels of service usage.

6.4.10. In summary, the evidence presented in this section demonstrates that service quality is influenced not only by collection performance but also by resident participation and engagement. The use of container tagging, targeted communications, accessible container replacement services and a well-established food waste collection service all contribute to improving recycling performance, reducing avoidable costs and supporting positive environmental outcomes across Dorset.

7. Enforcement, Waste Behaviour and Environmental Impact

7.1. Fly Tipping

7.1.1. Under the Key Lines of Enquiry, Scrutiny requested information on fly-tipping trends, investigation processes, enforcement activity, costs, challenges and improvement activity.

7.1.2. Environmental enforcement is delivered by a team of five enforcement officers. Whilst the Environmental Enforcement Team sits within Regulatory Services rather than Waste Services, the two teams work closely together to manage fly-tipping incidents. This includes the reporting, investigation and clearance of fly-tipped waste, ensuring that incidents are dealt with efficiently and that potential evidence is identified and secured wherever possible. This joined-up approach helps ensure that fly-tipping incidents are investigated appropriately whilst minimising delays to waste clearance.

7.1.3. The Council works closely with Dorset Police and the Dorset Police and Crime Commissioner's Office (OPCC) to tackle fly-tipping and wider waste crime. This partnership recognises the links between waste crime and other rural offences, including theft and rogue trading. As part of this approach, Dorset Council and the OPCC jointly fund an Environmental Enforcement Officer role focused on evidence gathering, community engagement and supporting investigations. The role has strengthened relationships with landowners and local communities, improved the quality of evidence obtained from fly-tipping incidents, and contributed to increased enforcement activity. Vehicle seizures and other higher-risk enforcement activities are also supported by Dorset Police where appropriate.

Reporting and Investigation Process

7.1.4. All fly-tipping incidents are reported through Dorset Council's online reporting portal. Reports are automatically transferred into the Council's waste management system and triaged by the Environmental Enforcement Team. Incidents on public land that do not appear to contain evidence are passed directly to Waste Services for clearance. Reports containing potential evidence are referred to Enforcement Officers for further investigation, including site visits, witness enquiries, CCTV review and evidence gathering. Dorset Council investigates fly-tipping on both public and private land.

Fly-Tipping Numbers and Trends

7.1.5. The number of fly-tipping incidents reported across Dorset has reduced significantly over the last three years. Incidents have fallen from 1,719 in 2023/24 to 1,410 in 2024/25 and 1,113 in 2025/26, representing an overall reduction of 35% during the period.

Year	Incidents
2023/24	1,719
2024/25	1,410
2025/26	1,113

7.1.6. This equates to an average reduction of approximately 300 incidents per year over the last two years.

7.1.7. Fly-tipping incidents are not evenly distributed across Dorset. The table below shows the number of incidents recorded within each operational depot area and the corresponding geographic area of Dorset that they serve. During 2025/26, the highest number of incidents were recorded within the Western Dorset and Eastern Dorset areas, which together accounted for

approximately 59% of all reported fly-tipping incidents. Encouragingly, all areas have experienced a reduction in fly-tipping over the last three years, contributing to an overall countywide reduction of 35%, demonstrating a broadly positive trend across all operational areas.

Depot Area	Dorset Area Description	2023/24	2024/25	2025/26	Change
Poundbury	Western Dorset	463	393	351	-24%
Ferndown	Eastern Dorset	421	313	309	-27%
Wareham	Purbeck Area	217	251	178	-18%
Crookhill	Weymouth & Portland Area	253	180	164	-35%
Shaftesbury	Northern Dorset	365	273	111	-70%
Total	Dorset Council Area	1,719	1,410	1,113	-35%

7.1.8. The data demonstrates a sustained reduction in fly-tipping incidents across Dorset over the last three years. Whilst reductions have been achieved in all areas of the county, the most significant reduction has been seen in Northern Dorset, where incidents have fallen by 70%. The reasons for these improvements are likely to be multifaceted; however, increased enforcement activity, improved intelligence gathering, stronger partnership working and targeted community engagement are all considered to have contributed to the positive trend.

7.1.9. This local improvement is particularly encouraging when viewed against the national picture. DEFRA data shows that reported fly-tipping incidents in England have increased in recent years, rising from approximately 1.08 million incidents in 2022/23 to 1.15 million in 2023/24 and 1.26 million in 2024/25. Whilst direct comparisons should be treated with caution due to differences in geography, demographics and local reporting practices, Dorset's reduction in fly-tipping incidents contrasts with the overall national trend and suggests that local prevention, enforcement and engagement activities are having a positive impact.

Investigations and Enforcement

7.1.10. The Council adopts a proportionate enforcement approach, with outcomes ranging from informal advice and warning letters through to fixed penalty notices and prosecution where appropriate. Enforcement action is

determined by the quality of evidence available and the seriousness of the offence.

7.1.11. Enforcement outcomes include:

- Informal and formal warnings.
- Community Protection Notices.
- Fixed Penalty Notices (FPNs).
- Vehicle seizures (undertaken with Police support).
- Successful prosecutions through the courts

7.1.12. Whilst the number of fly-tipping incidents has reduced, enforcement activity has increased significantly. Investigations increased from 311 in 2023/24 to 650 in 2025/26, whilst Fixed Penalty Notices increased from 13 to 41 over the same period. This demonstrates a more proactive and intelligence-led approach to tackling waste crime.

