



Place and Resources Scrutiny Committee

Date: Thursday, 24 September 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, Paddy Mooney, 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 224185 / george.dare@dorsetcouncil.gov.uk

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

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Agenda

Item	Pages
1. APOLOGIES	
To receive any apologies for absence.	
2. MINUTES	5 - 14
To confirm the minutes of the meeting held on 9 July 2026 and 30 July 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 george.dare@dorsetcouncil.gov.uk by 8.30am on 21 September 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
George.Dare@dorsetcouncil.gov.uk by 8.30am on 21 September
2026

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

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|------------|--|--------------|
| 6. | CLIMATE AND NATURE UPDATE | 15 - 80 |
| | To receive the report from the Sustainability Team Manager, Corporate Sustainability Officer and the Environment/Policy/Partnership Manager. | |
| 7. | WORKFORCE DEEP DIVE: RECRUITMENT, VACANCY MANAGEMENT, ATTENDANCE AND WELLBEING | 81 - 94 |
| | To receive the report from the Head of People and Workforce. | |
| 8. | 2026/27 QUARTER 1 PERFORMANCE REPORT | 95 - 114 |
| | To consider the report from the Strategic Performance, Intelligence & Risk Lead. | |
| 9. | PLACE AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME | 115 -
118 |
| | To review the Place and Resources Scrutiny Committee Work Programme. | |
| 10. | EXECUTIVE ARRANGEMENTS FORWARD PLANS | 119 -
148 |
| | To review the Executive arrangement forward plans. | |
| | <i>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.</i> | |
| 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 consider passing the following recommendation: | |
| | Recommendation | |
| | That in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified | |

in item(s) No 8 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph(s) 7 of Part 1 of schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

The public and the press will be asked to leave the meeting whilst the item of business is considered. (Any live streaming will end at this juncture).

Reason for taking the item in private

Paragraph 7 - Information relating to any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime.



PLACE AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 9 JULY 2026

Present: Cllrs Nocturin Lacey-Clarke (Chair), Craig Monks (Vice-Chair), Alex Brenton and Jack Jeanes

Apologies: Cllrs Barrie Cooper, Alex Fuhrmann, Louie O'Leary, David Shortell and David Tooke

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

Jan Britton (Executive Director - Economy and Environment), Jonathan Mair (Director - Assurance (Monitoring Officer)), Lisa Cotton (Interim Executive Director - Modernisation and Customer Delivery), Antony Nash (Senior Democratic & Governance Services Officer), Nina Coakley (Head of Transformation and Design), Liz Crocker (Head of Strategy) and Michael O'Donovan (Senior Corporate Performance Analyst)

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

10. Minutes

The Minutes of the meetings on 30 April 2026 and 25 May 2026 were agreed and signed the Chair.

11. Declarations of interest

There were no declarations of interest.

12. Public Participation

There was no public participation.

13. Questions from Councillors

There were no questions from councillors.

14. Transformation update, 25/06/2026 Place and Resources Scrutiny Committee

The Head of Transformation and design introduced the item and the key points from the report sharing the key actions and changes over the first year and the savings realised.

The Committee considered the update on the Council's transformation programme, including progress made during the first year of delivery and plans for

the next phase of the programme. Discussion focused on how the programme had evolved since its launch and how lessons learned had shaped the current approach. The Committee examined the decision to move away from earlier proposals for large-scale workforce reductions and towards a more phased approach to service redesign. It was noted that the original pace of change had been reassessed after concerns emerged around the potential impact on service stability and organisational resilience. Members discussed the balance between delivering financial savings and ensuring services remained sustainable and effective. Consideration was given to the delivery of savings targets and the extent to which alternative approaches were now being used to achieve transformation objectives. Discussion focused on service redesign, organisational efficiency and the use of technology rather than workforce reductions as the primary driver of change.

The Committee discussed how lessons from the first year of the programme had informed the development of a more structured "test and learn" approach. Members welcomed the emphasis on piloting changes, learning from outcomes and implementing improvements incrementally rather than pursuing large-scale organisational changes in a single phase. Workforce impacts also formed part of the discussion. The Committee explored how the Council was maintaining organisational knowledge and skills, particularly within specialist service areas. Assurance was given that by working alongside people and workforce and services using a deliberate approach using skills assessments, workforce plans, succession planning and staff development the organisation avoided the loss of critical expertise.

The role of digital technology, automation and artificial intelligence was discussed in detail. The Committee considered how these technologies were being used to improve efficiency and customer service, whilst also discussing governance arrangements, quality assurance processes, ethical oversight and information security. Members recognised the opportunities presented by technology but also sought assurance regarding safeguards, accountability and future adaptability given the rapid pace of technological change.

Discussion also focused on how the success of the programme would be measured. Members highlighted the importance of reporting not only financial benefits but also improvements for customers, service users and staff. There was support for the development of a clear benefits framework that could demonstrate the impact of transformation activity over time.

The Committee noted report and recognised the increased emphasis on collaboration across services and welcomed efforts to reduce silo working and create a more joined-up approach to organisational transformation.

Recommendations

The Place and resources Scrutiny Committee considered, noted and provided comment on the report and agreed to continue with 6 monthly updates.

The committee requested the inclusion of the climate wheel and climate impact consideration within the increased use of AI and digital tools to be included in the next update.

15. Place and Resources Q4 25-26 Performance update, 25/06/2026 Place and Resources Scrutiny Committee

The Committee reviewed the Quarter 4 performance report and considered areas where performance had improved as well as those where challenges remained. Members noted examples of strong performance across several operational areas while focusing discussion on indicators that had remained below target or were showing a worsening trend.

A significant area of discussion related to household waste collection performance. Members noted that missed collection performance continued to deteriorate and expressed concern that the accompanying narrative focused on the existence of the issue rather than the actions being taken to address it. The Committee agreed that this matter would be examined further through the forthcoming Waste Deep Dive.

The Committee also discussed employee health and safety performance, particularly the increase in reportable workplace incidents. Members considered whether the available information provided sufficient insight into the underlying causes of the increase and whether future reporting should include greater detail regarding the type and nature of incidents being recorded. There was a view that better analysis would help determine whether performance issues reflected genuine increases in incidents or improvements in reporting and compliance.

Discussion took place regarding workforce-related indicators, including long-term sickness absence. Members explored whether broader organisational factors could be influencing performance and agreed that further examination of workforce issues would be undertaken through the planned People and Workforce Deep Dive.

The Committee considered the delivery of rights of way improvements and noted that progress appeared significantly behind the level required to achieve longer-term targets. Members discussed whether additional scrutiny of the wider Rights of Way Improvement Plan would be beneficial and whether further work should be undertaken jointly with the relevant overview committee.

Climate-related performance indicators were also discussed. Members considered the target relating to staff travel emissions and noted that work was underway to develop a broader approach that considered the Council's overall transport demand rather than focusing solely on mileage claimed through employee vehicles. The Committee recognised that this work could lead to a review of how future targets were defined and measured.

Cyber security training compliance was discussed positively, with Members welcoming recent improvements in completion rates. The discussion broadened to include the completion of training by councillors and the importance of maintaining strong information security awareness across the organisation.

The Committee also discussed performance targets more generally and sought a better understanding of how targets were set, reviewed and adjusted over time. Members highlighted the importance of ensuring targets remained meaningful, ambitious and clearly understood.

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

Item Deferred.

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

The committee reviewed the work programme and the current ways of working. Future additional items were discussed around the rights of way improvement plan and the potential of deep dive around emergency planning and community resilience.

18. **Executive Arrangements Forward Plans**

The forward plans were noted.

19. **Urgent items**

There were no urgent items.

20. **Exempt Business**

There was no exempt business.

Duration of meeting: 6.30 - 8.05 pm

Chairman

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PLACE AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 30 JULY 2026

Present: Cllrs Nocturin Lacey-Clarke (Chair), Craig Monks (Vice-Chair), Alex Brenton, Barrie Cooper, Louie O'Leary, David Shortell, Carl Woode and David Tooke

Apologies: Cllrs Alex Fuhrmann and Jack Jeanes

Also present: Cllr Jon Andrews, Cllr Jane Somper and Cllr Shane Bartlett

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

Jan Britton (Executive Director - Economy and Environment), Jonathan Mair (Director - Assurance (Monitoring Officer)), Antony Nash (Senior Democratic & Governance Services Officer), George Dare (Senior Democratic and Governance Officer), Gemma Clinton (Corporate Director for Waste, Recycling and Resource Recovery), Jack Wiltshire (Corporate Director for Highways and Engineering), Matthew Boulter (Head of Fleet and Waste Operations), Marc Eyre (Service Manager for Assurance) and Christopher Peck (Principal Transport Planner)

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

21. Declarations of interest

There were no Declarations of interest.

22. Public Participation

There was no public participation.

23. Questions from Councillors

There were no questions from Councillors.

24. Emergency Response to Flooding Incidents in Dorset (Storm Chandra), 09/07/2026 Place and Resources Scrutiny Committee

The Service Manager for Assurance introduced the report, setting the context and the key details from the report

The Committee considered the Council's response to the severe flooding events experienced during the winter period and acknowledged the scale and complexity of the incident, which involved multiple concurrent emergencies across Dorset. The significant efforts of Council staff, emergency responders, partner organisations and local communities in responding to the incidents were recognised.

A key area of discussion related to communication during emergencies. The Committee considered examples where information about flooding incidents, road closures and community impacts had not always reached all relevant parties in a timely manner. Discussion focused on improving communication between operational services, ward members, town and parish councils and affected communities. Emphasis was placed on ensuring that information could be shared more effectively before and during emergency events.

The Committee discussed the increasing frequency and severity of flooding incidents and considered whether existing arrangements possessed sufficient resilience to respond to prolonged and complex emergencies. Consideration was given to how additional support could be drawn from across the wider organisation when emergency planning resources came under pressure.

The role of communities, flood wardens and local emergency planning featured prominently in the discussion. The Committee recognised the value of local knowledge, volunteer networks and parish level emergency arrangements. It was considered that greater clarity around the role of flood wardens, together with improved guidance and support, would strengthen local preparedness and resilience.

Discussion also focused on the impact of road closures and the effect flooding could have on communities becoming isolated. The Committee considered whether suitable arrangements existed for assessing the impact of road closures, communicating with affected residents and ensuring that appropriate support was available when access to services became restricted.

Highway drainage and flood prevention measures were also discussed. The Committee considered gully maintenance arrangements, drainage responsibilities and how historical flood data could be used to help identify locations requiring additional preventative measures.

Recommendations

The Place and Resources Scrutiny Committee recommended that:

1. A skills-sharing arrangement like that used during the COVID pandemic be developed to enable suitably trained staff from across the Council to support emergency responses when required.
2. A named responsibility be established during emergency incidents to ensure information is communicated effectively to ward members and onward to town and parish councils.
3. Pre-emptive communications be improved ahead of severe weather events, including targeted communications to areas with a history of flooding.
4. The current approach to gully maintenance be reviewed to ensure known flood-prone locations are appropriately considered within planned maintenance programmes.
5. Greater clarity be provided regarding the role, responsibilities and expectations of flood wardens, working alongside relevant partner organisations.
6. Public guidance on actions to be taken during flooding incidents be reviewed and strengthened.

7. Communication failures that prevented information reaching the emergency planning response structure be investigated and addressed.
8. A framework be developed for assessing, notifying and supporting communities that become isolated because of emergency road closures.

25. **Active Travel**

The cabinet member for Place Services introduced the item and the Committee considered evidence relating to the use, benefits, value and maintenance of Dorset's active travel network. Discussion recognised the contribution of walking, wheeling and cycling infrastructure towards improving health, accessibility and sustainable travel.

The Committee examined how active travel schemes had been assessed and how value for money had been measured. Consideration was given to the methodologies used to evaluate schemes, including national assessment frameworks and the measurement of future benefits. The discussion explored how health outcomes, safety improvements and wider community benefits were reflected within those assessments.

The challenges associated with delivering active travel infrastructure in rural areas were also discussed. The Committee considered the difficulties of demonstrating the same levels of usage and economic benefit often achieved in larger urban areas and discussed the importance of recognising broader social and community outcomes.

A recurring theme throughout the discussion was that the success of active travel schemes should not be judged solely by user numbers. The Committee highlighted the importance of understanding whether schemes improved confidence, perceptions of safety and opportunities for residents to walk, wheel or cycle, as well as the wider contribution they made to local communities and environments.

Recommendation

The Place and Resources Scrutiny recommended that future evaluations of active travel schemes should consider wider outcomes alongside usage statistics and financial measures, including:

- Whether residents felt safer using the routes.
- Whether schemes encouraged more walking, wheeling and cycling.
- Whether schemes improved local environments and communities.
- Whether residents viewed the schemes positively and considered them beneficial.

26. **Waste Deep Dive Review**

The Committee undertook a detailed review of waste collection performance, service reliability, staffing, fleet resilience, customer communication and enforcement activity. While recognising the generally strong performance of the

service across Dorset, the Committee also examined areas where improvements were required.

A significant part of the discussion focused on the performance of the Shaftesbury depot, which had been identified as performing less strongly than other depots. The Committee considered the factors contributing to this position, including recruitment challenges, staff absence, vehicle maintenance and workshop capacity. Concerns were raised regarding the need for clear improvement plans supported by measurable targets and transparent reporting.

Service resilience formed a further area of discussion. The Committee considered staffing levels, vacancy management, the use of agency workers, vehicle availability and maintenance arrangements. Discussion focused on whether sufficient resilience existed within the service to respond to operational pressures and future demand.

The Committee also discussed the quality and accessibility of performance information. While improvements in reporting were welcomed, it was considered that more localised information would provide a clearer understanding of service performance within individual depots, towns and wards.

Customer communication arrangements were reviewed, including discussion around the potential benefits of a customer portal that could provide residents with more timely information regarding collections, disruptions and service requests. The Committee considered whether technological improvements could be implemented more quickly to improve the customer experience.

Further discussion addressed blocked access to collections, enforcement activity, fly-tipping and opportunities to improve recycling performance. The impact of parked vehicles preventing collections was considered, along with the need to identify recurring issues and explore potential local solutions.

The Committee concluded that maintaining strong overall performance would require continued focus on transparency, accountability, operational resilience and improvement in areas where challenges remained.

Recommendation

The Place and Resources Scrutiny Committee recommended that:

1. Future performance reports include depot-level, town-level and ward-level performance information.
2. A measurable and targeted improvement plan be developed for the Shaftesbury depot.
3. Regular progress reports be presented to the Committee, initially on a quarterly basis, particularly in relation to the performance of the Shaftesbury depot.
4. Future reports include information on vacancies, sickness absence, duration of absence, agency staffing and staff turnover, with depot-level breakdowns where possible.

5. All improvement plans include measurable targets, responsible officers, timescales and clear success measures.
6. That instances where collections are missed because of parked vehicles are reported and that recurring issues are fed back to town and parish councils to support traffic management solutions where appropriate.
7. Councillors be provided with improved access to local waste performance information and dashboard data.
8. Development of a customer portal be accelerated to improve communication use of the service specific customer portal to improve communication and information available to residents unless the future corporate solution is under 12 months from full implementation.
9. Missed collections resulting from parking obstructions be recorded and recurring issues escalated to support longer-term solutions.

27. Place and Resources Scrutiny Committee Work Programme

Recruitment and workforce resilience issues were identified as a potential future item for the Committee's work programme following concerns raised during the Waste Deep Dive discussion.

28. Executive Arrangements Forward Plans

The Committee noted the forward plans.

29. Urgent items

There were no urgent items.

30. Exempt Business

There was no exempt business.

Duration of meeting: 6.30 - 9.48 pm

Chairman

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Place and Resources Scrutiny Committee

24 September 2026

Climate and Nature Progress Report – Spring Summer 2026 – Key Lines of Enquiry For Review and Consultation

Cabinet Member:

Cllr N Ireland, Leader, Climate, Performance, Communications and Safeguarding

Local Councillor(s): County Wide

Senior Leadership Team:

S Ford - Assistant Chief Executive

Report author and job title: Antony Littlechild, Service Manager for Climate and Sustainability / Bridget Betts, Environment, Policy & Partnership Manager / Connor Pearson, Corporate Sustainability Officer

Email: antony.littlechild@dorsetcouncil.gov.uk / bridget.betts@dorsetcouncil.gov.uk / connor.pearson@dorsetcouncil.gov.uk

Statutory Authority:

Report status: Public Choose an item.

1. Executive summary

- 1.1 Dorset Council remains committed to delivering its ambition for a climate-friendly, nature-positive and resilient Dorset. The need for action continues to grow as Dorset experiences the impacts of climate change, including more frequent extreme weather, flooding and coastal change, alongside continued pressures on biodiversity and the natural environment. Through its Climate and Nature Programme, the council is progressing action to reduce emissions, recover nature and strengthen resilience to the impacts of climate change.
- 1.2 This report replaces the Spring/Summer 2026 Climate and Nature Progress Report. Rather than providing a comprehensive update on all climate and nature activity, it responds to a series of key lines of enquiry requested by Place and Resources Scrutiny Committee. Responses have been grouped

into five themes: strategic approach, climate resilience, projects and programmes, communications and engagement, and funding. Detailed responses and supporting evidence are provided within the accompanying appendix.

- 1.3 The report highlights continued progress across a broad programme of activity, including carbon reduction, renewable energy generation, sustainable transport, flood and coastal resilience, and community engagement. Particular emphasis is placed on the council's strategic approach to adaptation and resilience, including development of a Dorset-wide Climate Adaptation Strategy and associated climate risk assessment frameworks.
- 1.4 The report also highlights the importance of nature recovery as a key component of Dorset's response to the climate and ecological emergencies. The Dorset Local Nature Recovery Strategy provides the county's long-term framework for restoring habitats, supporting species recovery and delivering wider benefits for climate resilience, water management, carbon sequestration and community wellbeing.
- 1.5 It also notes the importance of the council's strategic leadership role and that delivery continues to depend on effective partnership working, external funding and coordinated action across organisations, landowners, communities and businesses. While positive progress is being made, sustained effort and investment will be required to deliver the council's long-term ambitions.
- 1.6 A fuller quantitative assessment of programme performance, project delivery and progress against climate and nature indicators will be presented through the next Climate and Nature Progress Report scheduled for December 2026.

2. Recommendation(s)

- 2.1. To review progress made in delivering the Natural Environment, Climate and Ecology Strategy during 2025/26.

3. Reason for the recommendation(s)

- 3.1. In line with the recommendation of the Scrutiny Committee on 12 May 2021 that the Committee would provide oversight against progress and delivery of the strategy and action plan via six monthly progress reports. The Committee's views will be used to inform the shape of the next phase of the delivery programme.

4. The report

4.1. The appendix to this report provides detailed responses to the key lines of enquiry raised by the Committee. To aid navigation, the responses have been grouped into five themes: Strategic Approach, Climate Resilience, Projects and Programmes, Communications and Engagement, and Funding. A high-level summary of each theme is provided below, with the appendix containing the supporting evidence, data and detailed narrative.

4.2. Strategic approach

4.2.1. Dorset Council's climate and nature work is organised around three interconnected priorities: climate change mitigation, nature recovery, and climate adaptation and resilience. The council's approach recognises that these challenges are closely linked and require coordinated action across council services, partners, communities and businesses. The council continues to provide strategic leadership through the development of policies, plans and partnership frameworks that support a climate-resilient and nature-rich Dorset.

4.2.2. Progress is being supported through key strategic initiatives including the Dorset Local Nature Recovery Strategy (LNRS), development of a Dorset-wide Climate Adaptation Strategy, and the emerging Local Plan. Together these frameworks are intended to provide the long-term direction, governance and monitoring arrangements needed to support delivery of the council's climate and nature ambitions.

4.3. Climate resilience

4.3.1. Climate adaptation and resilience are becoming an increasingly important part of the council's climate and nature programme. Work is underway with BCP Council and a range of partners to develop a Dorset-wide Climate Adaptation Strategy, creating a shared understanding of climate risks and helping to coordinate action across the county. This work is informed by national climate projections, local evidence and lessons learned from recent flooding and severe weather events, as well as the deliberations of the Dorset Citizens' Climate Panel.

4.3.2. Alongside strategic planning, climate resilience is being embedded within operational decision making through risk assessment, emergency planning, flood management, nature recovery activity and infrastructure investment. The council is working to ensure that services, communities and assets are better prepared for the increasing impacts of climate change, including flooding, coastal erosion, extreme heat and water resource pressures.