Measure	2023/24	2024/25	2025/26
Investigations	311	567	650
Warning Letters	309	565	610
Fixed Penalty Notices	13	24	41

Prosecutions

7.1.13. Prosecution is reserved for the most serious fly-tipping offences, repeat offenders, or cases where alternative enforcement approaches are not considered appropriate. Dorset Council currently maintains a 100% conviction rate for fly-tipping prosecutions taken to court. However, prosecutions are resource intensive and must be funded directly by the Council rather than the Crown Prosecution Service (CPS). In many cases, the costs associated with investigation, legal preparation and court proceedings significantly exceed the costs recovered through the courts. As a result, Fixed Penalty Notices are generally considered the most proportionate and cost-effective enforcement tool where sufficient evidence exists, allowing the Council to hold offenders to account while making the most effective use of limited resources. The Council will continue to pursue prosecution where it is considered proportionate, in the public interest and supported by sufficient evidence.

Cost of Fly-Tipping

7.1.14. The direct cost of clearing fly-tipping from public land has reduced over the last three years:

Year	Cost to Dorset Council
2023/24	£96,428
2024/25	£83,442
2025/26	£60,562

7.1.15. The reduction in fly-tipping incidents has been accompanied by a corresponding reduction in clearance costs, generating financial benefits for the Council as well as environmental benefits for local communities.

7.1.16. This represents a reduction of approximately 37% over the period. The reduction is considered to have been influenced by increased enforcement activity, improved evidence gathering and greater community engagement.

7.1.17. The figures above relate only to costs incurred by Dorset Council. They do not include the costs borne by private landowners, who are responsible for the removal of fly-tipped waste from their own land. Whilst these costs are not recorded centrally, it is considered likely that the overall financial burden on private landowners is substantial.

Challenges

7.1.18. Tackling fly-tipping presents a number of challenges. Many incidents occur in isolated rural locations where there are no witnesses or readily identifiable sources of evidence, making it difficult to identify offenders and take enforcement action. Dorset's large rural geography further increases these challenges by making detection and investigation more resource intensive. Whilst enforcement activity has increased significantly, the Environmental Enforcement Team continues to operate within finite resources, requiring activity to be prioritised towards incidents that present the greatest environmental impact or provide the strongest opportunities for enforcement action.

Communication

7.1.19. Communication and public engagement play an important role in the Council's approach to tackling fly-tipping. The Environmental Enforcement Team regularly works with the Council's Communications Team to promote enforcement activity, publicise successful outcomes and encourage residents to report fly-tipping incidents. Appendix 6 includes examples of media releases issued to raise awareness of waste crime, deter offenders and seek

information from the public to support investigations. This communication activity helps increase public confidence in enforcement activity, encourages reporting and supports efforts to deter future offending.

7.2. Improper Waste Disposal and Cost Impact

7.2.1. Under the Key Lines of Enquiry, Scrutiny requested information on the costs associated with improper waste disposal and resident behaviours that increase the cost of delivering waste services. Whilst it is not possible to quantify every cost associated with non-compliance, there are several areas where the financial impact can be clearly demonstrated.

Side Waste

7.2.2. Side waste is waste presented alongside a household's refuse bin. To understand its impact, the Waste Service undertook a pilot across 15 collection rounds covering approximately 44,000 households. Crews left side waste behind, applied information tags and recorded incidents through the waste management system. The project demonstrated that consistent application of the Recycle for Dorset kerbside collection policy can significantly change resident behaviour. On one depot's rounds, side waste presentation reduced by 84%. This demonstrates that clear communication, consistent policy application and effective monitoring can bring about significant behavioural change.

7.2.3. The project identified estimated disposal savings of between £33,000 and £56,000 per year if side waste was consistently prevented from entering the waste stream across Dorset. This could increase to approximately £95,000 per year if all forms of excess waste presentation, including overfilled bins, were addressed. These findings demonstrate how relatively small behaviour changes can deliver significant financial benefits when applied at scale.

Contamination

7.2.4. Contamination occurs when incorrect materials are placed in recycling containers. This reduces the quality and value of recyclable materials, increases processing costs and can result in recycling loads being rejected.

7.2.5. In 2025/26, 13.6% of material delivered to Dorset's Materials Recovery Facility (MRF) was identified as contamination. This is lower than the national average contamination rate of 16.6%, as reported by the Waste and Resources Action Programme (WRAP), indicating comparatively good

recycling quality across Dorset. However, where contamination levels are excessive, entire loads can be rejected by the MRF and returned to Dorset for disposal as residual waste.

- 7.2.6. Rejected loads are relatively uncommon in Dorset, with only two loads rejected during the last 12 months. Nevertheless, when a rejection does occur it creates additional haulage and disposal costs, with the total cost estimated at approximately £7,000 per load. This highlights the importance of continuing to educate residents on what can and cannot be recycled, whilst also ensuring collection crews identify and do not collect heavily contaminated recycling containers. Once contamination enters a collection vehicle it can affect the quality of material already collected from other households and increase the risk of the entire load being rejected, resulting in avoidable costs to the Council.

Waste Analysis

- 7.2.7. A composition analysis of Dorset's residual waste was undertaken in 2023 to understand what materials residents continue to place in their rubbish bins rather than using existing recycling and food waste services. The analysis found that approximately 29.6% of the average sampled rubbish bin consists of food waste and recyclable materials that could potentially be diverted through better use of existing services.
- 7.2.8. The largest opportunity relates to food waste, which accounted for 18.7% of material found in rubbish bins. Based on the 45,257 tonnes of residual waste collected during 2025/26, this equates to an estimated 8,474 tonnes of food waste being disposed of through the residual waste stream. The analysis indicates that if this material were captured through Dorset's separate food waste collection service, the Council could avoid disposal costs of approximately £1.06 million per year. This demonstrates that food waste remains the single greatest opportunity for further improvement in Dorset's household waste stream.
- 7.2.9. A further 10.9% of residual waste was identified as recyclable material, including paper, cardboard, plastic, glass and metal packaging that could have been placed in residents' recycling containers. Based on current waste volumes, this equates to approximately 4,919 tonnes of recyclable material being disposed of as residual waste each year. The analysis indicates that diverting this material through existing recycling services could reduce disposal costs by approximately £418,000 per year.

- 7.2.10. Taken together, the food waste and recyclable materials identified through the composition analysis represent an estimated annual disposal cost reduction opportunity of approximately £1.48 million. These findings highlight the continued importance of investing in behaviour change, improving participation in recycling and food waste services, and helping residents make full use of the collection services already available to them.

Behaviour change campaigns

- 7.2.11. These initiatives aim to reduce avoidable costs whilst also improving environmental outcomes and service performance. Through targeted communications, container tagging, recycling education campaigns and operational improvement projects, the service seeks to reduce side waste, improve recycling quality and encourage residents to use services correctly.

7.3. Dorset's National Performance

- 7.3.1. Whilst previous sections of this report have focused on service pressures, performance challenges and areas for improvement, it is also important to recognise that Dorset's waste service performs strongly when compared with national benchmarks and continues to deliver high levels of service, environmental benefit and value for money.

Recycling Rate

- 7.3.2. In 2024/25, Dorset achieved a recycling and composting rate of 59.9%, placing it 3rd out of approximately 90 unitary and waste disposal authorities in England. This compares favourably with the national household recycling rate of 43.8%.

Residual Waste Per Household

- 7.3.3. Dorset also performs strongly in reducing the amount of residual waste produced by households. During 2024/25, Dorset households generated 368kg of residual waste per household, ranking Dorset fourth among unitary authorities in England. This reflects the high levels of recycling and waste diversion achieved across the county.

Landfill Diversion

- 7.3.4. Over the last decade, Dorset Council has reduced the amount of waste sent to landfill by approximately 70%. In 2025/26, only around 2% of residual waste is disposed of through landfill.

Carbon Performance

7.3.5. Dorset Council has historically been recognised as one of the highest-performing authorities nationally for the carbon benefits achieved through recycling. In the last published Eunomia Recycling Carbon Index (published in 2020 using 2018/19 performance data), Dorset was ranked within the top three local authorities for the carbon emissions avoided through its recycling service. Whilst this index and associated national rankings are no longer produced in a directly comparable format, the results provided independent evidence that Dorset's recycling service was delivering significant carbon benefits when the measure was last available.

7.3.6. The findings demonstrated that Dorset's recycling service not only diverted waste from disposal but also made a significant contribution to reducing greenhouse gas emissions. As one of the Council's largest frontline services, waste collection and recycling continues to support the Council Plan's objectives to address the climate and ecological emergencies and reduce Dorset's carbon footprint.

Customer Satisfaction

7.3.7. Customer satisfaction with the Waste Service remains high. A resident satisfaction survey undertaken in 2022/23 found that 87.5% of Dorset residents were either satisfied or very satisfied with the overall waste service. This positive position was reinforced by a dedicated Garden Waste Service survey completed in December 2025, which received almost 11,000 responses. The survey found that 95.9% of respondents were satisfied or very satisfied with the reliability of collections, demonstrating consistently high levels of customer satisfaction with one of the Council's most widely used waste services.

Value for Money Assessment

7.3.8. An independent review undertaken by external consultants during 2020/21 benchmarked Dorset Council's Waste Service against a range of local authorities across the country. The review concluded that:

"The waste service is deemed to be effective, provides quality and achieves high diversion rates. In fact, it delivers real value for money."

7.3.9. The Council's internal value for money dashboard, which compares Dorset Council's waste service revenue expenditure on a cost per head of population basis against other local authorities, provides a more recent assessment of whether the service is delivering value for money. The 2024/25 comparison indicates that Dorset's waste collection costs are £35.50 per head, compared

with an average of £23.18 for the authorities currently included within the dataset. This difference is likely to be influenced by Dorset's rural geography and the additional operational costs associated with delivering services across a large geographic area with a dispersed population. Work is therefore underway with the Directorate Business Intelligence Manager to refine the benchmarking group and compare Dorset against authorities with similar demographic, geographic and service characteristics, providing a more meaningful and robust assessment of value for money.