4.4. Projects and programmes

- 4.4.1. Delivery of climate and nature objectives is supported through a broad portfolio of projects and programmes spanning energy, transport, flood resilience, waste infrastructure, nature recovery and sustainable transport. These investments are helping to reduce operational carbon emissions, strengthen resilience and support biodiversity, while also delivering wider economic and community benefits.
- 4.4.2. Major initiatives include building decarbonisation, renewable energy generation, highway and transport improvements, flood resilience schemes, waste infrastructure upgrades and strategic nature recovery projects delivered through council services and partnerships.
- 4.5. Communications and engagement
 - 4.5.1. Effective communication and engagement are essential to achieving Dorset's climate and nature ambitions. The council continues to use a range of communication channels, behaviour change campaigns and community engagement approaches to increase awareness, encourage participation and support residents and businesses to act.
 - 4.5.2. Recent campaigns and programmes demonstrate strong levels of public engagement and participation, including support for home energy improvements, nature recovery initiatives and climate adaptation activities. The council also works extensively through partnerships and community networks to ensure messages reach a broad range of audiences and provide opportunities for residents to help shape local priorities.
- 4.6. Funding
 - 4.6.1. Investment in climate and nature activity is drawn from a combination of council funding, external grant programmes and partnership contributions. The council continues to prioritise projects that can demonstrate clear environmental outcomes, strategic alignment and value for money, while maximising opportunities to secure external investment.
 - 4.6.2. Since the declaration of the climate and nature emergencies, climate and nature programmes have attracted significant external funding, enabling delivery at a scale that would not otherwise have been possible. Looking ahead, further investment will be required to continue progress towards the council's carbon reduction, climate resilience and nature recovery objectives, with a range of future funding opportunities currently being explored.

5. Alternative options considered

5.1. Not applicable

6. Legal considerations

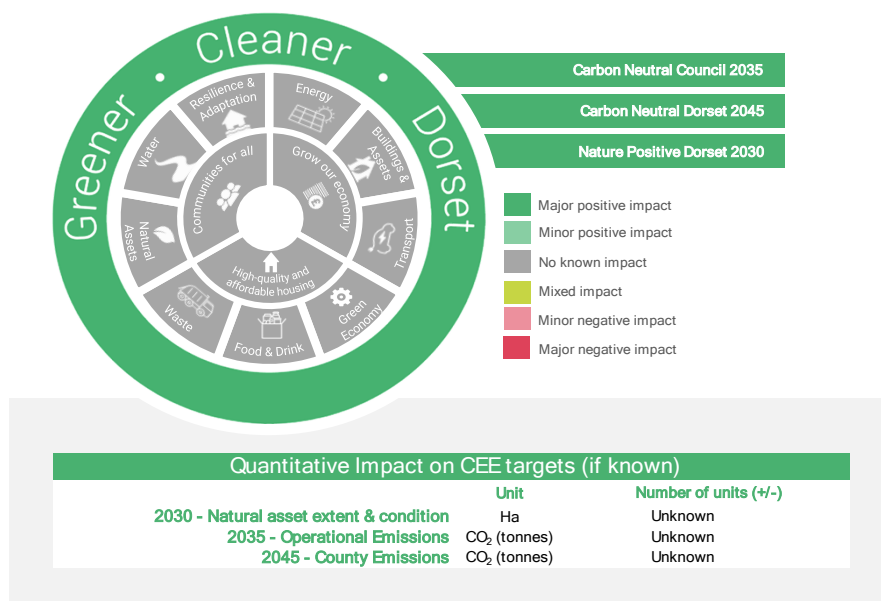
6.1. Not applicable

7. Financial implications

- 7.1. This report itself has no direct financial implications. It provides an overview of climate and nature activity and responds to the key lines of enquiry requested by Place and Resources Scrutiny Committee. Further information on funding, investment and future requirements is provided within the accompanying appendix.
- 7.2. Delivery of Dorset Council's Climate and Nature Programme is supported through a combination of council investment, external grant funding and partnership contributions. Since the declaration of the climate and nature emergencies, climate and nature programmes have attracted approximately £93 million of investment, around 85% of which has been secured from external sources. This has enabled the council to deliver a wide range of programmes supporting carbon reduction, nature recovery and climate resilience.
- 7.3. Dorset Council has allocated £16.025m capital funding to support delivery of its operational carbon reduction programme and associated climate objectives. Investment to date has contributed to reduced energy consumption, lower operational emissions, renewable energy generation and reduced exposure to rising energy costs. Further investment will be required to maintain progress towards the council's climate, nature recovery and resilience ambitions, and the report highlights the identified need for an additional £18.975m in the medium term and the ongoing work to explore opportunities to secure additional external funding.

8. Natural environment, climate & ecology implications

- 8.1. This report has no direct implications. It provides an overview of activity being undertaken to deliver the council's climate and nature ambitions through emissions reduction, nature recovery and climate resilience initiatives, which will in turn aim for positive impacts across all areas.



9. Well-being and health implications

- 9.1. This report has no direct health or wellbeing implications. The delivery of climate and nature programmes will, however, provide wider benefits through improved public health, healthier environments, increased access to nature and greater resilience to climate-related impacts.

10. Other implications

- 10.1. There are no other specific implications contained in this report. As previously noted, the strategy and action plan itself has wide ranging implications, opportunities, and benefits for the way the council delivers services and works with others across the county.

10.2. Risk implications

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

Current Risk: High

Residual Risk: Medium

- 10.4. The publication of this report helps fulfil the council's commitment to provide regular public reporting on progress against its climate and nature ambitions. Failure to provide transparent and regular updates could result in reputational risk to the council, given the significant public and member interest in this area.
- 10.5. Climate change and ecological decline present significant long-term risks to Dorset Council, local communities, infrastructure, the natural environment and

service delivery. Failure to make sufficient progress in reducing emissions, supporting nature recovery and improving climate resilience is likely to increase future environmental, financial and operational risks.

11. Equalities

- 11.1. There are no direct equalities implications arising from this report. However, climate change can disproportionately affect vulnerable communities and individuals. The Climate and Nature Programme aims to help reduce these impacts through measures that support climate resilience, healthier environments and sustainable outcomes for Dorset residents.

12. Appendices

- 12.1. Climate & Nature: Update and Key Lines of Enquiry - September 2026

13. Background papers

- 13.1. [Natural Environment, Climate and Ecology Strategy 2023 to 25 Refresh - Dorset Council](#)
- 13.2. [Council Plan Annual Performance Reports - Dorset Council](#)

14. Report sign-off

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

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Climate & Nature:

Update and key lines of enquiry

Dorset Council has committed to providing a public progress update on its Climate and Nature programmes twice a year. These updates are reported to the Place and Resources Scrutiny Committee and take the form of either a qualitative report (Spring/Summer) or a quantitative report (Autumn/Winter).

This report replaces the Spring/Summer 2026 update. Rather than providing a comprehensive overview of all activity, it responds to a series of key lines of enquiry raised by councillors, combining narrative commentary with supporting data and evidence where available. Given the broad scope of some questions, responses aim to provide an appropriate level of detail while signposting to relevant reports and committee papers for further information.

The council continues to make progress across a wide range of climate and nature workstreams. A fuller summary of programme performance and outcomes will be presented in the quantitative update scheduled for December 2026.

This report is structured around the following sections:

1. Our strategic approach
2. Climate resilience
3. Projects and programmes
4. Communications and engagement
5. Funding
6. Appendix

1. Our strategic approach

Dorset Council's Climate and Nature Programme is structured around three interconnected challenges: reducing greenhouse gas emissions (mitigation), reversing biodiversity loss (nature recovery), and adapting to a changing climate (resilience). The council's approach recognises that these issues cannot be addressed in isolation. Action to reduce emissions helps limit future climate impacts, nature recovery delivers benefits for both carbon reduction and resilience, and adaptation ensures that communities, infrastructure and services can continue to thrive in a changing environment.

The council recognises that addressing the climate and nature emergencies requires action both within its own operations and across the wider county through partnership working with communities, businesses, public sector organisations and landowners. It has a critical convening and leadership role to ensure the appropriate strategic frameworks are in place to facilitate the creation of a climate-friendly, nature-rich county that can adapt and thrive in the face of environmental change.

1.1 What is the long-term vision for climate resilience in Dorset, and how is progress being monitored?

Climate change is already affecting Dorset, with extreme weather, flooding and coastal erosion becoming more common. These impacts are expected to intensify over the coming decades, with implications for communities, public services, infrastructure, public health, the local economy and the natural environment.

The long-term vision is for Dorset to be a climate-resilient county where communities, public services, businesses, infrastructure and the natural environment are prepared for the impacts of climate change and able to thrive despite increasing climate risks.

Many organisations across Dorset are already delivering important adaptation and resilience activity. However, this work is often developed within individual sectors or organisations and is not always guided by a shared understanding of Dorset's most significant climate risks.

To address this, Dorset Council is working with BCP Council and partners to co-develop a Dorset-wide Climate Adaptation Strategy. The strategy will provide a common framework for understanding climate risks, identifying adaptation priorities and strengthening coordination across the county. It will build on existing activity rather than duplicate it, helping organisations work together more effectively to anticipate, prepare for and respond to climate impacts.

The strategy will also draw on the findings of the [Dorset Citizens' Climate Panel](#), whose members developed a [vision](#) for a resilient, fair and healthy future for Dorset. This will help ensure that the strategy reflects local values and community priorities while supporting the county's long-term climate resilience ambitions.

Climate resilience is also being embedded through the delivery of the [Dorset Local Nature Recovery Strategy](#) (LNRS). While resilience is not identified as a standalone priority, it is a core outcome that underpins the strategy's 13 [priorities](#). The LNRS seeks to create a connected, functioning network of nature-rich habitats that can better withstand and adapt to pressures such as climate change, flooding, drought, habitat fragmentation and changing land use. This includes restoring ecosystems, improving habitat connectivity, supporting species recovery and delivering nature-based solutions such as wetland creation, floodplain restoration and peatland recovery.

A resilient Dorset will also be characterised by communities that understand local climate and environmental risks, are prepared for foreseeable emergencies, and can recover more quickly from disruptive events. Building resilience is a shared responsibility across public authorities, businesses, voluntary organisations and local communities. Through the Dorset Local Resilience Forum (LRF) and other partnerships, work is underway to strengthen community preparedness and awareness, including support for Town and Parish Councils to develop community emergency response plans, the production of public-facing risk information, and initiatives that help residents and young people understand and respond to local risks.

Progress against this vision will be monitored through the development and implementation of the Dorset Climate Adaptation Strategy. This will include the creation of a Dorset Climate Risk and Opportunity Register, a Strategic Adaptation Framework setting out governance, roles and responsibilities, and a time-limited action plan. Together, these will provide a basis for tracking progress, reviewing emerging risks and ensuring adaptation activity remains focused on Dorset's most significant climate challenges.

Progress should also be measured through indicators of community resilience and preparedness. These may include the coverage of Community Emergency Resilience Plans across Dorset, levels of volunteer capability, public awareness of local risks, and the ability of communities and partner organisations to prepare for, respond to and recover from climate-related events.

Example

Preparing Dorset for the future: Dorset Citizens' Climate Panel

In the autumn of 2025, with the help of public participation charity Involve, we created the Dorset Citizens' Climate Panel.

Over several weeks, 20 residents heard from independent experts, learned about local climate impacts, and discussed practical ways Dorset can adapt to a changing climate.

You can find out more about the panel's recommendations and learn how they can help our county prepare for climate change in the [final report](#).



1.2 What is the long-term vision for nature recovery in Dorset, and how is progress being monitored?

The long-term [vision](#) for nature recovery in Dorset, as set out in the Dorset Local Nature Recovery Strategy (LNRS), is that:

“Nature in Dorset is recovering, thriving, resilient and connected across our landscapes. Everyone in Dorset is able to access nature and be involved in nature recovery.”

The strategy provides a shared framework for nature recovery across the county to 2035. Its overarching ambition is to support delivery of the national and international [30by30 target](#), which aims to protect and effectively manage 30% of land and rivers for nature by 2030. Achieving this requires not only protecting important habitats, but also restoring ecosystems, improving connectivity between habitats and enabling nature to recover at a landscape scale.

As the Responsible Authority for the LNRS, Dorset Council is responsible for monitoring and reporting on nature recovery activity across Dorset. The aim is to

build a shared picture of progress, helping partners understand what action is taking place, celebrate success and identify where further effort is needed.

A Dorset LNRS Monitoring and Reporting Group has been established to develop a locally appropriate monitoring framework based on national guidance. Initially, monitoring will focus on recording and mapping activities that support nature recovery across Dorset. Over time, this will expand to include environmental outcomes, such as improvements in habitat condition, species recovery and water quality.

Monitoring will combine locally gathered information, including activity delivered by land managers, councils, charities and community organisations, with nationally reported data when available. Progress will be reported to Defra and shared locally through accessible tools such as dashboards, maps and infographics. Reporting is expected to begin in 2027 and continue annually thereafter, providing a clear mechanism for tracking progress towards Dorset's nature recovery ambitions.

Defra have emphasised that developing a complete picture of local nature recovery activity will rely on strong partnerships and collaborative data sharing across a range of organisations and individuals. Dorset Council is expected to play a leading role in coordinating this information and supporting a major transformation in local environmental leadership. It will therefore require ongoing efforts to strengthen and expand our partnership approach.

1.3 In what ways is the Local Plan integrating climate and nature considerations?

The [Dorset Council Local Plan](#) is at an early stage of production, with a scoping consultation scheduled for September 2026. Climate change and biodiversity loss are key issues that will help shape the plan and inform the policies that guide future development across Dorset. Once adopted, the Local Plan will be a key tool for ensuring that new development supports both climate resilience and nature recovery.

Spatial strategy: A key consideration will be the plan's spatial strategy, which will seek to direct development towards the most sustainable and accessible locations. By locating development where access to services, employment and sustainable transport options is greatest, the plan can help reduce transport related emissions and support more sustainable patterns of growth. It will also consider how best to support renewable energy infrastructure, including wind, solar and battery storage, and reduce recreational pressures on protected habitats.

Climate change mitigation and adaption: The Local Plan will play an important role in climate change mitigation and adaptation. The revised [National Planning Policy Framework](#) (NPPF) provides the overarching framework for decision-making and seeks to avoid duplication of national requirements and Building Regulations in local plans. However, there remains scope to consider higher standards in specific areas, including:

- water efficiency - where enhanced requirements may be justified in areas of serious water stress.
- energy efficiency - where standards exceeding Building Regulations can be robustly evidenced and shown not to impact the viability or deliverability of development.

These issues will be explored through the Local Plan process. The plan can also influence climate outcomes through the design and layout of development, the provision of green infrastructure, and the promotion of nature-based solutions that support carbon storage, nature recovery and climate resilience. This includes measures such as sustainable drainage systems, habitat creation and urban greening.

The council's commitment to addressing climate change will also underpin the emerging [Dorset Design Code](#), helping to ensure future development is designed to respond positively to climate change impacts while delivering high quality places.

Flood risk and coastal change: Flood risk and coastal change will be important considerations throughout the plan-making process. Supporting evidence, including a strategic flood risk assessment, will help ensure development is located outside of areas of flood risk. The plan can also identify coastal change management areas, helping to manage development in vulnerable locations and plan for long-term adaptation to coastal erosion and sea level rise.

Nature recovery and biodiversity: Nature recovery and biodiversity will be embedded throughout the Local Plan. The [Environment Act 2021](#) places a duty on local authorities to conserve and enhance biodiversity, while the [Dorset Local Nature Recovery Strategy](#) (LNRS) provides a county-wide framework identifying priority habitats, ecological networks and opportunities for nature recovery. The Local Plan will have regard to this evidence, helping to shape policies, site allocations and development proposals that support nature recovery.

A key delivery mechanism for this will be green infrastructure, including parks, woodlands, sustainable drainage systems, habitat corridors and natural flood management measures. These features provide multiple benefits by enhancing

biodiversity, improving climate resilience, storing carbon and supporting health and wellbeing.

In addition, most developments are now required to deliver at least 10% [Biodiversity Net Gain](#) (BNG), ensuring that the natural environment is left in a measurably better state than before development took place. Dorset Council has published [supporting guidance](#) and is progressing habitat banks to help deliver biodiversity gains where they cannot be achieved on-site.

The revised NPPF also allows local plans to set BNG requirements above the statutory minimum for specific site allocations, where this can be fully justified and demonstrated to be deliverable.

Supporting evidence: The council may also undertake a carbon assessment of the emerging Local Plan at an appropriate stage. This would help identify the greenhouse gas implications of the plan and its policies and would complement other evidence, including the Sustainability Appraisal, transport modelling, Renewable Energy Assessment and Landscape Sensitivity Assessment.

Together, these approaches will help ensure that climate change mitigation, climate adaptation, flood resilience and nature recovery are integrated into future development across Dorset.

1.4 Are there measurable targets and performance indicators?

Yes. Dorset Council has a range of measurable targets and performance indicators that support the delivery of its climate and nature ambitions.

At a strategic level, the Dorset Council Plan includes a series of climate and nature-related performance measures which are monitored through the council's corporate performance framework. Progress against these measures is reported regularly to Members, including through the [Council Plan Annual Report](#) and the annual [Climate and Nature Progress Reports](#) considered by Place and Resources Scrutiny Committee.

In addition, a number of related strategies and programmes, including the Local Nature Recovery Strategy (LNRS), Local Transport Plan, Biodiversity Duty Action Plan, and the emerging Climate Adaptation Strategy, have their own monitoring frameworks and indicators to measure delivery and outcomes.

The latest Council Plan reporting demonstrates continued progress across a range of priorities, including reducing operational carbon emissions, increasing renewable energy generation, supporting energy efficiency improvements, and accelerating nature recovery. Reporting has also identified climate adaptation and resilience as

an area requiring further focus, which is being addressed through the development of the Dorset Climate Adaptation Strategy.

The headline climate and nature performance measures currently included within the Council Plan framework are shown below:

KPI / Council Plan Measure	Target	Current position (latest reported)
Reduction in Dorset Council operational carbon emissions (from 2019/20 baseline)	80% by 2030	35% in 2024/25. Annual indicator due to be updated in November.
Council-managed land in positive management for nature	30% by 2030	29% achieved.
Urban verges managed to support wildlife	80% by 2030	62% achieved. More areas now within cut and collect round. more mowers with cut and collect mowers to increase our range further.
Land contributing to nature recovery through Nature Recovery Dorset	79,000 hectares by 2030	Target stated; progress figure not reported in the Annual Report
Improve rights of Way network by 2030	300 miles improved	11.85 miles total achieved. Funding secured for an increase in delivery to begin shortly.
County farmland is managed using sustainable farming practice	70% of land by 2030	53% of land
Household waste reused, recycled or composted	Achieve 65% recycling rate by 2035	59.4% in 2025/26 (59.9% in 2024/25 national statistics).
Reduce Fleet emissions	70% reduction by 2026	19.1% in 2024/25. Annual indicator due to be updated in November.
Ensure all council services have climate adaptation plans in place	March 2026	Initial risk assessment undertaken, but requires finalisation and consultation with services. A revised target date of Q4 2026/27 has been set for its completion.
Reduce staff business travel emissions	At least 25% by 2029	14% in 2024/25. Annual indicator due to be updated in November.
Transition small fleet vehicles to Electric	All small vehicles by 2030	35% of small fleet is battery electric, with more vehicles currently on order for delivery by Q3.
Renewable energy generation on council estate	Additional 5MW of solar PV by 2030	2.2M.W additional solar capacity in delivery.
Oil-fired heating systems replaced with non-fossil fuel alternatives	All oil-fired boilers replaced by 2029	5.88% of council assets using oil-fired heating. Work has begun on surveying the installed Oil-Fired heating systems, with a phased plan to be put together.

Alongside these corporate measures, Dorset Council has recently published its first [Dorset Biodiversity Report](#) (2023-2025). The report establishes a framework for

monitoring biodiversity outcomes and statutory duties, using a range of indicators to track progress against local and national targets.

Indicators currently include measures such as:

- extent and condition of priority habitats
- habitat creation and restoration
- tree planting and woodland establishment
- species recovery initiatives
- management of protected sites
- ecological connectivity
- biodiversity enhancements delivered through planning and land management projects, including Biodiversity Net Gain (BNG).

The report will be updated annually, providing a transparent assessment of progress towards nature recovery ambitions and helping to identify areas where further action is needed. Monitoring arrangements for the Dorset Local Nature Recovery Strategy are currently being developed and are described in Question 1.2 of this report. Together, these frameworks will provide an increasingly comprehensive picture of Dorset's progress in tackling climate change and supporting nature recovery.

2. Climate resilience

Climate resilience is the third pillar of Dorset Council's Climate and Nature Programme. It focuses on ensuring that council services, communities, infrastructure and the wider county prepared for, and able to adapt to, the current and future impacts of climate change.