- 7.3.10. Taken together, Dorset's strong recycling performance, low residual waste levels, reduction in fly-tipping, landfill diversion achievements and high levels of customer satisfaction demonstrate that the Council operates a high-performing waste service which compares favourably with national benchmarks whilst continuing to provide value for money for residents.

8. Alternative options considered

- 8.1. This is a key line of enquiry, so no alternative options are required to be considered.

9. Legal considerations

- 9.1. There are no direct legal implications arising from consideration of this report. Any recommendations resulting from the review will be subject to appropriate legal consideration before implementation where required.

10. Financial implications

- 10.1. There are no direct financial implications arising from the consideration of this report. Any future recommendations that require additional resources or changes to service delivery will be considered through the appropriate budget-setting and governance processes.

11. Natural environment, climate & ecology implications

- 11.1. Waste services contribute to Dorset Council's environmental and climate ambitions through the efficient management of waste and maximising the recovery of materials for reuse, recycling and treatment, helping to reduce carbon emissions and minimise environmental impact.

11.2. The review itself has no direct environmental implications. However, any recommendations arising may support improvements in recycling performance, waste reduction and environmental sustainability.

12. Well-being and health implications

12.1. Effective waste collection services contribute directly to public health, community wellbeing and environmental quality.

12.2. The review itself has no direct health implications but seeks to provide assurance regarding the effectiveness and resilience of services that support healthy communities.

13. Other implications

13.1. There are no other implications identified with this key line of enquiry.

14. Risk implications

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

Current Risk: LOW

Residual Risk: LOW

15. Equalities

15.1. No adverse equality impacts have been identified through this review.

15.2. The waste collection service is delivered to all residents across Dorset and includes assisted collection arrangements for residents who are unable to present their bins due to age, disability or mobility needs. This supports equitable access to the service and contributes positively to the Council's equality objectives.

15.3. Any recommendations arising from this review will be considered in line with the Council's Public Sector Equality Duty obligations.

16. Appendices

16.1. Appendix 1 - Detailed missed collection data for the last three financial years broken down by each depot.

Rubbish, Recycling, Glass and Food waste missed collections for last three financial years

Depot	2023-24			2024-25			2025-26		
	Number missed	Total collections	% missed	Number missed	Total collections	% missed	Number missed	Total collections	% missed
Bridec Depot	546	2,199,335	0.02%	678	2,221,328	0.03%	1,265	2,306,249	0.05%
Crookhill Depot	2,667	4,440,311	0.06%	3,452	4,484,714	0.08%	3,615	4,494,658	0.08%
Ferndown Depot	2,807	5,003,626	0.06%	3,288	5,053,662	0.07%	3,880	5,116,133	0.08%
Poundbury Depot	2,183	3,754,248	0.06%	2,413	3,791,790	0.06%	2,510	3,749,599	0.07%
Shaftesbury Depot	5,664	4,325,697	0.13%	5,835	4,368,954	0.13%	5,722	4,427,158	0.13%
Wareham Depot	2,055	2,825,268	0.07%	1,746	2,853,521	0.06%	1,889	2,876,289	0.07%
	15,922	22,548,484	0.071%	17,412	22,773,969	0.076%	18,881	22,970,086	0.082%

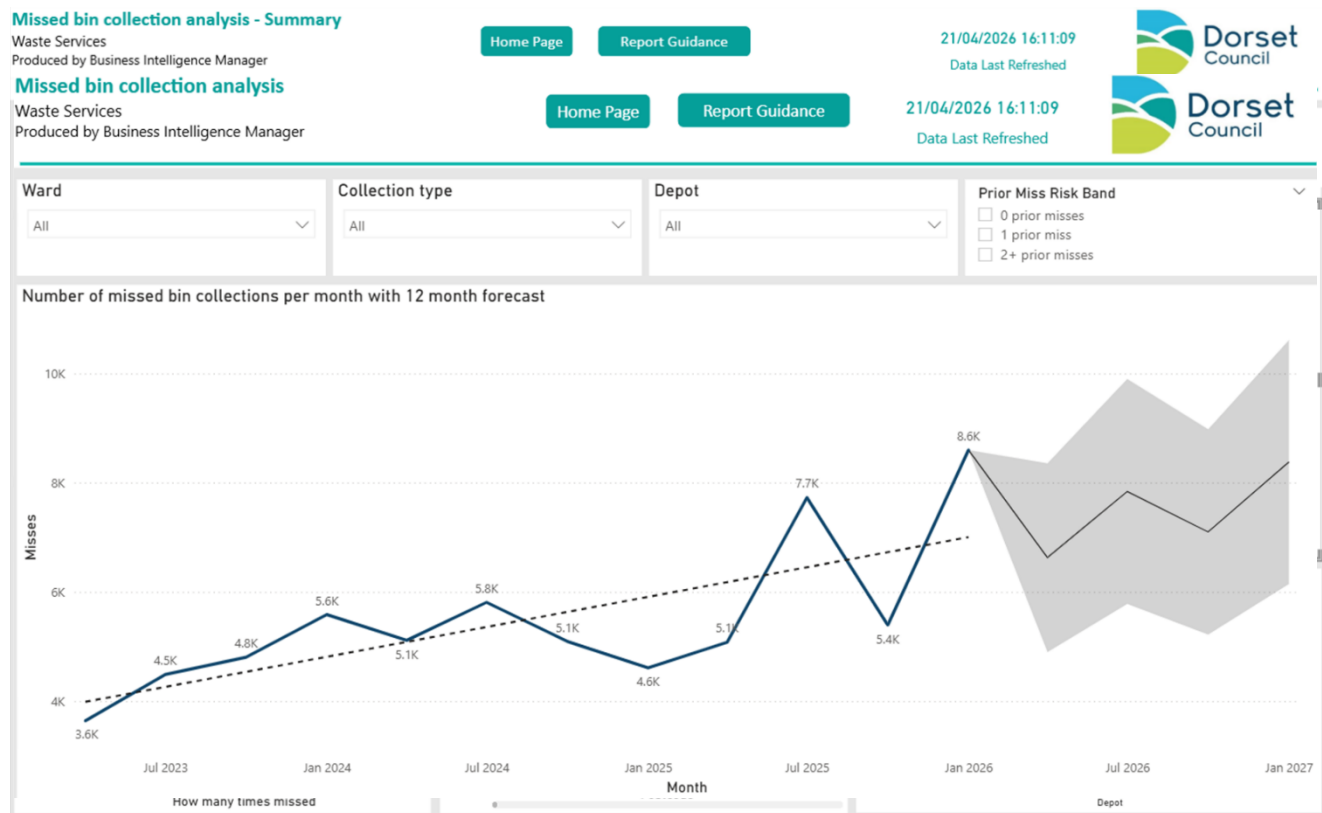
Garden waste missed collections for last three financial years

Depot	2023-24			2024-25			2025-26		
	Number missed	Total collections	% missed	Number missed	Total collections	% missed	Number missed	Total collections	% missed
Bridec Depot	72	95,131	0.08%	54	100,406	0.05%	74	104,130	0.07%
Crookhill Depot	280	158,401	0.18%	316	169,140	0.19%	329	162,215	0.20%
Ferndown Depot	626	432,042	0.14%	543	449,904	0.12%	503	453,717	0.11%
Poundbury Depot	315	218,585	0.14%	485	230,413	0.21%	771	233,442	0.33%
Shaftesbury Depot	1,824	355,596	0.51%	1,625	372,761	0.44%	1,590	393,153	0.40%
Wareham Depot	215	115,684	0.19%	190	123,560	0.15%	153	123,602	0.12%
	3,332	1,375,439	0.24%	3,213	1,446,183	0.22%	3,420	1,470,259	0.23%

16.2. **Appendix 2** - Detailed breakdown of 2025/26 service disruptions by depot

Depot	Total Disruptions Recorded	% of Collections Affected by a Disruption	Principal Causes of Disruption
Bridport	5,543	0.24%	• Time constraints (3,854) • Staff shortages (761) • Vehicle breakdowns (468)
Weymouth (Crookhill)	49,018	2.17%	• Staff shortages (37,399) • Time constraints (4,916) • Roadworks (1,962) • Parked cars (1,918)
Ferndown	106,952	2.38%	• No suitable vehicle (32,085) • Staff shortages (32,272) • Vehicle breakdowns (16,362) • Time constraints (10,005) • Bad weather (9,349)
Poundbury	14,188	0.28%	• Staff shortages (3,597) • Time constraints (3,201) • Parked cars (2,012) • Vehicle breakdowns (1,617)
Shaftesbury	87,441	2.33%	• Staff shortages (39,402) • Vehicle breakdowns (15,695) • No suitable vehicle (14,671) • Time constraints (5,346)
Wareham	17,424	0.39%	• Staff shortages (4,770) • Time constraints (3,895) • Vehicle breakdowns (3,399) • Bad weather (2,161)

16.3. **Appendix 3** – Example Waste Service Performance Dashboard Currently in Development



16.4. **Appendix 4** – Example Social Media Communication Following a Battery-Related Vehicle Fire

Dorset Council's post



Dorset Council Waste Services

19 December 2024 · 🌐

⚠️ NEVER PUT BATTERIES IN ANY OF YOUR BINS ⚠️

We've had another fire in one of our recycling collection vehicles in Bridport this morning.

The crew ejected the load, and our colleagues in [DWFireRescue](#) extinguished the blaze. You can see from the photos this was caused by a pack of batteries that were placed in a recycling bin. Fortunately, no-one was injured and - due to the quick actions of our collection crew - no damage was caused to the vehicle. However, a lot of recyclable material has been lost, and our crews will need to clean up the mess too.

Waste is crushed in the back of our vehicles after collection. When batteries - even dead ones - are crushed, they can catch fire. When surrounded by waste paper, cardboard, and plastics, it's a recipe for disaster.

Batteries should be placed in a battery bag (or any other clear plastic bag) and left on top of your recycling bin, never inside it. Or you can recycle batteries at most supermarkets, or our household recycling centres.