This work complements both climate mitigation and nature recovery. The scale of future climate impacts, and therefore the level of adaptation required, will depend in part on how successfully greenhouse gas emissions are reduced. At the same time, nature-based solutions play an important role in building resilience by managing flood risk, improving water quality, reducing overheating and supporting healthier ecosystems.

To date, much of the council's climate and nature activity has focused on reducing emissions and supporting nature recovery. However, climate adaptation and resilience are now becoming an increasingly important area of focus. Work is being progressed at pace to ensure council services are prepared for future climate risks and to support the development of a coordinated, Dorset-wide approach to adaptation with BCP Council and other partners.

2.1 How is the council interpreting and responding to climate projections across key sectors?

As outlined in Section 1, Dorset Council is working with partners to develop a Dorset-wide Climate Adaptation Strategy that will improve understanding of current and future climate risks and identify the actions needed to strengthen resilience across the county.

The council is taking a risk-based approach, drawing on national climate projections and evidence to understand how changes in temperature, rainfall patterns, sea levels and the frequency of extreme weather events could affect Dorset. This includes assessing risks and opportunities across the five sectors identified in the [Climate Change Committee's Well Adapted UK report](#): Health and Wellbeing; Economy; Infrastructure; Land, Nature and Food; and Built Environment and Communities.

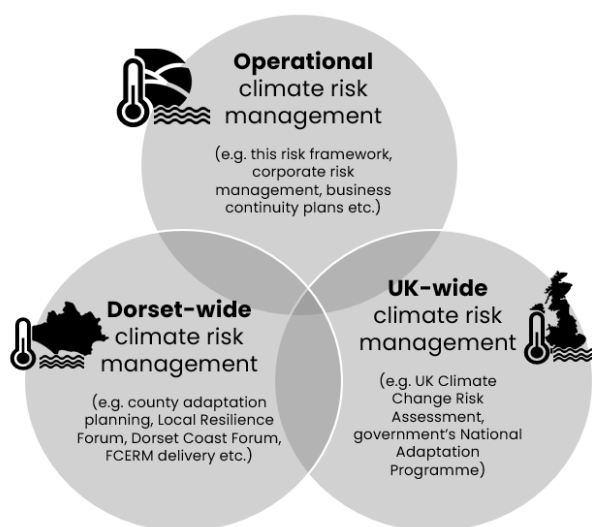
The assessment is being shaped through engagement with a wide range of stakeholders and reflects Dorset's specific circumstances, including coastal flood and erosion risks, an ageing and harder-to-adapt housing stock, dispersed infrastructure, an older population, and the importance of climate-sensitive sectors such as agriculture, fisheries and tourism.

Alongside this work, Dorset Council is developing an Operational Climate Change Risk Assessment Framework to understand how climate hazards may affect the

council's own services, assets and operations. This will support the integration of climate risk into corporate risk management, service planning, business continuity arrangements and investment decisions.

Climate projections are also informing the council's approach to nature recovery and nature-based solutions. Through the Dorset Local Nature Recovery Strategy (LNRS), climate projections are being considered alongside opportunities for nature recovery to identify where action can deliver multiple benefits, including flood risk reduction, drought resilience, biodiversity recovery and carbon sequestration. This supports a move from responding to individual risks in isolation towards a more integrated, landscape-scale approach that recognises the connections between coastal, river, agricultural and water systems.

Together, these workstreams are helping to build a comprehensive understanding of climate risks across Dorset and identify the actions needed to improve resilience. By combining strategic adaptation planning, climate risk assessment and nature-based solutions, the council and its partners are developing a coordinated approach to strengthening the resilience of Dorset's communities, economy, infrastructure and natural environment.



2.2 What evidence and modelling are being used to understand future climate risks in Dorset?

The Dorset Climate Adaptation Strategy is being informed by a range of climate projections, risk assessments and local evidence to understand how climate change may affect Dorset over the coming decades.

The primary source of climate projections is the [Met Office UK Climate Projections 2018](#) (UKCP18), which provides local-scale projections for changes in temperature, rainfall patterns, heatwaves, drought, sea level rise and other climate hazards. In line with UK Government adaptation guidance, planning assumptions will consider 2°C of global warming by 2050 while also assessing the implications of higher warming scenarios of 4°C by the end of the century.

These projections are being supplemented by national and local datasets, including flood and coastal erosion mapping, strategic flood risk assessments, national mapping and tools, as well as local environmental, infrastructure, health and land-

use data, and evidence from the [National Climate Change Risk Assessment \(CCRA4\)](#).

Together, this evidence helps identify where climate impacts are likely to be greatest, which communities, assets and services are most vulnerable, and where adaptation measures should be prioritised. Current projections suggest Dorset is likely to experience warmer temperatures, more frequent and intense heatwaves, wetter winters, drier summers, and increased risks from flooding, coastal change and water resource pressures.

Additional modelling and scenario data from flood and coastal risk management partners will also be incorporated where appropriate to strengthen understanding of future risks and inform adaptation planning.

A comprehensive summary of Dorset's climate evidence, including recent climate trends, future climate projections, and key climate hazards, is provided in the Hazards section of Dorset Council's operational climate change risk assessment framework. More detailed climate data and supporting evidence are included in

Data

Table 1: Projections for the count of days crossing a threshold in Dorset, for the present and three levels of global warming.

	Present	1.5°C	2°C	4°C
Warm Days >22°C Explore the data	~40	43 (32-66)	58 (39-80)	145 (121-184)
Very Warm Days >25°C Explore the data (e.g. risk of road melt)	~20	22 (16-31)	29 (20-38)	61 (53-73)
Hot Days >30°C Explore the data ()	~2	2 (1-6)	3 (2-7)	18 (12-24)
Extreme Days >35°C Explore the data	~0	0 (0-1)	0 (0-1)	2 (1-5)
Tropical Nights (Min>20°C) Explore the data	~0	0 (0-0)	0 (0-0)	2 (1-4)
Frost Days (min <0°C) Explore the data	~35	33 (27-41)	29 (24-36)	13 (11-19)
Icy days (max <0°C) Explore the data	~0-1	0 (0-1)	1 (0-2)	0 (0-0)
Plant growth proxy (>5.5°C) Relative to 2000-2020 average Explore the data	-	+4% (+0% to +8%)	+12% (+2% to +17%)	+38% (+30% to +46%)
Heating demand proxy (<15°C) Relative to 2000-2020 average Explore the data	-	-5% (-9% to +2%)	-10% (-14% to -2%)	-31% (-36% to -22%)
Cooling demand proxy (>22°C) Relative to 2000-2020 average Explore the data	-	+16% (-14% to +78%)	+57% (+5% to 116%)	+292% (+227% to 397%)

Source: Met Office [Local Authority Climate Service](#). The plant growth, heating & cooling demand indicators are presented by the Met Office as 'degree days', which is a difficult concept to grasp – so we have here alternatively presented the % change relative to that value for the 2000-2020 average.

n

Appendix A.

Data

Table 2: The [UK Climate Risk Indicators](#) project also provides additional localised projections based on the Met Office's UKCP18 climate projections

	Present	1.5°C	2°C	4°C
Chance of a heatwave	~60%	69% (61-79%)	87.6% (78-97%)	100% (99-100%)
Days with very high wildfire danger	~19	22 (18-33)	27 (22-44)	56.6 (46-85)
Chance of Amber heat-health alert	~17%	22% (19-32%)	27% (23-51)	82% (75-95%)
Adverse rail travel days (Likely relaxation of service standards)	~37	39 (37-45)	43 (40-53)	66 (63-80)
Days with road melt risk	~24	29 (25-38)	36 (30-51)	76 (68-96)
12-month severe river drought (% of time)	~14%	16% (1-20%)	20% (10-36%)	32% (20-56%)
24-month severe river drought (% of time)	~14%	16% (1-21%)	20% (10-40%)	38% (21-66%)
Agricultural drought (SPEI) (% of time)	~1%	11% (1-20%)	16% (12-26%)	31% (28-39%)
Change in soil moisture relative to 1981-2010 average	~ -1.6%	-2% (-4.6 to -0.1%)	-3% (-7 to -1.3%)	-6.6% (-11.5 to -3.3%)

2.3 How many properties and businesses are currently at risk from coastal erosion, river flooding and surface water flooding?

Dorset Council uses a range of national and local datasets to understand current exposure to flooding and coastal change. These include Environment Agency flood risk mapping, the Risk of Flooding from Surface Water and Risk of Flooding from Rivers and Sea datasets, National Coastal Erosion Risk Mapping, Shoreline Management Plans, and locally developed flood risk evidence.

The most comprehensive property-level dataset currently available is the Environment Agency's [Risk of Flooding from Surface Water](#) and [Risk of Flooding from Rivers and Seas](#) mapping.

Based on the latest available Environment Agency data, **21,514 properties** in Dorset Council area are identified as being **at risk of surface water flooding**, 8.6% of all properties in the area. **13,681 properties** in Dorset Council area are identified as being **at risk of flooding from rivers and seas**, 5.5% of all properties in the area. The extent of overlap between the two datasets is not clear. However, between 1 in 11 and 1 in 7 properties are estimated to be at some level of risk from surface water or river and sea flooding.

Data: Properties at risk from surface water flooding

Level of Risk	Residential Properties	Non-residential Properties	Unclassified	Total number of Properties
High	3,274	1,011	576	4,861
Medium	3,018	805	321	4,144
Low	9,169	2,228	1,112	12,509
Total	15,461	4,044	2,009	21,514

Data: Properties at risk from rivers and sea flooding

Level of Risk	Residential Properties	Non-residential Properties	Unclassified	Total number of Properties
High	1,516	905	435	2,856
Medium	1,160	424	159	1,743
Low	5,064	1,548	617	7,229
Very low	1,428	379	46	1,853
Total	9,168	3,256	1,257	13,681

Information on flooding is available through Environment Agency flood risk mapping, while coastal erosion risk is assessed using National Coastal Erosion Risk Mapping and Shoreline Management Plans. These datasets are being used as part of the development of the Dorset Climate Adaptation Strategy to better understand the scale and distribution of current and future climate risks across the county.

As work on the Dorset Climate Adaptation Strategy progresses, these datasets will be combined with wider climate projections and local evidence to provide a more comprehensive picture of the communities, businesses, infrastructure and assets most vulnerable to flooding, coastal change and other climate-related hazards.

2.4 How are these risks being prioritised and actioned in policy and operational plans?

Climate adaptation is already being incorporated into a range of council policies, strategies and operational programmes, including flood risk management, shoreline management planning, emergency planning, the Local Nature Recovery Strategy (LNRS), planning policy, and infrastructure and asset management.

The emerging Dorset Climate Adaptation Strategy will strengthen this approach by providing a shared evidence base to identify and prioritise Dorset's most significant

climate risks. This will help ensure adaptation priorities are consistently reflected in future policies, service plans and investment decisions.

Alongside this, Dorset Council's Operational Climate Change Assessment Framework will support the integration of climate risk into corporate and service risk registers, business continuity planning, emergency preparedness, asset management, capital investment and strategic decision-making.

At an operational level, adaptation measures are delivered through council services and partnership-led programmes, working with organisations such as landowners, farmers, conservation bodies and risk management authorities. The overall aim is to embed climate adaptation within existing governance and delivery mechanisms, ensuring climate risks are managed alongside other strategic risks and addressed through day-to-day decision-making and service delivery.

Example

Dorset Local Nature Recovery Strategy (LNRS)

The [Dorset LNRS](#) provides a practical example of how climate risks are being translated into action. Within the strategy, climate risks such as flooding, coastal erosion, drought and biodiversity loss are used to identify priority areas for intervention, helping target action where it can deliver the greatest benefits for both climate resilience and nature recovery. These priorities are being embedded within strategic plans and delivered through partnerships with landowners, farmers, conservation organisations and other stakeholders at a landscape scale.



2.5 How is water supply resilience being considered strategically?

Responsibility for water supply resilience sits primarily with Wessex Water, which is responsible for maintaining and developing water supply infrastructure, managing drought resilience, reducing leakage, and planning for long-term water resource security. [Wessex Water's Strategic Direction Statement](#) sets out its approach to delivering safe, reliable water supplies and improving resilience to 2050.

However, Dorset Council also has an important strategic role in supporting water resilience through:

- leading the preparation of the Dorset Local Plan, helping to ensure future growth takes account of water resource constraints, climate change and water efficiency
- flood risk and surface water management as the Lead Local Flood Authority
- climate adaptation and resilience planning
- planning policy and sustainable development
- partnership working with water companies, regulators, developers and communities to improve long-term resilience and manage water demand.

Responsibility for water resilience is therefore shared across a number of organisations:

Function	Lead Organisation
Public water supply resilience	Wessex Water
Strategic water resources planning	Wessex Water, regulated by Ofwat and Environment Agency
Flood risk and surface water management	Dorset Council
Environmental regulation and abstraction licensing	Environment Agency
Emergency planning and resilience coordination	Dorset Council and Dorset Local Resilience Forum
Preparation of Local Plan	Dorset Council

Water resilience is also being considered through the Dorset Local Nature Recovery Strategy (LNRS) through an integrated catchment and nature-based approach to supporting water availability, water quality and resilience to climate change.

The LNRS recognises that healthy ecosystems play a critical role in regulating water systems and reducing vulnerability to both drought and flooding. Key ways it supports water resilience include:

- **protecting and restoring river catchments, wetlands, floodplains** and other water-dependent habitats to improve water retention in the landscape
- **improving water quality** by targeting actions that reduce nutrient pollution, sediment runoff and other pressures affecting rivers, streams, groundwater and coastal waters

- **working with water companies on water quality and pollution reduction**, helping to improve the condition and resilience of freshwater ecosystems.
- **supporting sustainable farming practices** that improve soil health, increase infiltration, reduce runoff and help retain water in the wider landscape
- **promoting nature-based solutions**, such as woodland creation, wetland restoration and natural flood management projects to help regulate water flows, recharge groundwater and improve resilience to extreme weather
- **using spatial mapping to target action** where it can deliver the greatest combined benefits for water management, climate adaptation and nature recovery.

2.6 What support mechanisms exist or are planned for residents dealing with climate impacts?

Dorset Council supports residents experiencing climate-related impacts through a combination of emergency planning, multi-agency response arrangements, public information and community resilience initiatives.

The council works closely with partners through the Dorset Local Resilience Forum (LRF) to prepare for and respond to risks such as flooding, extreme heat and severe weather. During periods of heightened risk, the council works alongside emergency services, health partners and other agencies to support vulnerable residents, coordinate emergency response arrangements, communicate public health advice and respond to emerging issues affecting communities.

The council also promotes national resilience and public health guidance and works with partners to improve local awareness of how residents can prepare for, respond to and recover from emergencies. This includes supporting wider community initiatives that help residents build resilience to climate impacts, such as local "Cool Spaces" schemes during periods of extreme heat.

Alongside emergency response arrangements, Dorset Council is helping to strengthen community resilience through an ongoing programme led by the Emergency Planning Team and delivered in partnership with the Dorset Association of Parish and Town Councils. This includes:

- supporting local councils to develop Community Emergency Resilience Plans;
- increasing community preparedness and awareness;
- delivering youth engagement activities focused on resilience; and
- developing public guidance and resources to support communities before, during and after emergencies.

As part of the Dorset Climate Adaptation Strategy, opportunities will be explored to further enhance support for residents, improve access to information, strengthen local resilience networks and ensure communities are better prepared for the increasing impacts of climate change.

Example

Firewise UK

The [Firewise](#) UK programme is a strong example of community resilience in action. Delivered by the [Dorset Heaths Partnership](#), with support from Dorset Council, Dorset & Wiltshire Fire and Rescue Service, and the Dorset Police & Crime Commissioner, the programme works with communities living near heathlands at risk of wildfire.

Through local networks and community representatives, Firewise provides residents with wildfire alerts, safety information, prevention advice and guidance on how to prepare for and respond to wildfire incidents.

Based on internationally recognised wildfire research, the programme encourages communities to work together to reduce their vulnerability to wildfire and strengthen local resilience.



Firewise K9 volunteer

Example

Social media post during heatwave (Aug 26)

As temperatures rose during a summer heatwave, Dorset Council used its channels to share safety advice and promote support services for vulnerable residents. Posts on social media provided practical guidance on staying safe in hot weather and signposted additional support for people sleeping rough.

By providing timely information and connecting residents with support, the council helped communities respond safely to the impacts of extreme heat.



2.7 How are lessons learned from recent climate events being incorporated into future planning?

Dorset Council seeks to embed lessons learned from climate related events into future planning, emergency preparedness and resilience activities.

Following significant incidents, the council undertakes its own debriefing alongside working with partner organisations to review the response, identifying what went well, what didn't go so well and to establish any improvements that can be made. Lessons learned are then used to inform future plans, operational procedures, partnership working arrangements and investment decisions.

For flooding events, Local Authorities also have the powers to instigate formal investigations under Section 19 of the Flood and Water Management Act 2010, where appropriate. These investigations examine the causes and impacts of flooding, identify vulnerabilities, and draw on evidence from affected communities and partner organisations to help reduce future risk.

Lessons from recent events will also help shape the Dorset Climate Adaptation Strategy and the council's Operational Climate Change Risk Assessment Framework. This ensures that emerging risks, vulnerabilities and effective adaptation measures are reflected in future policies, service planning, infrastructure investment and emergency preparedness arrangements.

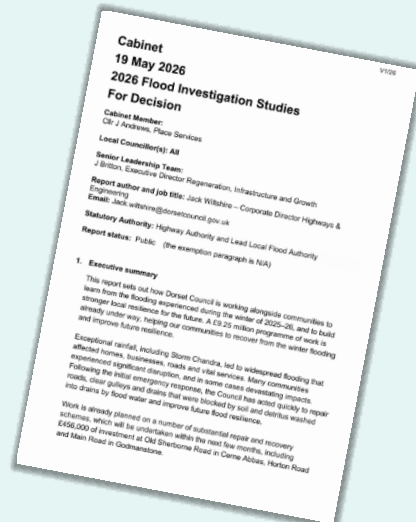
Through this continuous process of review and improvement, the council aims to strengthen Dorset's resilience to the increasing impacts of climate change and more frequent extreme weather events.

Example

Widespread flooding experienced during winter 2025/26

Flood investigation studies following the widespread flooding of winter 2025/26 are helping to improve understanding of local flood risks and inform future resilience planning. The findings are shaping investment priorities and adaptation measures, including drainage improvements, property-level resilience measures and nature-based flood management.

[Read the Cabinet report.](#)



3. Projects and programmes

Delivery of Dorset Council's climate and nature ambitions is supported through a wide range of programmes, projects, partnerships and service activities. While some initiatives are directly funded and delivered by the council, many rely on external funding, partnership working, policy development and enabling action by communities, businesses and other organisations. This reflects the council's wider leadership role in coordinating and supporting climate and nature action across Dorset.

The responses to the following key lines of enquiry focus on programmes and projects funded through the council's capital programme, including both council investment and external funding secured by Dorset Council. These projects represent an important element of delivery, but form only part of the wider programme of activity, influence and partnership working that contributes to climate and nature outcomes across the county.

3.1 Beyond EV rollout, what wider infrastructure changes are being delivered?

Dorset Council is delivering a broad programme of infrastructure investment that supports climate mitigation, climate resilience and nature recovery. While electric vehicle infrastructure forms part of this work, significant investment is also being made in council buildings, renewable energy generation, transport infrastructure, flood resilience, waste facilities and green infrastructure.

Council buildings and energy infrastructure

The council's climate operational programme is supporting improvements to the energy performance of its estate through building retrofit projects, including LED lighting upgrades and improvements to building fabric and insulation.

Investment is also being made in renewable energy generation. An additional 2.2MW of solar PV capacity across 42 council sites is currently being procured for delivery over the next year. Alongside reducing carbon emissions, these projects will help reduce dependence on purchased energy and improve the resilience of the council's energy supply. A pilot programme exploring solar PV installation on leased assets is also being developed.

The programme has also supported the transition of the council's diesel refuelling infrastructure to hydrotreated vegetable oil (HVO) and enabled additional carbon

reduction measures to be incorporated into planned maintenance works across the council estate.

Transport and highways infrastructure

Dorset's [Local Transport Plan 2026-2041](#) will play a key role in shaping future transport infrastructure across Dorset. A key objective of the plan is to combat climate change by prioritising investment that supports walking, wheeling and cycling, including safer routes to schools and local destinations, alongside improvements to bus services, accessibility and passenger facilities.