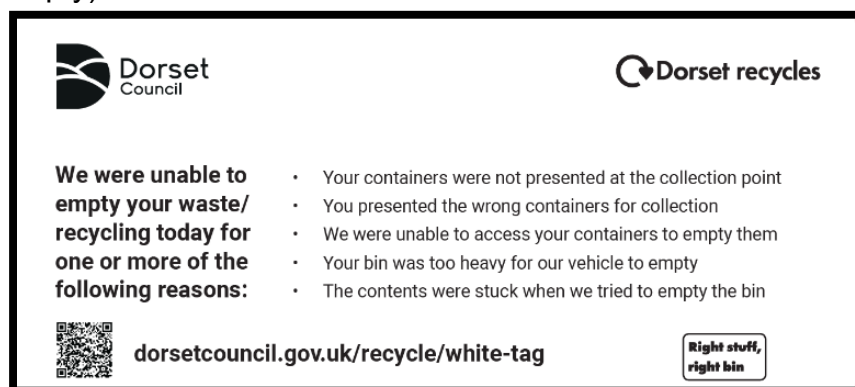
Thank you for your cooperation.

👍👎👤 91

44 comments 57 shares

16.5. **Appendix 5** – Examples of the Bin Tags Used by Collection Crews to Communicate Reasons for Non-Collection

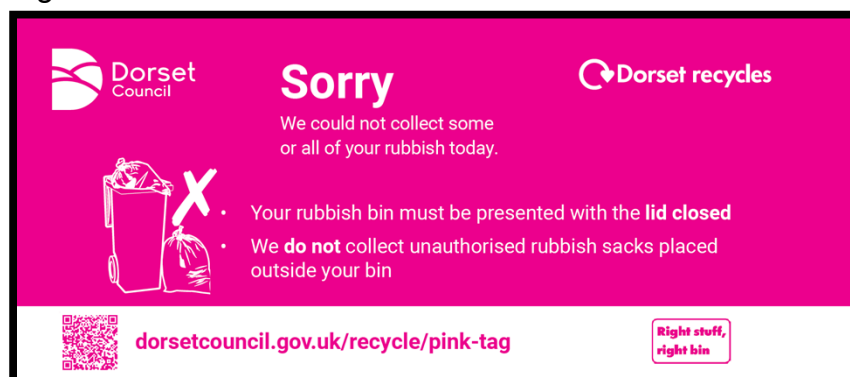
White Tag - for any bin problem (e.g. containers not presented at the collection point, wrong containers for collection, unable to access containers or too heavy to empty)



Red Tag - for any bin containing batteries or electrical items



Pink Tag / Sticker - for rubbish bins that are overfilled with rubbish or for a bin where side waste has also been presented. You can also use a pink sticker on the bags



Green Tag - for recycling bins that are contaminated (glass, plastic bags and film, rubbish, clothes, etc)



Blue Tag - for food waste bins that contain incorrect items (plastic bags, film, packaging etc)



16.6. **Appendix 6 – Examples of Enforcement Communications and Public Appeals Relating to Fly-Tipping**

Fly-tipping crackdown leads to double the number of fines

24 March 2026



An increase in enforcement against fly tipping and waste related offences by Dorset Council led to 80 Fixed Penalty Notices (FPNs) to be issued in 2025, almost double the number given in the previous year.

[Fly-tipping crackdown leads to double the number of fines - Dorset Council](#)

Appeal for information after large fly tipping incident on A35 near Bloxworth

15 April 2026



Dorset Council is appealing for information from the public after a significant fly-tipping incident involving large containers and liquid waste was discovered on the A35 near Bloxworth and Morden.

[Appeal for information after large fly tipping incident on A35 near Bloxworth - Dorset Council](#)

17. Background papers

17.1. The Recycle for Dorset Service Policy - [Recycle for Dorset Service Policy - Dorset Council](#)

17.2. Place and Resources Scrutiny Committee 2025/26 Quarter 2, Quarter 3 and Quarter 4 Performance Reports

18. Report sign-off

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

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Place and Resources Scrutiny Committee Draft Work Programme

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	
Sickness Absence and Workforce Data Deep dive	A report to address the key lines of enquiry around workforce sickness absence, employee wellbeing and workforce approaches.	Christopher Matthews, Head of People and workforce Councillor Nick Ireland Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	
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 Cllr Nick Ireland – Leader and Cabinet Member for Climate, Performance and Safeguarding	

10 December 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	A report to address the key lines of enquiry around the corporate estate and its accessibility.	Jess Maskrey Head of Service - Assets & Property Richard Biggs	
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	

Pending items:

- FOI and assurance regular update
- The Local Enforcement plan post implementation review
- Emergency planning report
- Rights of way improvement plan 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	Understanding accessibility	webinar	All committee members	Kelly Flynn	A lived experience session with the Disability Employee Network to add context to site visits ahead of the Assets and Accessibility report in November
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	Specific sites to be identified that are in active use and likely to remain in the DC assets portfolio for a minimum of 18 months.
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 - August to November 2026 (Publication date – 4 AUGUST 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 2026/27

Nick Ireland	Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding
Richard Biggs	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets
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					
Sept					
July 2026 (period 4) financial management report 26/27 Key Decision - Yes 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	<i>Director - Resources (Section 151 Officer)</i>
Commercial Property Disposal Key Decision - Yes Public Access - Fully exempt A report seeking approval to the sale of a commercial property.	Decision Maker Cabinet	Decision Date 8 Sep 2026		Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Jay Ridsdale, Transfers and Disposals Manager</i> <i>jay.ridsdale@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
October 2026					
Review of Financial Assessment and Care Contributions Policy Key Decision - Yes	Decision Maker Cabinet	Decision Date 6 Oct 2026	People and Health Overview Committee 21 Sep 2026	Cabinet Member for Resources and Finance, Cabinet Member for Adult	<i>Nicola Fowler, Financial Assessments Team Manager</i> <i>nicola.fowler@dorsetcouncil</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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.				Social Care & Health, Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	.gov.uk Director - Resources (Section 151 Officer)
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)
Void Policy - Housing Solutions Key Decision - No Public Access - Open This policy has been developed to provide an oversight of the requirements in ensuring that vacated units of temporary accommodation are inspected and compliant in a timely manner in order to be relet.	Decision Maker Cabinet	Decision Date 6 Oct 2026		Cabinet Member for Housing and Homelessness	Sharon Attwater, Head of Housing sharon.attwater@dorsetcouncil.gov.uk Executive Director - Housing, Prevention and Communities (Sam Crowe)

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Placement Policy - Housing Solutions Key Decision - No Public Access - Open This policy provides the oversight regarding factors that need to be taken into consideration when securing temporary accommodation for households.	Decision Maker Cabinet	Decision Date 6 Oct 2026		Cabinet Member for Housing and Homelessness	<i>Sharon Attwater, Head of Housing</i> sharon.attwater@dorsetcouncil.gov.uk <i>Executive Director - Housing, Prevention and Communities (Sam Crowe)</i>
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	<i>David Rosselli, Transport & Parking Strategy Lead</i> david.rosselli@dorsetcouncil.gov.uk, <i>Jack Wiltshire, Corporate Director for Highways and Engineering</i> jack.wiltshire@dorsetcouncil.gov.uk <i>Executive Director - Economy and Environment (Jan Britton)</i>
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	Dorset Council Cabinet People and Health Overview Committee 22 Oct 2026 6 Oct 2026 21 Sep 2026	Cabinet Member for Housing and Homelessness	<i>Andy Frost, Service Manager for Community Safety</i> andy.frost@dorsetcouncil.gov.uk <i>Executive Director - Housing, Prevention and Communities (Sam Crowe)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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	Place and Resources Overview Committee	Cabinet Member for Place Services	<i>Russell Goff, Senior Ranger</i> <i>russell.goff@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
September 2026 (period 6) financial management report 26/27 Key Decision - No Public Access - Open To consider the period 6 financial management report 2026/27.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Resources and Finance	<i>Sean Cremer, Director - Resources (Section 151 Officer)</i> <i>sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer</i> <i>sian.hedger@dorsetcouncil.gov.uk</i> <i>Director - Resources (Section 151 Officer)</i>
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	<i>Laura Cornette, Business Partner - Communities and Partnerships</i> <i>Laura.cornette@dorsetcouncil.gov.uk</i> <i>Executive Director - Modernisation and Customer Delivery (Lisa Cotton)</i>
December 2026					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Mid-year performance update Key Decision - No Public Access - Open To provide an update on mid-year progress in council plan delivery and broader organisational health.	Decision Maker Cabinet	Decision Date 8 Dec 2026		Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	<i>Liz Crocker, Head of Strategy</i> <i>liz.crocker@dorsetcouncil.gov.uk, Chris Heighway, Performance and Analytics Team Manager</i> <i>chris.heighway@dorsetcouncil.gov.uk</i> <i>Chief Executive</i>
February 2027					

 December 2026 Quarter 3 financial management plan 2026/2027 Key Decision - No Public Access - Open To consider the Quarter 3 financial management plan 2026/27.	Decision Maker Cabinet	Decision Date 2 Feb 2027		Cabinet Member for Resources and Finance	<i>Sean Cremer, Director - Resources (Section 151 Officer)</i> <i>sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer</i> <i>sian.hedger@dorsetcouncil.gov.uk</i> <i>Director - Resources (Section 151 Officer)</i>
Budget & Medium-term financial plan strategy report (MTFP) Key Decision - Yes Public Access - Open To consider the medium Term Financial (MTFP) and budget strategy.	Decision Maker Dorset Council	Decision Date 11 Feb 2027	Cabinet 2 Feb 2027	Cabinet Member for Resources and Finance	<i>Sean Cremer, Director - Resources (Section 151 Officer)</i> <i>sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer</i> <i>sian.hedger@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer</i>

Private/Exempt Items for Decision

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

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

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Shareholder Committee for the Dorset Innovation Park Ltd Forward Plan - July to November 2026 (Publication date – 12 JUNE 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 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 Shane Bartlett – Cabinet Member for Planning and Infrastructure