Dorset Council is using Government bus grant funding to invest £2.3m revenue per year in improving local bus services and £1.7m capital per year in improving passenger facilities across Dorset. Revenue funding is supporting the operation and enhancement of key bus routes, helping to protect socially necessary services, increase service frequencies, introduce additional evening and weekend journeys, and provide continued support for community transport.

Capital investment is focused on improving the passenger experience and future-proofing the network through upgrades to real-time passenger information, renewal of bus stop infrastructure, accessibility improvements, bus priority measures, and the electrification of the Swanage bus fleet.

Climate resilience is also increasingly being incorporated into transport and highway projects through improved drainage, sustainable drainage systems (SuDS), tree planting, verge management and other measures designed to reduce flooding and improve resilience to extreme weather.

In addition, Dorset Highways is embedding sustainability within its operations by adopting lower-energy technologies and more sustainable construction methods where practical, helping to reduce carbon emissions and improve the long-term resilience of transport infrastructure.

The council is also delivering a county-wide streetlighting replacement programme, improving energy efficiency and reducing operational carbon emissions. As set out in the [9th September 2025 Cabinet paper](#) and [29th January 2026 Cabinet paper](#).

Example

Fairfield Road, Dorchester

Phase 2 of the Fairfield Road scheme, due to be delivered in autumn 2026, will strengthen links between Dorchester South and Dorchester West stations while incorporating sustainable drainage and nature-based solutions.

New rain gardens, trees and planting will capture and filter surface water runoff, helping to reduce pressure on drainage systems, improve water quality and lower flood risk during heavy rainfall.

Alongside these resilience benefits, the scheme will enhance biodiversity, improve the local environment and provide cooling during hot weather, demonstrating how everyday infrastructure projects can deliver multiple climate and community benefits.



Flood and coastal resilience infrastructure

Following the exceptional flooding experienced during winter 2025/26, significant investment is being made to improve Dorset's flood resilience.

Immediate works were undertaken to repair highway damage, cover and fill potholes, and patch and resurface roads. Additional funding was made available for gully and drain cleaning. This builds on top of an existing budget of £800k from Dorset Council for immediate response and reactive maintenance, and £2.8m from the Department for Transport for Flooding Related Road Maintenance.

Future works are being identified through a programme of flood investigations and community flood reviews, supported by the £5 million Flooding Resilience Capital Programme approved by Cabinet in May 2026. These projects will help reduce flood risk and strengthen resilience across some of Dorset's most affected communities.

[Read 19th May 2026 Cabinet Report here for more details.](#)

The Coastal Risk Management (CRM) Team is delivering a programme of coastal protection and resilience projects across Dorset over the next three years. Key capital projects currently being delivered, or programmed for delivery, include:

- Weymouth Harbour Walls F & G Replacement
- Lyme Regis Environmental Improvement Scheme Phase 5 (The Cobb Strengthening)
- Swanage Beach Renourishment Scheme (sand recharge, seawall strengthening and rock armour improvements)
- Chesil Cove Coastal Protection Scheme (seawall strengthening)
- West Bay Harbour Walls A & B Strengthening
- Weymouth Harbour Wall E Strengthening

- Newton's Cove Coastal Protection Improvements

These projects will help reduce flood and coastal erosion risk to communities, businesses and infrastructure across Dorset. Where coastal assets are being strengthened, renewed or improved, future climate change impacts, including projected sea level rise and increased storminess, are considered as part of the design and appraisal process.

Waste infrastructure

Dorset Council is constructing a new Blandford Waste Management Centre, due to open in spring 2027. The facility has been designed to provide a modern, efficient and environmentally responsible waste and recycling service for residents and businesses while incorporating climate mitigation and adaptation considerations.

Alongside this, a strategic review of the wider waste estate is underway to ensure future facilities are aligned with service requirements, decarbonisation objectives and the council's long-term priorities.

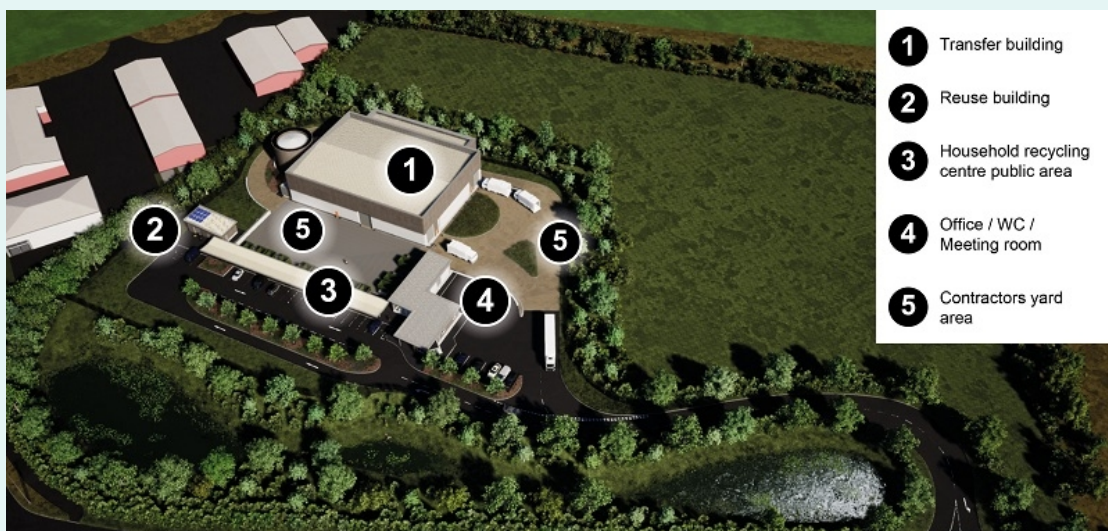
Example

Blandford Waste Management Centre

The centre will replace the outdated site at Blandford Heights Industrial Estate, which no longer meets the needs of Dorset's growing waste services.

This new facility will offer; better access, separate areas for public and commercial use, and stronger environmental protections.

[Read more on the Dorset Council website.](#)



Green infrastructure and nature recovery

Investment is also being made in Dorset's natural infrastructure to support biodiversity, carbon storage and climate resilience.

This includes the creation of additional low-fertility roadside verges, investment in equipment to support more wildlife-friendly verge management, the expansion of nature reserves, and the restoration of priority habitats such as lowland heathland.

Work is also underway to improve the resilience of rights of way and sections of the South West Coast Path to the impacts of climate change.

Looking ahead, Dorset Council is developing a pipeline of nature recovery projects aligned with the Dorset Local Nature Recovery Strategy (LNRS). This will help identify and support strategic projects capable of delivering the greatest benefits for biodiversity, climate resilience and ecosystem recovery across the county.

Together, these investments demonstrate that Dorset Council's climate and nature programme extends well beyond EV infrastructure, encompassing energy, transport, flood resilience, waste management and green infrastructure to support a more resilient and sustainable Dorset.

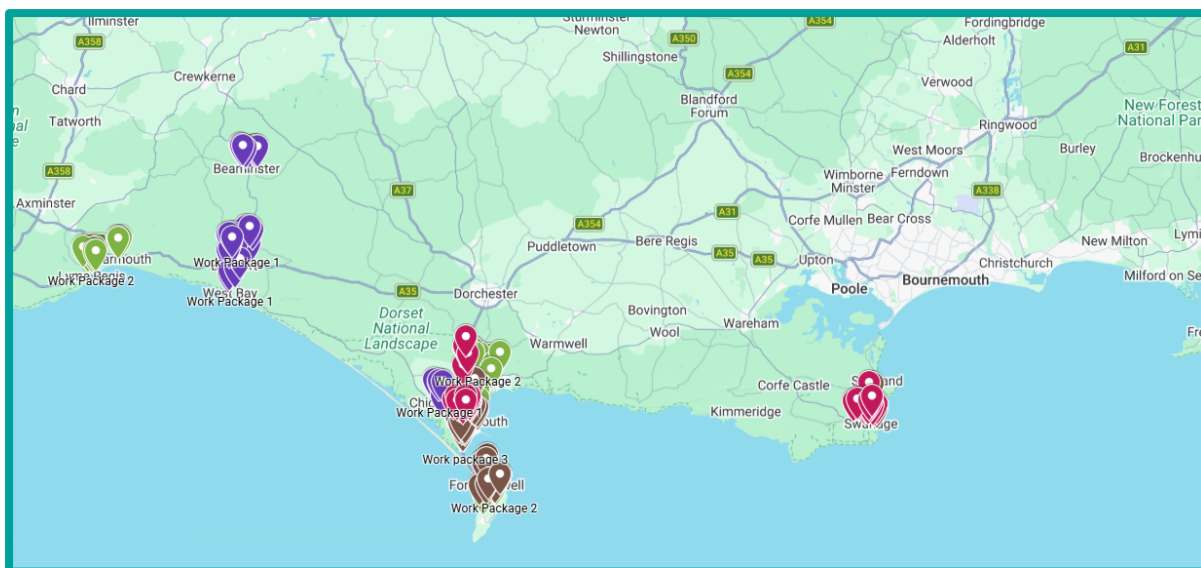
3.2 How many EV roadside charge points are already installed vs planned, and what is the projected coverage?

As of July 2026, Dorset has **766 publicly available EV charge points**, including both publicly and privately funded infrastructure recorded through the national [DfT/Zapmap dataset](#).

This equates to 196.4 public charge points per 100,000 population, which is above both the South West average (156.7) and the UK average (174.9).

To further expand the network, Dorset Council is delivering the Local Electric Vehicle Infrastructure (LEVI) Programme, which will install 1,125 on-street residential charge points (2,250 sockets) at more than 300 locations across the county. The programme is focused on areas with high numbers of households that do not have access to off-street parking, with installations concentrated in Dorset's main towns and urban areas.

The LEVI Programme will be delivered over five years, with the first installations scheduled for September/October 2026 in Chickerell, Portland and Weymouth. The initial phase will be delivered through four workplans covering locations across the county, as shown in the map below. These may be subject to change as the programme develops.



In addition, the LEVI Pilot Programme is due to resume following the appointment of a new charge point operator. Sixty-eight new sites have been identified for this scheme, primarily in rural locations, with the potential to deliver between 120 and 150 additional charge points.

Together, these programmes will significantly increase Dorset's public charging network, improving access to charging infrastructure for residents without off-street parking and helping support the transition to electric vehicles across both urban and rural communities.

3.3 How is the council working with partners (EA, water companies, farmers, community groups)?

Dorset Council recognises that climate change and nature recovery are complex challenges that cannot be addressed by any single organisation acting alone. Many of the factors influencing carbon emissions, climate resilience and biodiversity are outside the direct control of the council and require action across communities, businesses, public sector organisations, landowners, farmers, infrastructure providers and environmental partners.

Working in partnership enables the council to combine expertise, resources and influence, ensuring that actions are coordinated, evidence-led and delivered at the scale required to achieve meaningful outcomes. Partnerships also help maximise external funding opportunities, avoid duplication of effort and align local activities with regional and national priorities.

This collaborative approach is embedded across the council's climate and nature work and is reflected in initiatives such as:

- developing and delivering the [Dorset Local Nature Recovery Strategy](#) (LNRS) with a wide range of environmental, farming, land management and community partners
- working with public-sector and private partners to support residents and businesses through programmes like [Healthy Homes Dorset](#) and [Low Carbon Dorset](#)
- engaging communities through joint initiatives such as the [Dorset Citizens' Climate Panel](#), [Litter Free Dorset](#) and the [Dorset Heaths Partnership](#)
- working with town and parish councils, farmers, landowners and community groups to deliver practical climate and [nature projects](#) across Dorset
- working with BCP Council, the Environment Agency, water companies, catchment partnerships and the Dorset Local Resilience Forum to strengthen climate adaptation and resilience planning
- supporting national programmes like the [Climate Ambassadors](#) alongside the DfE and Met Office.

By working together, Dorset Council can deliver greater environmental, social and economic benefits than would be possible through council action alone, helping to create a more sustainable, resilient and nature-rich Dorset for current and future generations.

Example 1

Dorset Land Managers Group

Coordinated by Dorset Council, this group brings together representatives from farming, forestry, nature recovery and other rural sectors.

The group supports delivery of the Local Nature Recovery Strategy (LNRS) by sharing knowledge, identifying common challenges and opportunities. And, by working together, the group can develop practical solutions for land managers.

It supports sustainable farming, nature-friendly land management and local food production.

[Read more here.](#)



Example 2

Bring a Picnic Not a BBQ campaign

Dorset Council, Dorset Heaths Partnership (DHP), Litter Free Dorset (LFD) and Dorset & Wiltshire Fire and Rescue Service (DWFRS) have been working together to campaign to prevent wildfire.

Heathlands, unfortunately, are often misused, and incidents of wildfire – whether deliberate or accidental – are becoming more common.

The partnership's effort aims to reduce the use of BBQs and fires on heathlands in a bid to reduce the number of forest wildfires each year.

[Read more here.](#)



4. Communications and engagement

Effective communication and engagement are essential to achieving Dorset Council's climate and nature ambitions. Many of the actions needed to reduce emissions, prepare for climate change and support nature recovery rely on informed and engaged residents, businesses, communities and partner organisations.

Dorset Council therefore uses a combination of communications, engagement and behaviour-change approaches to raise awareness of climate and nature issues, provide practical support, encourage action and ensure residents have opportunities to help shape local priorities and solutions. Communications activity is delivered through a mix of digital and traditional channels and is complemented by a range of partnership-led programmes that engage specific audiences and communities.

4.1 What is the council doing to inform and engage residents about climate risks, behavioural change, and support?

Dorset Council uses a proactive, multi-channel approach to help residents understand climate change, climate risks and nature recovery, while providing practical advice and support to encourage behavioural change. Communications focus on local issues such as flooding, coastal change, extreme weather, energy use and nature recovery, alongside highlighting the actions residents can take to reduce risks and support a more sustainable Dorset.

Recent activity has included:

- **the [Home Habitats](#) campaign**, which helped residents access personalised advice on improving home energy efficiency, reducing energy bills and lowering carbon emissions. The campaign signposted residents to the Homewise energy advice tool, Healthy Homes Dorset support and available grant funding
- **engagement linked to [Dorset's Citizens' Climate Panel](#)**, helping residents understand climate risks and shape Dorset's approach to climate adaptation
- **launch of [Down in Dorset nature podcast](#)**, bringing together local voices to discuss farming, climate change and nature recovery. The podcast reached the UK Top 20 charts and helped broaden engagement with climate and nature issues
- **communications on [flooding, groundwater flooding and flood recovery](#)**, providing practical advice and encouraging residents to prepare for and respond to climate-related events
- **public engagement on [coastal change](#)** through the Future Coast Dorset programme and community workshops

- **targeted [campaigns and communications](#)** promoting electric vehicles, active travel, pollinator-friendly gardening, peat-free compost, No Mow May and other actions that support Dorset's climate and nature ambitions.

The council also works through several hosted partnerships that use behaviour-change approaches to reach residents and influence action:

- [Litter Free Dorset](#) delivers campaigns on litter reduction, water quality, dog fouling, single-use plastics and responsible waste disposal through schools, community groups, businesses, volunteer networks and public awareness campaigns
- [Dorset Heaths Partnership](#) uses wardening, community events, volunteering opportunities, school programmes and campaigns such as Dorset Dogs and Firewise UK to encourage responsible behaviour and protect Dorset's heathlands
- [Dorset Coast Forum](#) works with communities, businesses and young people to improve understanding of coastal change, flooding and climate adaptation, while supporting community-led resilience and environmental stewardship.

During the development of the Dorset LNRS, a dedicated Communications Group was established, bringing together communications professionals from partner organisations to coordinate engagement and awareness-raising activities in relation to nature recovery. This group helps ensure consistent messaging, promotes nature recovery opportunities through a range of channels, supports stakeholder and community engagement, and works collaboratively to communicate the evidence, priorities and achievements of the LNRS to audiences across Dorset.

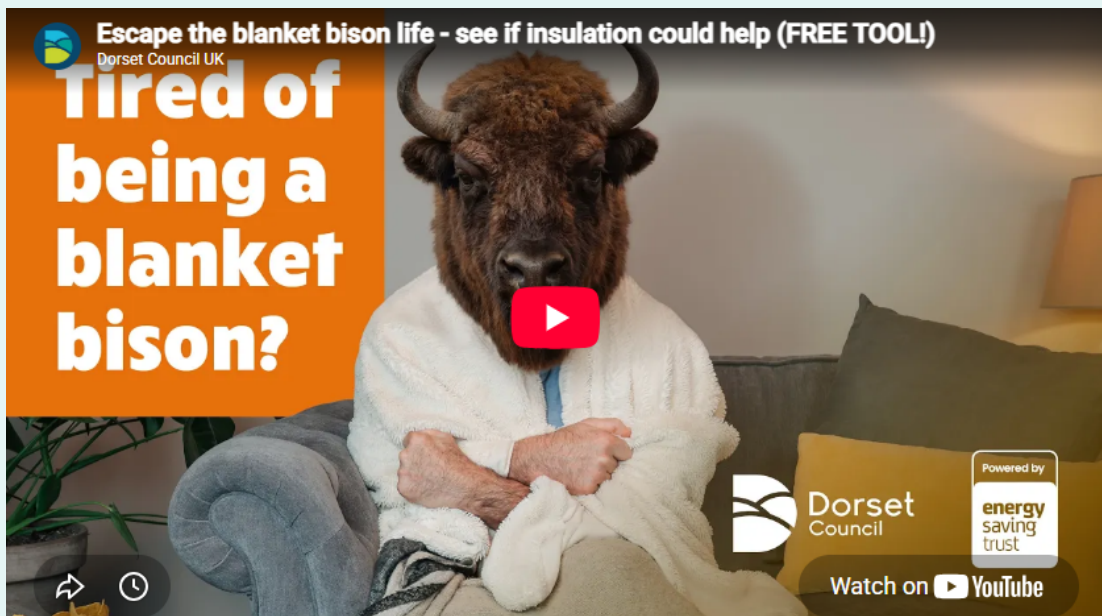
Looking ahead, delivery of the Dorset Local Nature Recovery Strategy (LNRS) will include the expansion of the [Nature Recovery Dorset Network](#), bringing together communities, landowners, businesses and environmental organisations. Planned activity includes workshops, webinars, guidance for town and parish councils, and targeted campaigns to increase awareness of and participation in nature recovery across Dorset.

Example 1

Home Habitats campaign

[Home Habitats](#) was an award nominated behaviour change campaign that helped residents make their homes warmer, more energy efficient and cheaper to run. Using audience insight and behavioural science, the campaign focused on practical benefits such as lower energy bills and improved comfort, connecting residents with the [Homewise energy advice tool](#) and wider retrofit support.

The campaign achieved an estimated reach of 950,000 people, generated 6,033 visits to [retrofit webpages](#) and drove 1,763 Homewise interactions. [Campaign videos](#) were viewed over 160,000 times, and more than 1,000 residents selected a personalised retrofit plan, demonstrating how effective communications can turn awareness into action.



4.2 What communication strategies are in place to reach different communities effectively?

Dorset Council adopts an audience-led, multi-channel approach to ensure climate and nature communications are accessible, relevant and inclusive. Communications are designed to reach residents through the channels they already use and to reflect the differing needs, motivations and preferences of Dorset's communities.

Key elements of this approach include:

- **a mix of digital and traditional communications**, including local media, Dorset Council News, e-newsletters, social media, direct mail, consultations,

community events and workshops. This helps ensure information reaches both online and offline audiences

- **targeted audience channels**, including dedicated communications for businesses, town and parish councils, councillors, partners and government stakeholders
- **audience insight and behavioural science**, using local research, resident personas and behavioural frameworks to design campaigns that address barriers to action and focus on messages most likely to resonate with different audiences
- **tailored messaging**, focusing on practical benefits such as lower energy bills, warmer homes, health benefits and quality of life improvements, rather than climate messages alone where appropriate
- **partnership delivery**, working through trusted local organisations, community networks and specialist groups to amplify messages and engage audiences that may be harder to reach through council communications alone
- **two-way engagement**, including consultations, focus groups, community workshops, podcasts and citizen panels, enabling residents to help shape priorities and inform future communications.

This approach helps ensure communications are proportionate, targeted and effective across Dorset's diverse communities.

4.3 What levels of resident engagement have been achieved (e.g. participation in schemes, uptake of grants/support)?

Dorset Council's climate and nature communications programme has achieved significant levels of resident engagement across a range of campaigns, consultations, events and support programmes.

A particularly successful example was the [Home Habitats campaign](#), which combined targeted communications with practical support and exceeded all key performance targets. The campaign generated:

- estimated reach of 950,000
- 6,033 visits to the council's [home energy advice webpages](#)
- 1,763 [Homewise online energy advice tool](#) interactions
- 1,032 residents selecting a personalised retrofit plan for their home
- 160,000+ [campaign video](#) views
- uplift in energy efficiency grant and low-interest loan enquiries.

These results suggest that the campaign successfully moved many residents from awareness into active consideration of home energy improvements.

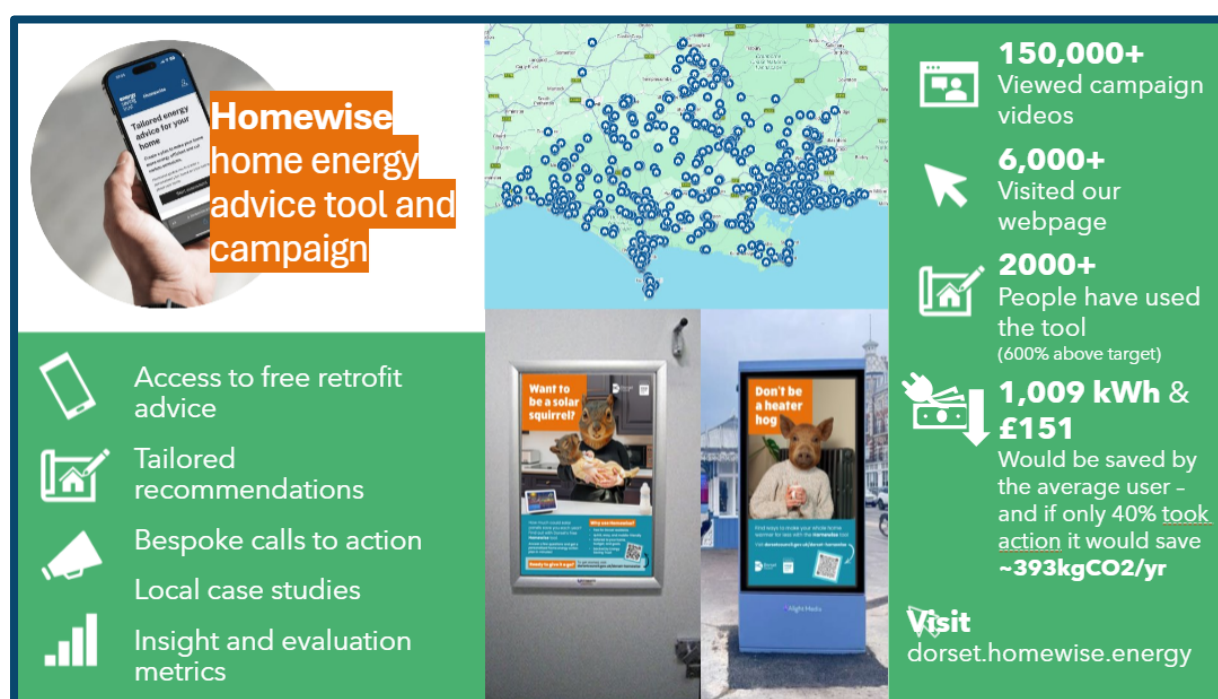
Resident uptake of climate and nature support programmes

Alongside communications and engagement activity, Dorset Council has delivered a range of programmes that help residents improve the energy efficiency of their homes, reduce energy costs and support the transition to low-carbon living.

Homewise

[Homewise](#) is a free online energy advice tool developed by the Energy Saving Trust and tailored specifically for Dorset. Dorset Council launched the service in January 2026 to provide residents with simple, personalised guidance on improving the energy efficiency of their homes.

More than 2,000 households have now used the tool to find out how they can make their home warmer, greener, and cheaper to run.



Healthy Homes Dorset

[Healthy Homes Dorset](#) is a partnership between Dorset Council, BCP Council and Public Health Dorset, delivered by local retrofit specialist Ridgewater Energy.

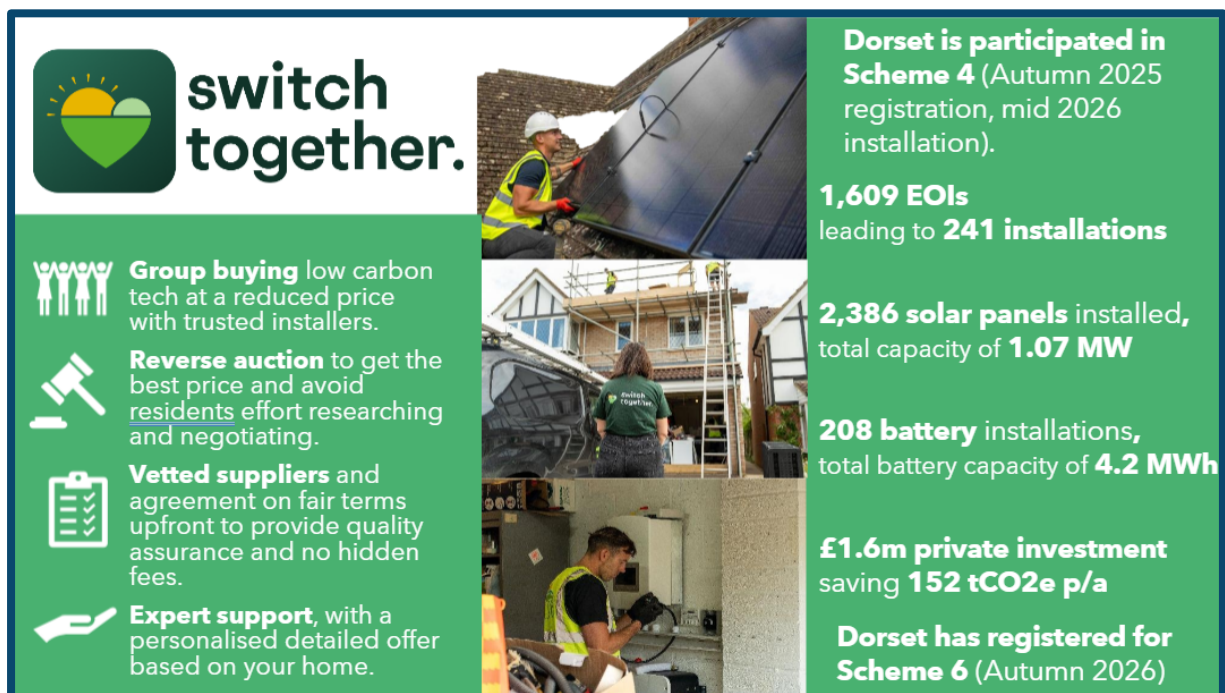
The programme provides residents with advice and support to improve home energy efficiency and reduce fuel poverty. Through the programme more than 1,000 homes have received energy efficiency and renewable energy upgrades, helping residents reduce energy bills, improve home comfort and lower carbon emissions.



Switch Together

Dorset Council joined the [Switch Together](#) scheme in 2025, with 241 installations across the county in the first scheme, and the second round launched in August this year.

The scheme enables residents to benefit from group purchasing of solar photovoltaic (PV) panels and battery storage systems. By aggregating demand, the programme helps secure competitive prices from trusted installers, making renewable energy technologies more accessible and affordable for Dorset households.



Low Carbon Dorset

[Low Carbon Dorset](#) is Dorset Council's flagship low-carbon grants and business support programme. Originally established through European funding, the programme provides technical advice and financial support to help businesses and community organisations reduce energy use and carbon emissions.

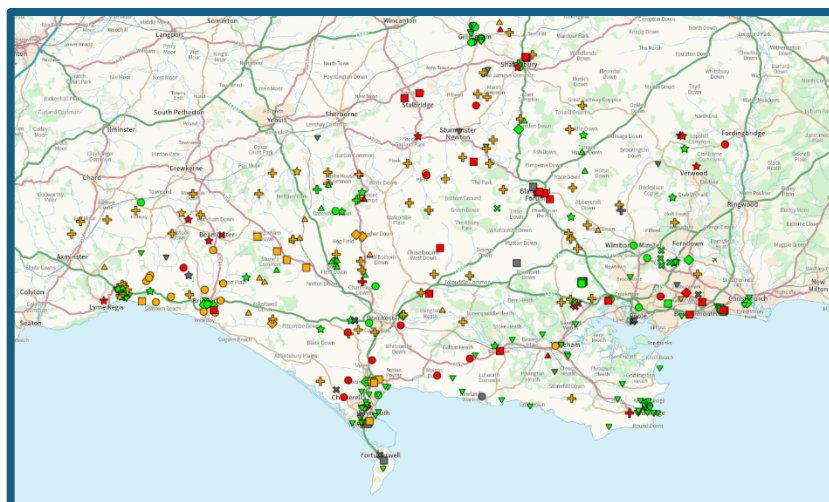
To date, the programme has supported nearly 900 organisations and awarded almost £8 million in grants, helping to leverage close to £22 million of additional local investment. Beyond reducing emissions, the programme demonstrates how investment in clean energy can strengthen local supply chains, create economic opportunities and deliver benefits within Dorset's communities.



Nature Recovery Dorset Network

The [Nature Recovery Dorset Network](#) continues to provide a mechanism for engaging landowners, community groups, businesses, environmental organisations and public bodies in nature recovery activity across Dorset.

Membership has grown steadily from 265 members in June 2025 to 322 members in June 2026, demonstrating increasing participation in nature recovery activity across the county.



Nature Recovery Dorset Network figures (up to June 2026):

- **322** network members, up from 265 in June 2025
- **226** members based within the Dorset Council area
- **23,384** hectares reported as created, enhanced or managed for nature
- **21,605** hectares delivered within the Dorset Council area.

Community engagement through hosted partnerships

Dorset Council's hosted partnerships also deliver significant levels of engagement and behaviour change across Dorset.

- **Dorset Heaths Partnership (2025/26)**
 - 2,810 Dorset Dogs members
 - 293 engagement events delivered
 - 2,559 people engaged directly
 - 9,363 pupils engaged through 227 education sessions delivered to 61 schools
 - 220,000+ Facebook views linked to Dorset Dogs activity
- **Litter Free Dorset**
 - Great Dorset Beach Clean: 346 volunteers removed 650kg of litter from 21 beaches
 - Disposable BBQ campaign: 509,000+ social media views and engagement with retailers and partner organisations
 - #MyWeymouth campaign: 15 volunteer rangers recruited, eight engagement events delivered, a 37% reduction in cigarette litter and a 30% reduction in general litter within target areas
 - Weymouth Water Quality Project: 8 community events delivered, 43 accommodation businesses, 40 restaurants and cafés, 4 schools and 19 boating organisations engaged.
 - Electrical Reuse Project: 6 repair café partnerships formed, 1,918 service users supported, 12 repairers trained, 23 events held, 5 tonnes of electrical items donated, 116 home collections, 2.8 tonnes recycled and 1.6 tonnes reused in Dorset households.

Together, these figures demonstrate strong and growing levels of participation across Dorset. They show that communications, engagement and support programmes are helping residents, businesses and communities move from awareness to action, contributing to Dorset's climate resilience, carbon reduction and nature recovery ambitions.

5. Funding

Funding plays an important role in delivering Dorset Council's climate and nature ambitions, but it is important to recognise that not all relevant investment is held within the council's dedicated climate budget. Many programmes contribute to carbon reduction, climate resilience and nature recovery while having broader service objectives, such as maintaining infrastructure, managing flood and coastal risk, supporting sustainable transport or improving public assets.

This section focuses on how climate and nature projects are prioritised and funded, the distinction between committed and aspirational projects, the level of investment secured to date, and the future funding required to continue delivering Dorset Council's climate and nature ambitions.

5.1 How does the council distinguish between committed vs aspirational projects, and how are priorities determined?

Committed vs aspirational projects

Dorset Council's Capital Strategy requires service managers to submit bids for capital projects. These bids are reviewed by the Capital Strategy and Asset Management Group (CSAM), which assesses proposals against service priorities, deliverability and financing requirements before making recommendations to Cabinet. Only schemes approved through this process and subsequently approved by Cabinet and Full Council form part of the formal capital programme.

In 2026, the council reviewed its capital programme to strengthen the focus on deliverability and removed unapproved or stalled schemes to ensure the programme reflects realistic and achievable investment priorities.

For the purpose of this report:

- **Committed projects** are schemes that have secured approval through the council's governance process and are included within the approved capital programme.
- **Aspirational projects** are proposals, emerging priorities or unapproved capital bids which have not yet secured approval, funding and delivery commitment, and therefore do not form part of the agreed programme.

Determining priorities

For Dorset Council, climate and nature priorities are not determined by a single programme or team. They are informed by a combination of council policies, statutory duties, evidence, engagement and funding opportunities.

Key influences include:

- the [Dorset Council Plan](#),

- supporting strategies such as the [Natural Environment, Climate and Ecology Strategy](#), the [Local Nature Recovery Strategy](#), and the [Local Transport Plan](#)
- statutory requirements and national policy
- evidence relating to carbon emissions, climate risks and nature loss
- engagement with members, partners, communities and stakeholders.

These priorities are then translated into programmes and projects that can demonstrate the greatest contribution towards the council's net zero, nature recovery and climate resilience ambitions, while remaining affordable and deliverable and capable of providing wider environmental, social and economic benefits.

Example

How carbon reduction priorities are translated into projects

The [Council Plan](#) and [Natural Environment, Climate and Ecology Strategy](#) set clear objectives for reducing Dorset Council's carbon emissions. Analysis of the council's carbon footprint shows that energy use within buildings and fuel consumption from fleet vehicles are the largest sources of operational emissions. As a result, these areas have been prioritised for action.

Specific projects are identified through feasibility studies, energy assessments, carbon-reduction modelling, business case development and consideration of available funding opportunities. Projects are then prioritised based on factors including carbon savings, cost effectiveness, energy savings, deliverability and wider organisational benefits.

For example, Dorset Council secured approximately £18 million through the Public Sector Decarbonisation Scheme to support building retrofit and heat decarbonisation projects. And, in addition, detailed feasibility studies have been undertaken across the council estate to identify priority opportunities for solar photovoltaic (PV) installations and future building decarbonisation investment.

Around 90 Heat Decarbonisation Plans have now been completed, providing a robust evidence base to ensure future investment targets the buildings and interventions capable of delivering the greatest carbon savings and value for money for the council.

5.2 How many infrastructure projects related to climate adaptation / mitigation are; fully funded and in delivery, are approved but not yet funded, are aspirational only?

Many infrastructure projects delivered by Dorset Council contribute to climate mitigation, climate resilience or nature recovery, even where these are not their primary purpose. For example, flood defence, coastal management and transport projects are often delivered to protect communities, infrastructure and public services, but also help Dorset adapt to the impacts of climate change.

The council's dedicated climate capital programme funds a number of projects specifically intended to reduce carbon emissions. Other programmes deliver climate and nature benefits indirectly through wider service objectives.

Programmes that have been explicitly funded for climate purposes through the climate capital budget or EV funding have been highlighted within the table below:

Committed	Aspirational
- Local nutrient mitigation fund - EV charging infrastructure - public property - DC vehicle replacement programme - Investing in cycle ways - Building retrofit programme – energy efficiency measures - EV charging infrastructure – DC sites - Climate schemes - Streetlighting schemes - Installation of new PV - Low Carbon Dorset - Portland Underhill to Wyke Regis FCRM Strategy - PHNWS Cliff Monitoring Scheme - Weymouth Harbour & Esplanade FCRM Scheme - Swanage Town Coastal Defences OBC - Swanage Beach Renourishment Scheme (OBC) - Weymouth FCRM OBC - Weymouth Harbour Walls (W&PBC) - Newton's Cove Scheme - Swanage & Durlston Bay Cliff Management - Swanage Beach Coastal Protection	- Chesil Cove stabilisation - Weymouthcove harbour and esplanade FCRM (Phase1) - Swanage Town Coastal defences - Climate schemes

5.3 What are the financial gains, impacts and costs associated with delivery of this work?

The capital costs associated with the delivery of climate and nature programmes are set out in sections 3.2, 5.1 and 5.4 of this report.

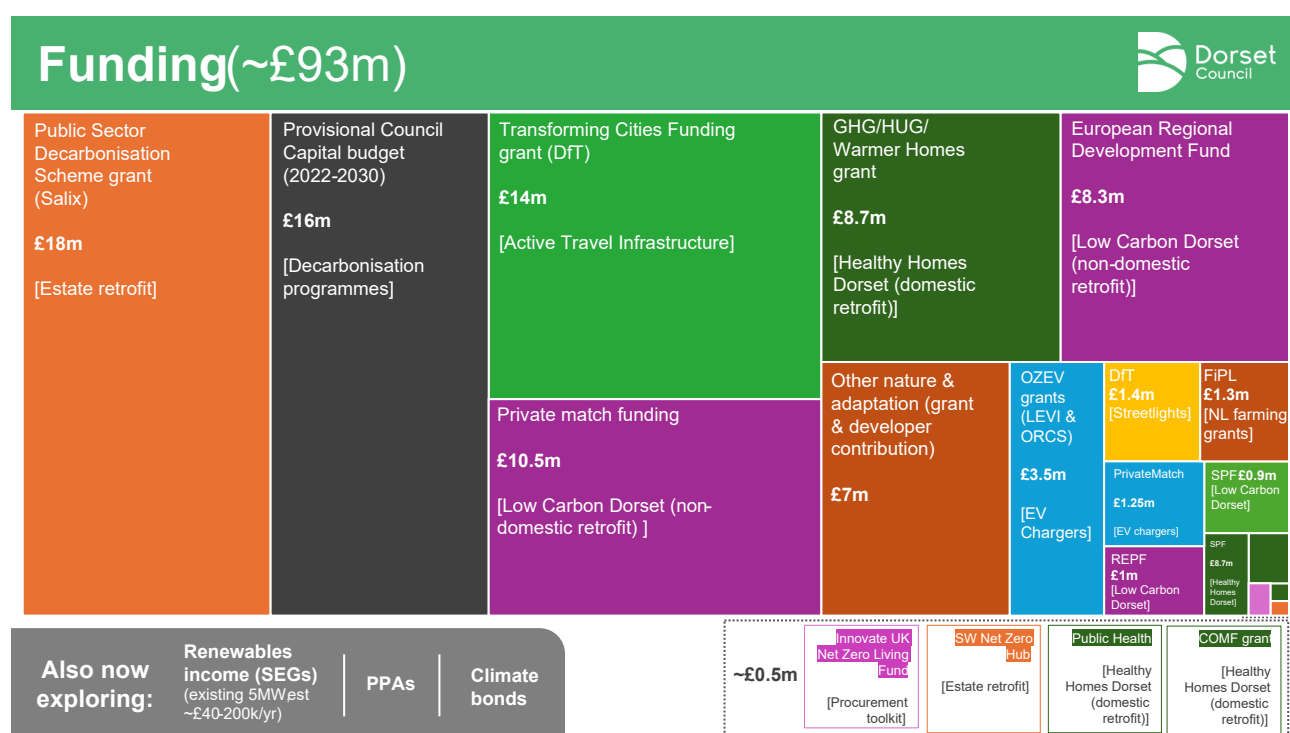
Investment in climate and nature programmes supports delivery of Dorset Council's response to the climate and nature emergencies by reducing greenhouse gas emissions, supporting nature recovery and improving resilience to the impacts of climate change. While these environmental outcomes are the primary objective, many programmes also deliver wider economic and social benefits for Dorset's communities, residents and businesses.

Many projects generate multiple benefits simultaneously. For example, habitat restoration and wetland creation can support nature recovery, reduce flood risk and increase carbon sequestration. Energy efficiency programmes, such as Healthy Homes Dorset, help residents reduce energy costs, improve the comfort and quality of their homes and can contribute to improved health and wellbeing. Similarly, active travel schemes can support healthier lifestyles, improve air quality and reduce transport emissions.

A key principle of Dorset Council's approach is to maximise the impact of its own investment by securing external funding and working in partnership with government, businesses, communities and other organisations.

Since the declaration of the climate and nature emergencies, climate and nature related programmes have attracted approximately £93 million of investment. Around 85% of this funding has come from external sources, including government grant schemes such as the Public Sector Decarbonisation Scheme, together with contributions from private sector and delivery partners. Dorset Council funding accounts for approximately 15% of the total investment. This demonstrates the council's ability to use relatively modest levels of local funding to unlock significantly larger levels of external investment and deliver outcomes that would not otherwise be achievable.