Cllr Simon Clifford – Cabinet Member for Resources and Finance

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

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
July 2026				
Managing Director's report Key Decision - No Public Access - Part exempt 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 Regeneration, Economic Growth & Strategic Assets	<i>Managing Director – Dorset Innovation Park Ltd</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
Dorset Council Update Report Key Decision - No Public Access - Part exempt 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 Regeneration, Economic Growth & Strategic Assets	<i>Nick Webster, Head of Growth and Regeneration</i> <i>nicholas.webster@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
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, Communications, Performance & Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Innovation Park Training and Education Update Key Decision - No Public Access - Fully exempt To present an update, and opportunity for discussion, on the discussions held with training and education providers, and the business community, regarding improving the provision of training facilities at the Innovation Park.	Decision Maker Shareholder Committee for Dorset Innovation Park Ltd	Decision Date 14 Jul 2026	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Nick Webster, Head of Growth and Regeneration nicholas.webster@dorsetcouncil.gov.uk Executive Director - Economy and Environment (Jan Britton)</i>
September 2026				

Managing Director's report Key Decision - No Public Access - Part exempt To consider a report of the Managing Director – Dorset Innovation Park Ltd.	Decision Maker Shareholder Committee for Dorset Innovation Park Ltd	Decision Date 4 Nov 2026	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Managing Director – Dorset Innovation Park Ltd Executive Director - Economy and Environment (Jan Britton)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Council Update Report Key Decision - No Public Access - Part exempt To receive a report of the Head of Growth and Economic Regeneration.	Decision Maker Shareholder Committee for Dorset Innovation Park Ltd	Decision Date 4 Nov 2026	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Nick Webster, Head of Growth and Regeneration</i> <i>nicholas.webster@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
Dorset Innovation Park Ltd 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 4 Nov 2026	Deputy Leader and Cabinet Member for Regeneration, Economic Growth & Strategic Assets	<i>Managing Director – Dorset Innovation Park Ltd</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
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 Regeneration, Economic Growth & Strategic Assets	<i>Managing Director – Dorset Innovation Park Ltd</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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 Regeneration, Economic Growth & Strategic Assets	<i>Managing Director – Dorset Innovation Park Ltd</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
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, Communications, Performance & Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>
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 Regeneration, Economic Growth & Strategic Assets	<i>Managing Director – Dorset Innovation Park Ltd</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>

Private/Exempt Items for Decision

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

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



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	<i>Director - Adult Social Care (Julia Ingram)</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt To present the developments on the part of the Council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 29 Jun 2026	Cabinet Member for Adult Social Care & Health	<i>Sam Poole, Interim Corporate Director for Commissioning & Improvement samuel.poole@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 29 Jun 2026	Cabinet Member for Adult Social Care & Health	<i>Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)</i>

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	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer grace.evans@dorsetcouncil.gov.uk</i>
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	<i>Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)</i>
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	<i>Director - Adult Social Care (Julia Ingram)</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt To present the developments on the part of the council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Sam Poole, Interim Corporate Director for Commissioning & Improvement</i> <i>samuel.poole@dorsetcouncil.gov.uk</i> <i>Director - Adult Social Care (Julia Ingram)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for Shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Managing Director, Care Dorset</i> <i>Director - Adult Social Care (Julia Ingram)</i>
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	<i>Managing Director, Care Dorset</i> <i>Director - Adult Social Care (Julia Ingram)</i>

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	<i>Managing Director, Care Dorset</i> <i>Director - Adult Social Care (Julia Ingram)</i>
Annual Reports				

Care Dorset Annual Business Plan (March) Key Decision - Yes Public Access - Fully exempt For the Shareholder Committee to consider progress in delivering the 5 year business plan, and any review of the plan as necessary.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Cabinet Member for Adult Social Care & Health	<i>Managing Director, Care Dorset</i> <i>Director - Adult Social Care (Julia Ingram)</i>
Review of Terms of Reference (June) Key Decision - No Public Access - Open To note the shareholder committee terms of reference.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>

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	<i>Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)</i>
Annual report and Year end accounts (June) Key Decision - No Public Access - Open To receive the annual financial report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Cabinet Member for Adult Social Care & Health	<i>Managing Director, Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Private/Exempt Items for Decision

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

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

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The 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	<i>Executive Director - Children's Services (Paul Dempsey)</i>
Dorset Council Commissioner's Report Key Decision - No Public Access - Part exempt To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 15 Jun 2026	Cabinet Member for Children's Services, Education and Skills	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning ross.bowell@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)</i>
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt To provide an update of the	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 15 Jun 2026	Cabinet Member for Children's Services, Education and Skills	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
current situation at the Dorset Centre of Excellence and the Coombe House School, including progress made in relation to governance, leadership, staffing, estate, community use and finance.				
Review of Terms of Reference Key Decision - No Public Access - Open Do 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	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>
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	<i>Chief Executive, Director - Resources (Section 151 Officer), Executive Director - Children's Services (Paul Dempsey), Executive Director - Regeneration, Infrastructure and Growth (Jan Britton)</i>

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	<i>Executive Director - Children's Services (Paul Dempsey)</i>
Dorset Council Commissioner's Report Key Decision - No Public Access - Part exempt To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 14 Sep 2026	Cabinet Member for Children's Services, Education and Skills	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning ross.bowell@dorsetcouncil.gov.uk Executive Director - Children's Services (Paul Dempsey)</i>
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt To provide an update of the 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	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> 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	<i>Executive Director - Children's Services (Paul Dempsey)</i>

Private/Exempt Items for Decision

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