Figure 1: Make up of climate and nature funding to date



Examples of financial return on investment

Several programmes demonstrate particularly strong returns on investment:

- Low Carbon Dorset** has used relatively limited council investment (approximately £350,000) to support local organisations in reducing energy use, developing low carbon technologies and bringing forward innovative projects. The programme has helped stimulate more than £22 million of low carbon investment and leveraged over £15 million of private sector funding, supporting growth of Dorset's low carbon economy while reducing carbon emissions.
- Dorset Coast Forum** continues to demonstrate strong value for money. Against Dorset Council's core contribution of £15,000 in 2026/27, the Forum is forecast to secure approximately £265,000 of additional external income and project funding. This equates to around £17.70 of external funding for every £1 invested by Dorset Council, enabling the delivery of coastal management, climate adaptation, partnership and community engagement projects far beyond what could be achieved through core council funding alone.
- Litter Free Dorset** similarly provides a strong return on investment. Dorset Council's annual contribution of £15,000 has supported the attraction of over £200,000 of additional external funding in the current financial year. This means that every £1 invested by the council generates approximately £13.35 of additional funding, supporting behaviour change campaigns, education

programmes, volunteer initiatives and environmental improvements across Dorset.

Energy savings and income generation

Climate and nature programmes can also provide direct financial benefits. Investment in building retrofit, renewable energy generation and energy efficiency measures across the council estate has contributed to:

- approximately 46% reduction in electricity consumption
- approximately 32% reduction in gas consumption
- approximately 28% reduction in streetlighting energy use.

These measures are estimated to avoid more than £3.7 million per year in additional energy costs compared with maintaining previous levels of consumption.

The council has also installed around 6MW of solar photovoltaic capacity across its estate. Depending on export volumes and market rates, surplus electricity generation has the potential to generate between £40,000 and £150,000 per year in additional income.

Taken together, these examples demonstrate that climate and nature programmes are not solely an environmental investment. They can deliver financial savings, attract external funding, generate income, support local economic activity and provide wider benefits for residents, communities and the natural environment.

5.4 What funding has been allocated specifically to climate resilience measures?

As outlined in section 5.2, the capital programme includes a range of schemes that contribute to climate resilience objectives. While these projects are not all funded specifically for climate resilience, they provide important resilience benefits and help reduce vulnerability to climate-related risks.

A key area of investment is Flood and Coastal Erosion Risk Management (FCERM). All FCERM projects currently in delivery, or programmed to commence within the next three years, are designed to improve resilience to the impacts of climate change, including coastal erosion, sea level rise and increased flood risk.

FCERM projects are typically funded through a combination of government grant funding and local partnership contributions. Partnership funding may be secured from a range of sources, including local authorities, Risk Management Authorities, utility providers, Community Infrastructure Levy (CIL), Section 106 agreements and private sector partners.

The current FCERM capital programme includes projects at various stages of development, from schemes already in delivery through to projects progressing

business case development and funding approvals. Funding packages are assembled on a scheme-by-scheme basis and are subject to the availability of both government and partnership funding.

This includes schemes on the open coast, such as Chesil Cove and Lyme Regis, as well as harbour infrastructure projects, including those within Weymouth Harbour and West Bay Harbour, where infrastructure improvements contribute to the long-term resilience of coastal communities and assets.

Section 3.1 covers further detail on flooding and coastal resilience infrastructure, including highways and coastal resilience measures.

In addition, we have been awarded £185,000 per annum for the next 3 years to deliver the Local Nature Recovery Strategy, which will support the strategy through covering staff costs, monitoring, and convening.

5.5 What is the total costed pipeline of climate-related projects versus unfunded need?

Costed pipeline of climate-related projects and future funding requirements

The council does not maintain a fully costed climate programme covering the next 10 to 20 years. Instead, investment requirements are identified and costed in stages, aligned to corporate priorities, approved carbon reduction targets and delivery milestones within the Council Plan and Climate Strategy.

This approach reflects the challenges associated with forecasting long-term costs, given changing technologies, evolving government policy and fluctuations in construction, energy and equipment costs. It also recognises that over time many climate-related activities will become part of normal asset management and replacement programmes, such as building maintenance, boiler replacement, vehicle renewal and energy infrastructure upgrades.

The current climate capital programme is focused on achieving an 80% reduction in operational carbon emissions by 2030 against the 2019 baseline. Progress is reported to Place and Resources scrutiny committee each autumn / winter, with the most recent reported reduction being 31%. [Read the most recent Climate and Nature progress report here.](#) The next quantitative report is due December 2026.

Existing funded programme

In 2022, Dorset Council approved a £10 million climate capital programme to support carbon reduction across its operations. This funding has been allocated across a

range of workstreams including estate decarbonisation, renewable energy generation, energy efficiency improvements, fleet electrification and nature-based carbon sequestration projects.

Following a review of delivery requirements, a further £25 million investment need was identified in March 2025 to accelerate progress towards the council's carbon reduction targets. Cabinet ([Cabinet report - 25.03.25](#)) approved an initial allocation of £6.025 million, with the remaining £18.975 million identified as a future funding requirement.

The combined programme supports:

- LED lighting upgrades across the council estate
- energy efficiency and retrofit improvements to council buildings
- replacement of fossil fuel heating systems with low carbon alternatives
- installation of electric vehicle charging infrastructure at council sites
- expansion of the council's electric vehicle fleet and pool cars
- deployment of additional solar photovoltaic systems on council buildings
- incorporation of carbon reduction measures through planned maintenance programmes
- development of nature-based carbon sequestration projects.

Identified future funding requirement

The council's current quantified future funding requirement is £18.975 million, comprising:

- £7m for continued building retrofit and gas boiler replacement
- £3.55m for replacement of remaining oil-fired heating systems
- £0.5m for completion of LED lighting upgrades within council buildings
- £3.8m for further solar photovoltaic deployment across the estate
- £0.55m for additional electric vehicle charging infrastructure
- £0.6m for expansion of the electric vehicle pool car fleet
- £0.85m for expansion of nature-based carbon sequestration projects
- £2.1m for replacement of remaining street lighting with LED technology.

Longer-term unfunded need

Beyond the currently identified £18.975 million requirement, additional investment is likely to be needed to achieve net zero operations and maintain progress towards the council's wider climate ambitions. Areas likely to require further investment include the replacement of remaining fossil fuel heating systems, larger-scale renewable energy generation, battery storage, estate decarbonisation and expanded nature-based carbon sequestration schemes.

At this stage these longer-term requirements have not been fully costed, and detailed business cases will be developed as technologies, funding opportunities and

delivery priorities continue to evolve. Consequently, the council's currently quantified climate investment requirement is the £18.975 million pipeline identified above, with further funding needs expected to emerge through future programme reviews.

Alternative funding opportunities

Continued delivery at scale will require a blended finance approach utilising, public, private and community finance. We continue to explore a range of potential funding routes and to keep abreast of a rapidly evolving government policy and funding framework. Areas actively being explored now include:

- **Climate bonds**
Issuing green or climate bonds to raise capital specifically for projects that support carbon reduction, renewable energy, energy efficiency, and climate resilience. This can provide access to large-scale investment while demonstrating a clear commitment to environmental outcomes and community benefit.
- **Community energy partnerships**
Working with community energy organisations to unlock local investment and grant funding for renewable energy and energy efficiency projects. These partnerships can also increase community engagement, help retain economic benefits within the local area. Driven by the new government Local Power Plan.
- **GB Energy funds and finance mechanisms**
Great British Energy is expected to provide funding opportunities, investment programmes and financing mechanisms to support local renewable energy generation and clean energy infrastructure. These could offer new routes to funding as national programmes develop.
- **Private sector partnerships**
Collaborating with private sector organisations can bring investment, expertise and innovative delivery models for climate projects. Opportunities may include joint ventures, sponsorship arrangements, energy service contracts, or direct investment in council-led initiatives.
- **Other government funding (e.g. Public Sector Decarbonisation)**
Further government funding streams may become available as national climate and energy policies continue to evolve. Maintaining readiness to bid for emerging programmes will help maximise external funding opportunities for council priorities.
- **Income opportunities (e.g. Smart Export Guarantee (SEG), Power Purchase Agreements (PPA))**
The council can generate ongoing revenue from renewable energy assets through mechanisms such as exporting surplus electricity to the grid under SEG arrangements or securing long-term income through PPAs with energy

suppliers or large energy users. These revenues can support reinvestment into further climate initiatives.

6. Appendix A: Further information and resources

This appendix provides additional information and resources referenced throughout the paper. Resources are grouped into 6 sections:

1. Dorset Council policies, strategies and programmes
2. Climate projections and evidence
3. Flood and coastal erosion risk management framework
4. National adaptation strategies and plans
5. Wider policy and resilience frameworks
6. Additional evidence, resources and information

A1. Dorset Council policies, strategies and programmes

The following Dorset Council strategies, plans and reports support local climate resilience and adaptation activity:

- [Dorset Council Natural Environment, Climate & Ecology Strategy](#)
- [Dorset Local Nature Recovery Strategy](#)
- Dorset Council Operational Climate Change Risk Assessment Framework – *currently in draft*
- [Dorset Citizens' Climate Panel final report](#)
- [Dorset Council's flood management programme](#) (including links to flood investigation reports)
- [Dorset Council's coastal protection and management programme](#)
- [Flood Investigation Studies Committee Report \(May 2026\)](#)
- [Electric Vehicle Charging Infrastructure Strategy 2025 to 2028 - Dorset Council](#)
- [Dorset Council building decarbonisation programme – Dorset Explorer Map](#)
- [Beneficiaries of Dorset Council's Low Carbon Dorset programme – Dorset Explorer Map](#)

A2. Climate projections and evidence

A summary of Dorset's climate evidence, including recent climate trends, future climate projections, temperature change, rainfall change, flood risk, coastal change, heat and drought impacts, will be presented in the Hazards section of Dorset Council's Operational Climate Change Risk Assessment Framework.

Further links to data and evidence used to inform the development of Dorset Council's climate adaptation strategy and internal risk framework can be found below.

Local climate evidence

- [The Climate Report for Dorset](#) (Met Office Local Authority Climate Service)
- [Dorset Level 1 Strategic Flood Risk Assessment \(SFRA\)](#), which considers climate change impacts to the end of the century
- [Government maps of long-term flood risk](#) using the latest NaFRA2 model, incorporating UKCP18 climate projections for river, surface water and reservoir flooding

National climate data and tools

- [UK Climate Risk Indicator Tool](#) (Institute for Environmental Analytics / UK Climate Resilience Programme)
- [Met Office Climate Data Portal](#), including local authority-scale maps of climate hazards such as temperature and rainfall change
- [Climate Just Map Tool](#) – shows the geography of vulnerability to climate change at a neighbourhood scale.

National climate risk assessments

- [A Well-Adapted UK](#) (Climate Change Committee, 2026)
- [Well-Adapted UK: Future Flood Risk](#) (prepared in support of UK Climate Change Risk Assessment 4, 2026)

A3. National flood and coastal erosion risk management framework

Flood and Coastal Erosion Risk Management (FCERM) operates through a hierarchy of national and local assessments, plans and strategies. The framework increasingly incorporates climate change projections, including UKCP18 climate scenarios and Environment Agency climate change allowances for river flows, rainfall intensity, sea level rise and storm surge.

The 2022 FCERM Strategy Roadmap strengthened the use of adaptation pathways, supporting flexible decision-making under climate uncertainty.

Key documents and tools include:

National assessments and strategies

- [National Flood Risk Assessment \(NaFRA\)](#) and associated [Data Explorer](#)
- [National Coastal Erosion Risk Map \(NCERM\)](#) and associated [Data Explorer](#)
- [National Flood and Coastal Erosion Risk Management Strategy \(2020\)](#) and ongoing [refresh programme](#)

Coastal management

- [Shoreline Management Plans](#) - adaptation plans for England's coast, updated between 2019-2023. They set policies over three horizons (0-20yrs, 20-50yrs, 50-100yrs) of four types: hold the line, advance the line, managed realignment, and no active intervention.

Local risk management

- [Local Flood Risk Management Strategies \(LFRMS\)](#) produced by Lead Local Flood Authorities, including Dorset Council, covering local flood risks from surface water, groundwater and ordinary watercourses.
- [Strategic Flood Risk Assessments \(SFRA\)](#), which form part of the evidence base for Local Plans and planning decisions.

A4. National adaptation strategies and plans

Several national adaptation-specific strategies are being developed or updated to improve resilience across key sectors:

- [Environment Agency refreshed National FCERM Strategy](#) (expected 2027)
- [Department for Transport Climate Adaptation Strategy for Transport](#)
- [Ministry of Justice Climate Change Adaptation Strategy](#)
- [Office of Government Property Estate Adaptation Framework](#)
- [Government Office for Science Climate Adaptation Research and Innovation Framework](#)

A5. Wider policy and resilience frameworks

Climate adaptation and resilience are also embedded within broader national resilience, planning, health and environmental programmes.

Civil contingencies and emergency resilience

- [UK Government Resilience Framework](#)
- [Resilience Action Plan](#)
- [Flood Forecasting Centre](#)
- [Met Office Civil Contingencies Advisors](#)
- [Met Office Hazard Manager](#)
- [Natural Hazards Partnership](#)

Planning and development

- [National Planning Policy Framework \(NPPF\)](#)
- [UK Building Regulations](#)
- Strategic Flood Risk Assessment requirements within the planning system

Health resilience

- [UK Health Security Agency Adverse Weather and Health Plan](#)

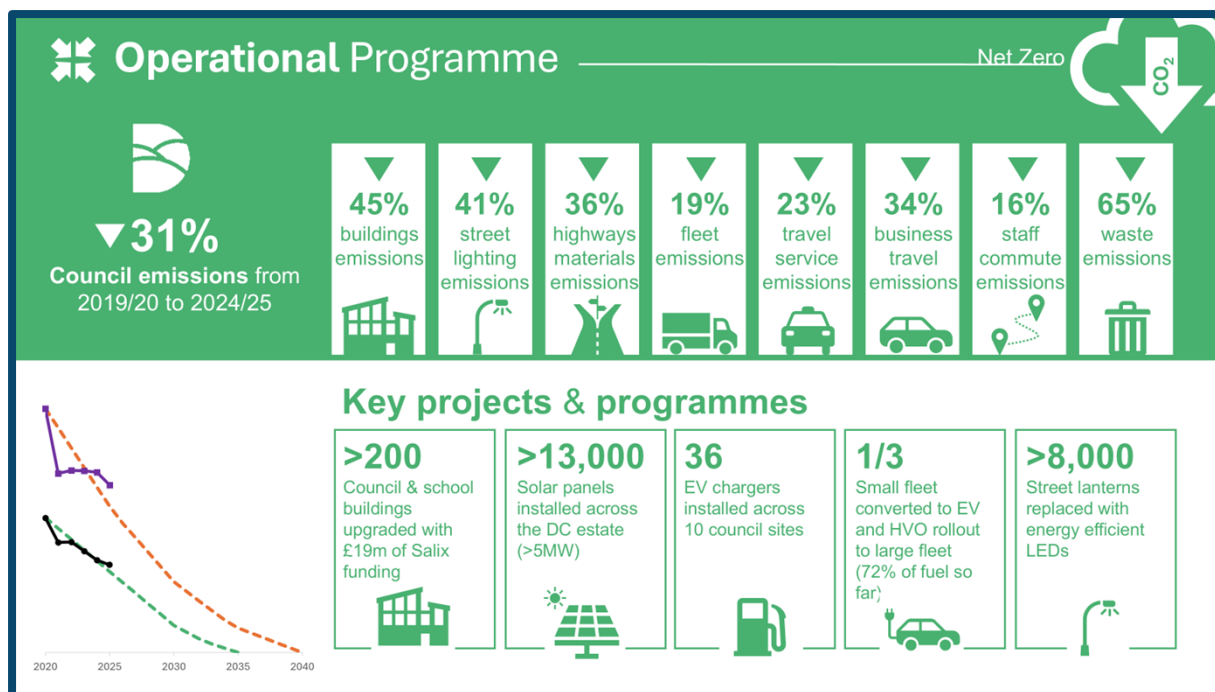
Environment, land use and food systems

- [Defra Environmental Improvement Plan](#)
- [Environmental Land Management Schemes \(ELMs\)](#)
- [Farming Roadmap](#)

A6. Additional evidence, resources and information

Operational programme achievements

- Key headlines of Dorset Council's operational climate programme



Communication channels and metrics

- Audiences and channels

Residents:

- Local media via press releases and pitches (print, radio and tv helps reach our offline audiences)
- Social media – Facebook (48k followers), Instagram (9.8k followers) and Tik Tok (1.7k followers)
- Dorset Council News (this is delivered to all Dorset homes and has an audience reach of 360,000, and is an important channel for reaching an offline audience)
- Residents e-newsletter (25k subscribers)
- Focus groups (for campaigns)

Businesses:

- LinkedIn (14.2k followers)
- Business e-newsletter (5k subscribers)

Town and Parish Councils:

- Town and parish newsletter (168 subscribers)
- Direct mailing

Councillors:

- Members newsletter to all 82 members
- Direct mailing

MPs/government:

- Dorset Council Policy Team

Partners and peers:

- Trade and local government press
- LinkedIn
- Direct mailing

- Climate and nature comms monthly engagement summary (Jan-Jul 2026)

Month (2026)	Key activity highlights	Estimated reach / engagement
Jan-Mar	Home Habitats campaign	See campaign case study
January	Future Coast, Morwind, carbon plan	2.2m+ media reach; 8,000+ opens
February	Flooding, podcast, retrofit, EVs	4m+ reach; 16,600+ opens; 55k+ social views
March	Climate Panel, biodiversity, LNRS	4m+ reach; 22k+ opens; 37k+ social views
April	Flood recovery events	12k+ opens; 35k+ social views
May	No Mow May, Go Electric!, resilience	2.3m+ reach; 43k+ opens; 116k+ social views; 400+ attendees
June	Podcast, biodiversity, pollinators	4m+ reach; 46.5k+ opens; 71k+ views
July	Green Flag, wildfire, Rights of Way	200k+ reach; 55k+ opens; 184k+ views

- Climate and nature comms activity summary (Jan-Jul 2026):

Date (2026)	Action	Channel/Format and coverage/insight
Jan - Mar	Home Habitats campaign	Multi-channel campaign with estimated measurable reach of ~950,000.
Jan	Press release Help shape plans for dealing with coastal changes - Dorset Council	Press release generated coverage in: • Bournemouth Echo • MSN UK • Dorset Eye Extending awareness of the Future Coast Dorset consultation beyond Dorset Council's own channels. Estimated potential reach was ~15,000 in print and 25,000 to 75,000 online, giving a combined estimated reach of 40,000 to 90,000 people.
	Dorset Council backs Morwind feasibility study to drive growth and	Press release generated coverage across local, trade and syndicated media including; Dorset Echo, GRID UK and APN News. The coverage delivered an estimated potential reach of more

	<u>power Dorset's future - Dorset Council</u>	than 2.1 million monthly online users and an estimated direct readership of 3,500-16,000 people. Residents e-newsletter – over 8,000 people opened the newsletter and 126 people clicked on the link to read more.
	<u>£2m council plan to cut energy bills and carbon goes to Cabinet - Dorset Council</u>	Press release secured at least 6 pieces of earned and syndicated media coverage, including Dorset Echo, Hits Radio Bournemouth & Poole, Blackmore Vale Magazine and BBC/MSN syndication. Coverage reached local, regional and online audiences, generating an estimated readership of 15,000 to 45,000 and a potential reach exceeding 2 million users.
Feb	<u>Dorset communities urged to prepare for groundwater flooding - Dorset Council</u>	Press release secured coverage across local media, national syndication and community information networks, including Dorset Echo, MSN, Gillingham Town Council and Help & Kindness. Coverage is estimated to have reached between 10,000 and 42,000 readers, helping raise awareness of record groundwater levels and encouraging residents to take practical steps to prepare for flooding. E-newsletters - business e-newsletter carried specific advice for businesses affected by flooding. This email was opened by more than 2,600 people. Residents e-newsletter was opened by more than 14,000 people and 1,816 clicked the link for more information on this story Social media - Facebook post received 53.4k views, Instagram received 1.6k views
	Press release + Dorset Council News + socials + e-newsletters <u>New podcast brings Dorset's farmers and residents together for honest conversations about nature and food - Dorset Council</u>	Press release - Dorset Council's launch of the <i>Second Nature: Down in Dorset</i> podcast secured coverage across local and specialist channels, including Dorset Eye and the Second Nature platform. The series brought together farmers, residents and environmental groups to discuss food production, farming and nature recovery in Dorset. The podcast went on to achieve national success, reaching the UK Top 20 podcast charts and ranking within the top 10-25% of podcasts worldwide. Estimated audience reach exceeded 250,000 people across media, digital and podcast channels. E-newsletters - Residents e-newsletter was opened by more than 14,000 people and 64 people clicked the link to listen to the full podcast Dorset Council News - article featured in March edition. Social media - On-going monthly promotion of new podcast episodes on socials + e-newsletters
	Press release + business newsletter	Press release + sponsored social media posts

	+ sponsored posts on social media Dorset businesses offered 50% discount to help residents find trusted local trades - Dorset Council (This tied in with Home Habitats campaign as one of the barriers to retrofitting your home is a lack of trust in traders)	Dorset Council's offer of a 50% discount for local retrofit businesses joining the Buy With Confidence accreditation scheme secured coverage in Bournemouth Echo, Dorset View, APN News and The New Blackmore Vale. The story promoted trusted local tradespeople, supported Dorset's retrofit sector and encouraged residents to undertake energy-efficiency improvements through accredited providers. Estimated audience reach exceeded 650,000 people across local and regional media channels.
	Press release announcement + Dorset Council News EV-olution - Dorset's journey to a greener future - Dorset Council	Press release - Dorset Council's announcement of a £16.5 million programme to deliver more than 3,000 on-street EV chargepoints generated widespread local and sector media coverage, including Bournemouth Echo, Dorset Echo, Loop South West, TransportXtra, The New Stour & Avon Magazine and Connected Kerb. The story highlighted Dorset's commitment to greener transport, improved charging accessibility and carbon reduction, achieving an estimated audience reach of 1.5 million+ people across digital, print, sector and syndicated media channels. E-newsletters - Residents' e-newsletter was opened by more than 12,000 people – and 378 people clicked the link to read more information. Socials – LinkedIn: 3.4k views Dorset Council News article featured in March edition.
March	Press release + socials + Dorset Council News + e-newsletters Dorset residents set out bold new ideas to help county prepare for a changing climate - Dorset Council	Press release + socials + Dorset Council News The publication of Dorset Council's Citizens' Climate Panel report generated regional media coverage, including Bournemouth Echo and Bridport News. The coverage highlighted community-led recommendations to help Dorset adapt to climate change, including flooding, extreme weather and environmental resilience. Supporting digital content was published through Dorset Council channels, helping achieve an estimated audience reach of 750,000+ people Dorset Council News article featured in March edition. Socials - 31 March Facebook video interview with panel member Catherine: 4.9k views. 31 March Instagram video of Catherine: 530 views. 4 April Facebook video interview with panel member Jonny: 3.8k views

	<u>Press release Dorset Council highlights two years of action to support wildlife and nature recovery - Dorset Council</u>	Press release - Dorset county-wide media and trade press The biodiversity report press release generated coverage in the Dorset Echo and New Blackmore Vale. Based on publicly available circulation and audience data, the coverage achieved an estimated print readership of 73,000 to 91,000 people, alongside potential digital exposure through publications reaching more than 2.2 million website visits. E-newsletters - 20 March residents enewsletter - more than 10,000 people opened the newsletter and 63 people clicked the link for more information Social media - Facebook reel featuring the main achievement stats against video imagery of wildflowers, bees and trees – 4.8k views
	<u>Dorset unites to launch landmark Local Nature Recovery Strategy - Dorset Council</u>	Press release - The launch of Dorset's Local Nature Recovery Strategy secured publication across Dorset Council and partner channels, including support from BCP Council and Nature Recovery Dorset stakeholders. A search of publicly indexed media coverage identified limited independent press pickup. This is probably because the publication of the strategy in December 2025 received press coverage- that announcement secured coverage across key Dorset media including Dorset Echo, Bournemouth Echo and Dorset View, alongside partner amplification through BCP Council channels. Based on publicly available circulation and audience data, the coverage achieved an estimated print readership of approximately 22,000 to 25,000 people and generated digital exposure to audiences exceeding 1.8 million online visits. E-newsletters - 27 March residents newsletter was opened by nearly 12,000 people and 126 people clicked on the link for more information Social media - Facebook post: 20.3k views, LinkedIn: 3.5k views
April	Drop-in events for flood affected communities	Social media - Facebook: 35k views, Instagram: 650 views E-newsletter - 10 April residents newsletter was opened by more than 12,000 people and 116 people clicked the link for further information
May	No Mow	Socials across May Start of May – encouraging people to take part and explaining the benefits. Facebook post – 24k views End of May appeal to hear people's no mow May stories, Facebook post – 23.5k views and 37 people sharing their views (comments were

		more on council's verge cutting rather than sharing their own stories) Instagram post – 380 views
	Experience the future of driving as Go Electric! comes to Weymouth - Dorset Council	Press release The Go Electric! Weymouth press release secured coverage in Dorset Echo, MSN and local community channels, generating an estimated readership of 7,500 to 33,000 people. The event itself delivered direct engagement with more than 400 residents and visitors and facilitated 26 electric vehicle test drives, helping raise awareness of EV ownership and Dorset Council's charging infrastructure programme. Enewsletter 8May residents newsletter was opened by over 10,000 people and 105 people clicked the eventbrite link where they could register to attend the event Social media Ad campaign on Facebook and Instagram – total reach 41.8k people 3 LinkedIn posts – 3k views
	Working with communities to learn from flooding and build Dorset's future resilience - Dorset Council	Press release The announcement secured coverage in Dorset Echo, APN News and specialist flood-resilience channels, helping communicate Dorset Council's £9.25m flood recovery and resilience programme. Coverage generated an estimated readership of between 4,000 and 12,000 people, reaching both local residents and professional stakeholders involved in flood management and climate resilience. Enewsletter 15 May residents newsletter was opened by more than 11,000 people and 177 people clicked the link for more information Socials Facebook post – 15.5k views
	Press release and pics:Air quality testing targets action to protect Dorset's precious heathlands - Dorset Council	Press release The press release on Dorset's heathland air quality monitoring project secured coverage across regional, specialist and national media, including Bournemouth Echo, MSN, AOL UK, LocalGov and AirQualityNews. Based on publicly available audience information and industry-standard estimations, the coverage achieved an estimated potential audience reach of 1.6 to 2.5 million people, while also reaching highly relevant audiences in environmental policy, nature recovery and local government sectors. Enewsletter

		22 May residents newsletter was opened by more than 11,000 people and 102 people clicked the link for further information. Social media Facebook post with carousel of photos – 11.7k views LinkedIn – 714 views
	E-scooter trial proposal to be considered by Dorset councillors - Dorset Council	Press release The proposed e-scooter trial generated coverage across local, community and syndicated media, including Dorset Echo, MSN, KeeP 106 and Blackmore Vale Magazine. The story achieved an estimated readership of between 15,000 and 58,000 people, with the strongest reach coming from Dorset Echo coverage and MSN syndication. The issue continued to generate media interest beyond the initial announcement through follow-up reporting on committee consideration of the scheme.
June	Popular Dorset podcast reconnecting people with nature set to continue after chart success - Dorset Council	Press release The announcement generated positive regional and stakeholder coverage, including Bridport & Lyme Regis News, Dorset National Landscape and Blackmore Vale Magazine. Combined with partner-channel promotion, the story is estimated to have reached between 3,000 and 12,000 people. The coverage reinforced the success of the Second Nature: Down in Dorset podcast, which reached the UK Top 20 and secured continued funding following strong audience engagement. Socials Facebook post – 21.6k views Instagram post – 2.4k views LinkedIn – 900 views
	Planting progresses at North Dorset waste site to boost biodiversity and support nature recovery - Dorset Council	Press release: The announcement on biodiversity and habitat creation at the new Blandford Waste Management Centre secured coverage across Dorset Echo, Bournemouth Echo, MSN and APN Industry News. Based on publicly available audience data and industry-standard estimates, the coverage achieved an estimated print readership of 22,000-25,000 and a potential overall audience reach of approximately 2-3 million people Enewsletter 29 May residents newsletter was opened by more than 16,000 people and 203 people clicked on the link for further information. Socials Facebook post and video – 5.9k views LinkedIn - 1.1k views

	From barren to buzzing: bats, bees, birds and bugs benefit from community-led scheme - Dorset Council	Press release: The announcement of the Milldown Nature Reserve extension and habitat restoration project generated strong regional media interest, securing coverage in Dorset Echo, Bournemouth Echo, The New Blackmore Vale, The Blackmore Vale Magazine, Somerset Live and Greatest Hits Radio Dorset, where a spokesperson interview was broadcast. The story also attracted interest from ITV Meridian, Countryside Matters and the British Birds website. Combined estimated audience reach exceeded 1.8 million. Enewsletter 19 June residents newsletter was opened by more than 13,500 people and 350 people clicked the link for more information Socials Facebook video – 15.3k views Instagram – 1.6k views Tik Tok – 1k views LinkedIn – 500 views
	Let's bloom in June – to show it's not just about 'no mow May'	Enewsletter 6 June residents newsletter was opened by 17,000 people and 72 people clicked the Dorset Nature Recovery network link Socials Facebook post – 9.9k views Instagram – 700 views
	Peat-free compost awareness	Social media post Facebook June post – 6.2k views
June-July	Guide to pollinator friendly planting	Video for social media Facebook, June post with tips 5.4k views Facebook, July video views 3.8k Instagram – June post 700 views Instagram – July video 1.3k views Tik Tok – July video 375 views
July	Dorset parks and nature reserves awarded coveted Green Flag Awards as they are officially recognised as some of the country's best - Dorset Council	Press release The announcement secured coverage across local, regional and national online media, including Dorset Echo, Bournemouth Echo, Yahoo News UK and MSN. Coverage is estimated to have reached between 10,000 and 40,000 readers, helping reinforce Dorset's reputation for high-quality parks and nature reserves following the award of five Green Flag Awards and a Green Heritage Site Accreditation E-newsletter 17 July residents newsletter was opened by more than 13,500 people and 179 people clicked the link for further information. Socials Facebook post – 8.2k views
	Dorset Council and Litter Free Dorset	Press release

	urge retailers to suspend disposable barbecue sales during extreme heat - Dorset Council	The announcement generated coverage across local, regional and national media, including Dorset Echo, Bournemouth Echo, Swanage News, Dorset View and AOL. Coverage is estimated to have reached between 15,000 and 54,000 readers. The combination of extreme weather conditions, wildfire prevention messaging and environmental protection generated strong media interest and helped amplify public safety messages across Dorset and beyond. Enewsletter 10 July residents newsletter was opened by 13,500 people and 96 people clicked the link for more information Socials Facebook post – 42.1k views Instagram – 2.4k views LinkedIn – 550 views
	Residents invited to help shape the future of Dorset's rights of way network - Dorset Council	Press release The consultation launch generated coverage across key local media and stakeholder channels including Bournemouth Echo, Dorset View, KeeP 106 and Bridport Town Council. Coverage successfully communicated Dorset Council's call for residents to help shape the future Rights of Way Improvement Plan and highlighted ambitions to improve accessibility, connectivity and active travel opportunities across Dorset's public rights of way network. A total of five external pickups were identified, with an estimated potential audience reach of around 100,000 people Enewsletter 24 July residents newsletter was opened by more than 13,000 people and 356 people clicked the link for further information. Socials 21 July Facebook post – 103.3k views 31 July Facebook post – 22.6k views Linked In – 770 views Instagram – 880 views
	Could your home be more energy efficient – promoting the Homewise tool and how energy efficiency can also help with cooling homes	Enewsletter 31 July residents newsletter was opened by more than 15,000 people and 278 people clicked the link for further information Socials Facebook post – 3.6k views

Place & Resources Scrutiny Committee

24 September 2026

Workforce Deep Dive: Recruitment, Vacancy Management, Attendance and Wellbeing

For Review and Consultation

Cabinet Member:

Cllr B Wilson, Transformation, Customer & Workforce

Local Councillor(s): Not applicable

Senior Leadership Team:

S Ford - Assistant Chief Executive

Report author and job title: Chris Matthews, Head of People & Workforce

Email: christopher.matthews@dorsetcouncil.gov.uk

Statutory Authority:

Report status: Public

1. Executive summary (maximum of 500 words)

1.1 A motivated, healthy and engaged workforce is fundamental to the performance and sustainability of the Council. Employees who feel valued, supported and able to maintain good physical and mental wellbeing are more likely to be productive, innovative and committed to delivering high-quality services for our residents. Strong workforce health and engagement contribute to lower levels of sickness absence, improved retention, greater resilience during periods of change, and a more positive employee experience, all of which support service continuity and organisational effectiveness.

1.2 This report provides an overview of two key workforce areas monitored through Dorset Council's performance framework: recruitment and vacancy management, and attendance and wellbeing. Overall, the council has strengthened controls around workforce planning and recruitment whilst maintaining a supportive approach to employee wellbeing and attendance management. Although recruitment outcomes have improved, challenges remain in several specialist professions. Sickness absence continues to

increase, driven primarily by long-term absence, with mental health and musculoskeletal conditions remaining the leading causes of absence. Findings from the recent employee survey demonstrate generally positive employee sentiment, although experience varies considerably across services.

2. Recommendation(s)

- 2.1 To consider the key trends and data shown in the report and confirm support for planned activity to deliver improvements.

3. Reason for the recommendation(s)

- 3.1 To ensure appropriate oversight and scrutiny of work being progressed to support the long-term wellbeing of our workforce and mitigate any risks to service disruption because of recruitment or retention challenges.

4. Recruitment and Vacancy Management

- 4.1 Dorset Council operates a vacancy factor across all service areas, typically requiring services to manage within budgets that are approximately 3% to 8% below the full cost of all established posts. This approach reflects the expectation that vacancies will arise naturally between employees leaving and replacements commencing employment. Whilst this delivers financial discipline, it also requires robust recruitment and vacancy management arrangements.
- 4.2 During August 2026, Dorset Council spent roughly 93% of it's staffing budget, indicating that around 7% of posts were vacant during the month. However, a proportion of these vacant posts will be occupied temporarily by agency workers, particularly in known hard to recruit areas such as social care.
- 4.2 Measures have been introduced to strengthen oversight of recruitment activity and workforce establishment management. These include Executive Director approval for recruitment requests and enhanced central scrutiny of vacancies. Decisions are taken by balancing service priorities, financial considerations, workforce capacity and associated risks, including the potential impact on employee wellbeing where vacancies are held for extended periods.

5. Recruitment Performance

- 5.1 Recruitment follows a structured ten-stage process covering approval, advertising, shortlisting, interviews, offers and onboarding. Current data from the Eploy recruitment system shows that the average time taken from advertisement to offer is 46.83 days. The period between offer and commencement is dependent upon candidate availability and notice periods.

5.2 The Recruitment and Attraction Team has successfully improved recruitment outcomes whilst reducing advertising costs through:

- Stronger employer branding.
- Increased use of social media.
- More targeted recruitment campaigns.
- Improved recruitment marketing approaches.

6. Recruitment Challenges

6.1 Despite positive recruitment performance overall, Dorset Council continues to experience difficulties recruiting to several specialist professions, including:

- Legal Services
- Social Work
- Housing Services
- Specialist Leisure Roles

To address these challenges, targeted recruitment campaigns have been implemented, using approaches such as:

- Staff-led recruitment videos.
- Dedicated recruitment landing pages.
- Social media advertising.
- Employee stories and case studies.
- Traditional marketing activity, including outdoor advertising.

6.2 The most extensive example is the integrated social work recruitment campaign, developed jointly between Adult and Children's Services, highlighting Dorset Council's learning culture, flexible working arrangements, supportive management approach and quality of life benefits.

7. Employee Retention and Onboarding

7.1 Recruiting employees is only one aspect of building workforce capacity. Ensuring employees have a positive onboarding experience is equally important in supporting retention. Dorset Council is currently reviewing its onboarding and induction arrangements to ensure new starters receive appropriate support whilst maintaining a positive employee experience.

7.2 A new onboarding framework has been developed around six principles:

- Prepare
- Connect
- Learn
- Support
- Grow
- Improve

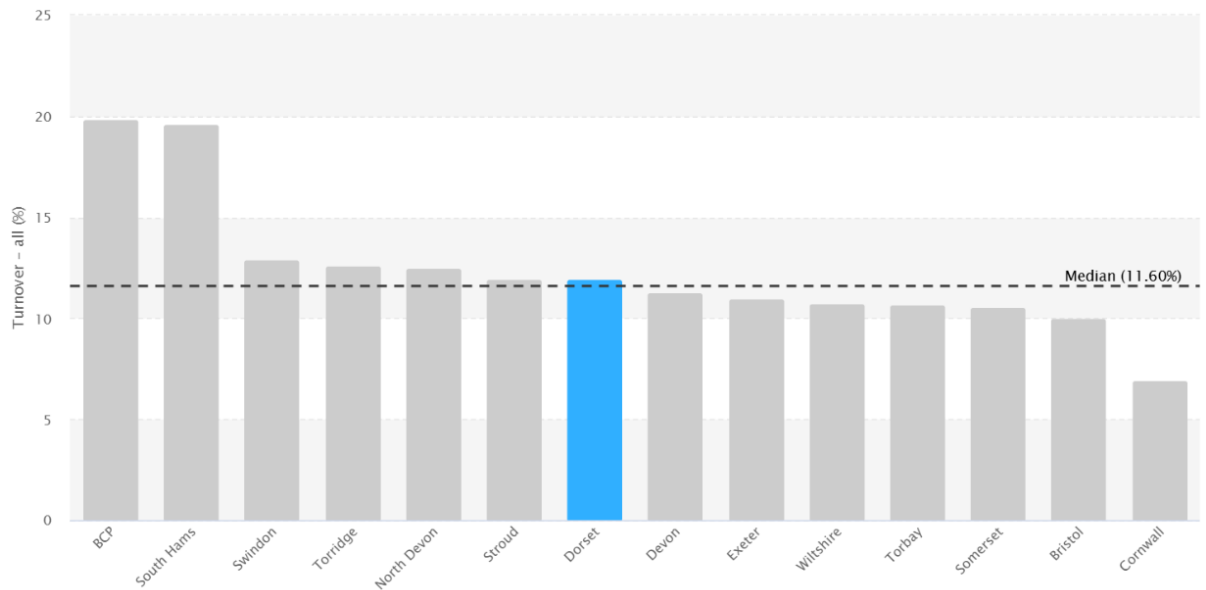
7.3 The framework aligns onboarding with the probation process through four phases:

1. Learn and Understand (Weeks 2 to 4)
2. Connect and Contribute (Months 2 to 3)
3. Embed and Grow (Months 3 to 6)
4. Thrive and Retain (Month 6 onwards)

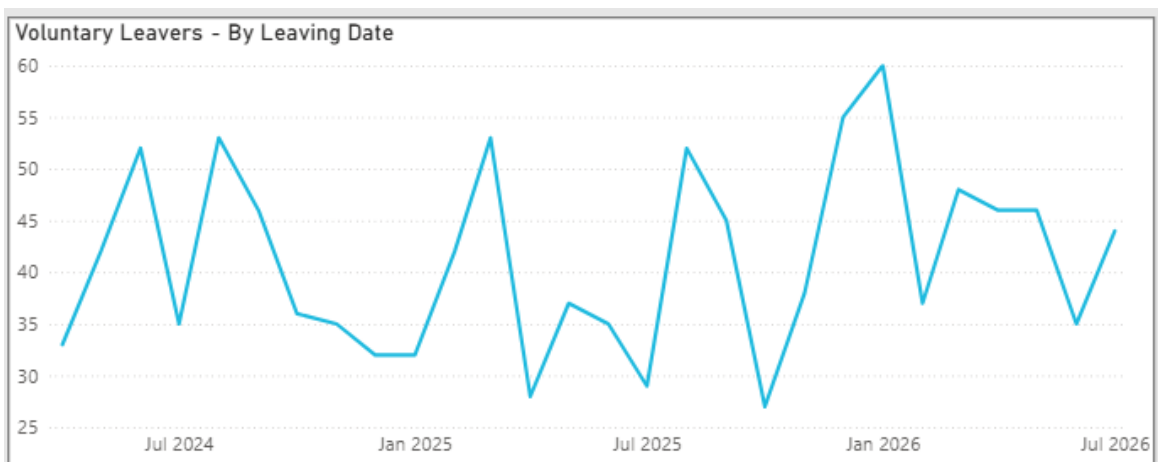
A dedicated working group is overseeing implementation, supported by the development of a mandatory learning pathway within Thrive, the Council's Learning Management System.

8. Turnover

- 8.1 Overall employee turnover has remained relatively stable, fluctuating between 11.59% and 12.87% over the last two years. However, voluntary turnover has shown a gradual increase, rising from 9.56% in June 2025 to 10.89% in June 2026.
- 8.2 Whilst we saw a slight increase in turnover, this was largely reflected across the sector, with Dorset Council around the midpoint of the range across councils in the South-west, as illustrated in the chart below:



- 8.2 When looking specifically at voluntary turnover, the chart below shows the high levels of fluctuation in the number of leavers each month. Analysis suggests this fluctuation is not specifically linked to organisational transformation activity, as trends are broadly consistent across all service areas, with no obvious correlation with the number of employees choosing to leave the Council and areas going through change.



- 8.3 Within the last year:

- 439 employees commenced employment.
- 61 employees subsequently left.
- 55 departures were voluntary.

- 8.4 Whilst this indicates a slightly higher proportion of new starters leaving within their first year (12.52%), current data does not suggest a significant retention concern relating to people within their first year of employment with the

Council. Improvements to recruitment and onboarding processes are expected to support further reductions in early attrition.

9. Wellbeing Strategy

9.1 Dorset Council adopts a proactive, supportive and preventative approach to employee wellbeing and attendance. Key elements include:

- Promoting healthy workloads and supportive leadership.
- Offering flexible working arrangements.
- Providing occupational health and wellbeing support.
- Encouraging early intervention through wellbeing discussions.
- Managing attendance fairly and consistently.
- Monitoring workforce data to identify emerging trends and risks.

The overall objective is to maintain a healthy, engaged workforce whilst ensuring effective service delivery.

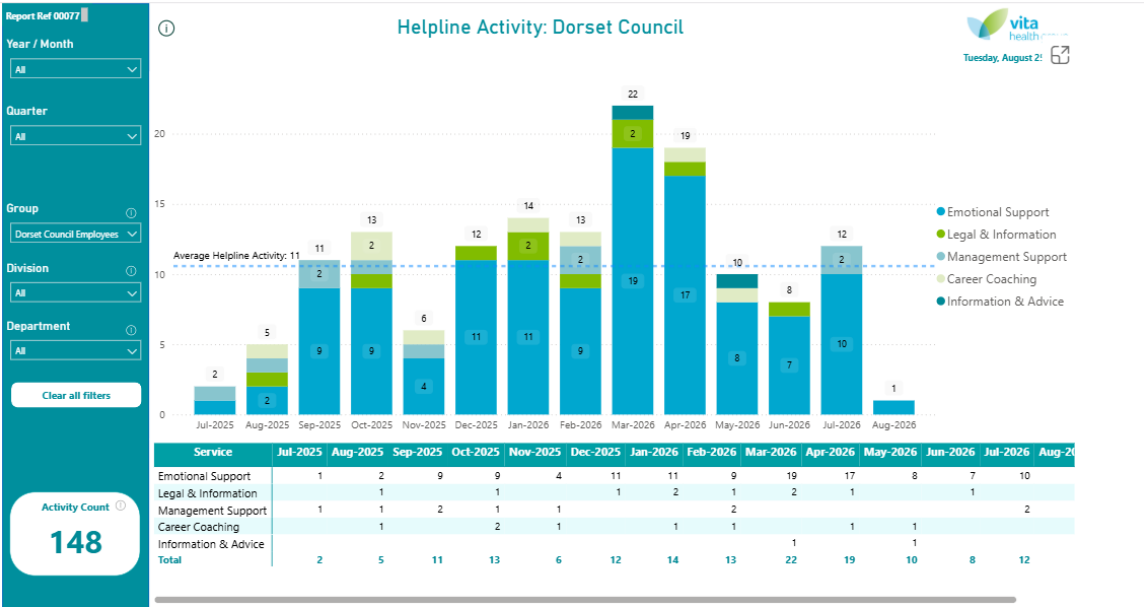
10. Support Available

10.1 Managers and employees are supported through four specialist services:

Service	Role
HR Advisory Team	Attendance management advice and support
Employee Wellbeing Team	Wellbeing initiatives and proactive support
Occupational Health Team	Specialist workplace health advice and assessments
Health & Safety Team	Support for safe and legally compliant workplaces

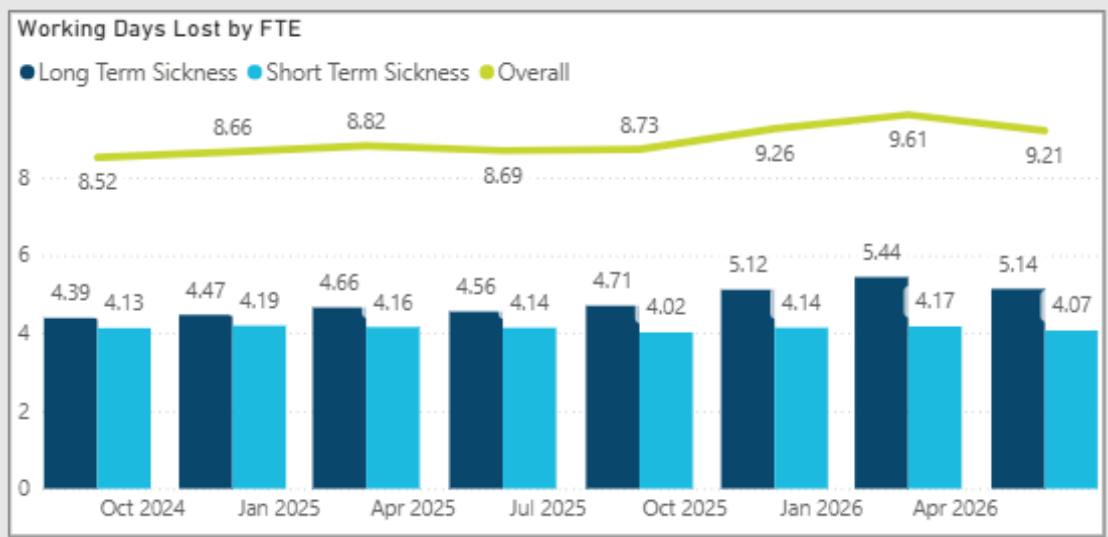
10.2 In addition, employees have access to an Employee Assistance Programme (EAP) provided by Vita Health. Since its launch in August 2025, 148 employees have accessed support through the programme.

Details of services accessed through Vita Health is shown in the table below:

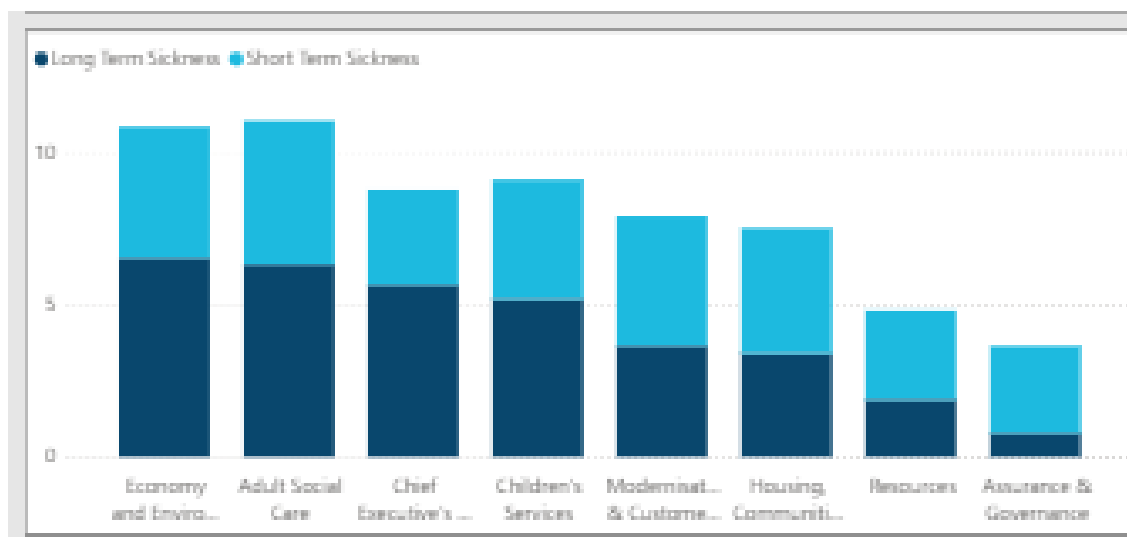


11. Sickness Absence

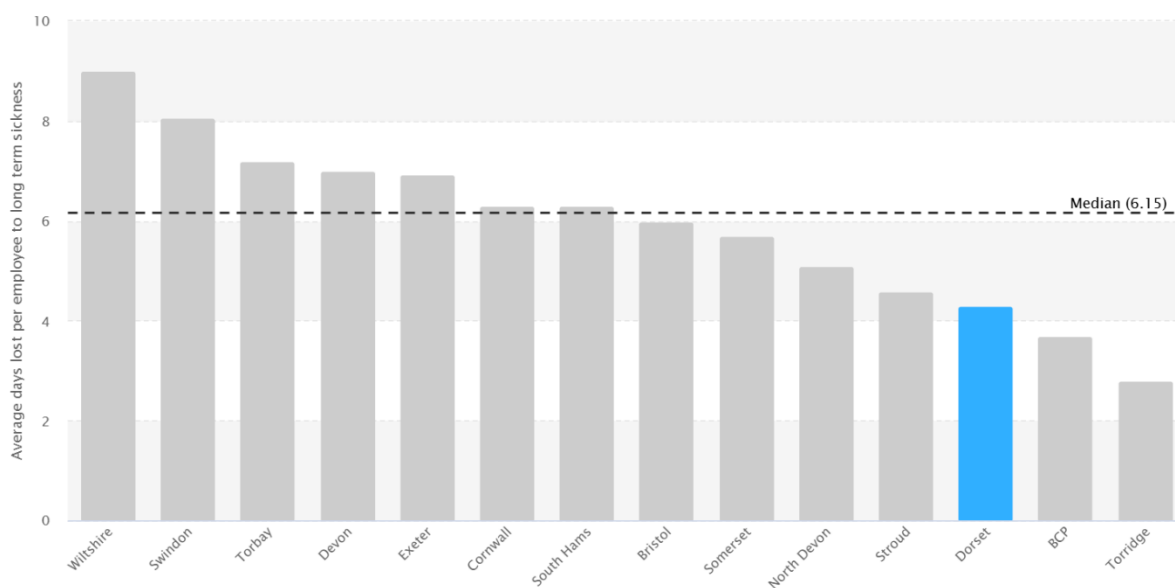
11.1 As shown in the table below, sickness absence has shown an upward trend over the past two years. Analysis indicates that this increase is largely attributable to growth in long-term sickness absence, whilst short-term absence rates have remained relatively stable. This pattern is consistent across most service areas.

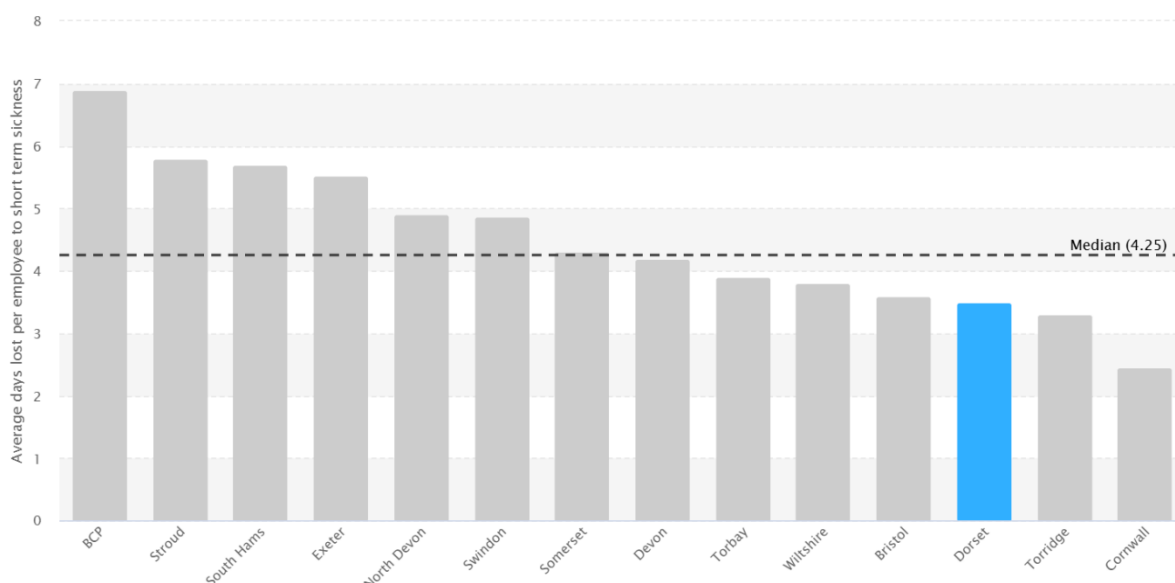


11.2 There is a variation across directorates, with Economy and Environment and Adult Social Care currently recording the highest levels of absence, as shown in the table below:



11.3 Whilst we have seen an upturn in sickness absence over the last year, this is a trend seen across most local authorities, with Dorset Council placed in the lower quartile of sickness ranges for both short-term and long-term in 2025/26, as shown below:





11.4 The two most significant causes of absence continue to be Mental Health conditions and Musculoskeletal disorders. The table below shows the volume of sickness attributable to these two categories of absence over the last three years.

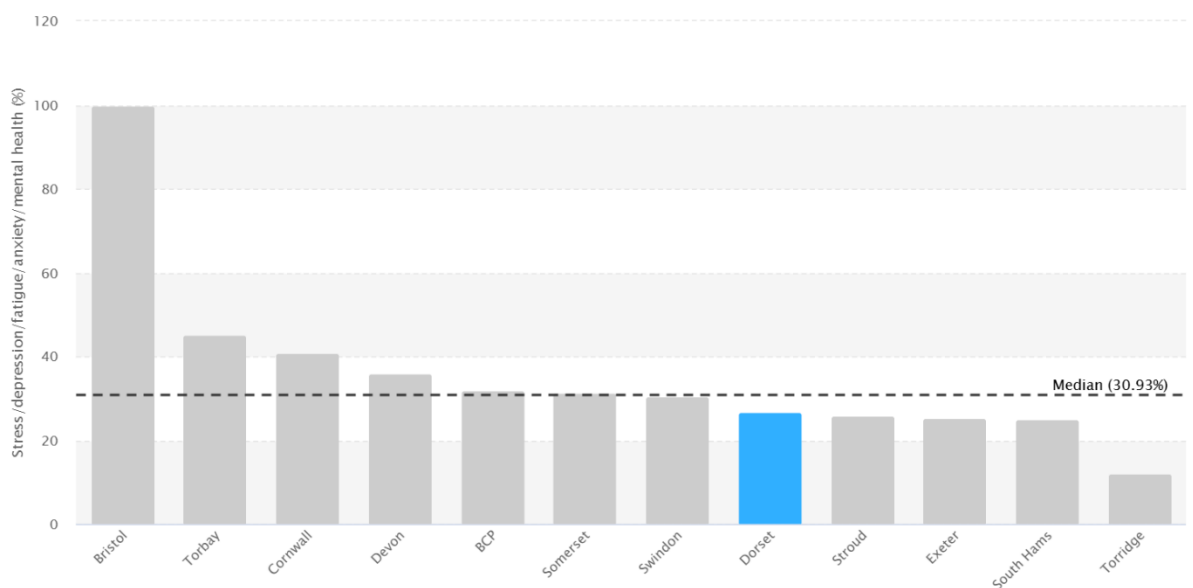
		Total Absence		
		2023-24	2024-25	2025-26
Mental Health	Total Days Lost	11767.5	12935.5	14545.5
	Average Length of Absence	16.27	16.27	17.76
Musculoskeletal	Total Days Lost	6657.00	7991.50	9047.50
	Average Length of Absence	23.23	17.31	14.98
		Short-Term		
		2023-24	2024-25	2025-26
Mental Health	Total Days Lost	2379.5	2240.5	2516.5
	Average Length of Absence	5.17	4.39	4.72
Musculoskeletal	Total Days Lost	1962.00	2061.00	2151.00
	Average Length of Absence	7.45	6.38	5.32
		Long-Term		
		2023-24	2024-25	2025-26
Mental Health	Total Days Lost	9388	10695	12029

Average Length of Absence		38.79	40.01	43.95
Musculoskeletal	Total Days Lost	4695.00	5930.50	6896.50
Average Length of Absence		68.59	52.50	57.14

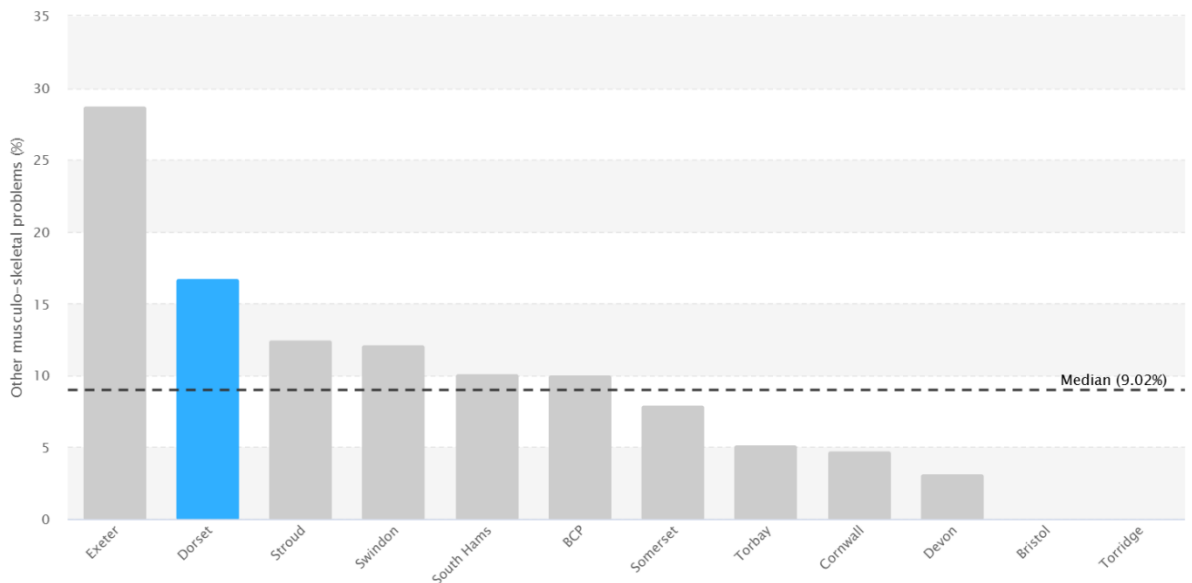
11.5 The above data illustrates a continued increase in the volume of absences against each of these categories over the last three years, with increases more profound when looking at periods of long-term absence. This is consistent with the wider sickness picture for the Council.

11.6 Whilst the number of days absence associated with musculoskeletal illness is significantly lower than the number of recorded days of absence associated with mental health, the length of time colleagues are absent when experiencing long-term absence is higher on average.

11.7 Similarly to the wider sickness absence picture, whilst we have seen an increase in absence levels attributable to mental health, Dorset Council compares favourably when considering our absence levels against those experienced by other councils in the South-west, as shown below:



11.8 However, Dorset Council is in the upper quartile when looking at musculoskeletal absences, as shown below:



- 11.9 The challenge with comparing Dorset Council's levels of musculoskeletal absence with other councils is that there will be considerable variation around what type of service continues to be delivered in house and which are outsourced. One reason for Dorset Council being towards the upper end of the range for musculoskeletal related absences could be the continued internal provision of services such as Waste Collection and Highways, which carry notably higher levels of risk in this area.

12. Targeted Improvement Activity

- 12.1 The Employee Wellbeing Team is currently working with the Health and Safety Executive to develop a comprehensive work-related stress action plan focused on:

- Updating the Council's stress management policy.
- Aligning practice with HSE standards.
- Strengthening stress-related data and reporting.
- Equipping managers with the skills required to manage and reduce workplace stress.

- 12.2 Work is also underway to strengthen support for employees experiencing musculoskeletal conditions through:

- Review of training provision.
- Enhanced manual handling support.
- Consideration of improved access to physiotherapy services.

13. Occupational Health Referrals

13.1 During the last year, 306 employees were referred to our Occupational Health for assessment of their fitness:

- Place: 114
- Children's Services: 97
- Adults: 54
- Corporate Development: 29
- Chief Executive's Office: 9
- Public Health: 3

13.2 Referral patterns broadly align with sickness absence levels, indicating that managers are actively utilising available support mechanisms when attendance concerns arise.

14. Employee Experience and Job Satisfaction

14.1 A recent employee survey provides insight into workforce engagement and satisfaction.

Key findings include:

- Average survey score: 7.32 out of 10
- 71% of responses scored 7 or above
- Overall employee sentiment is positive, although there remains scope for improvement.

Highest scoring directorates:

- Assurance & Governance: 7.65
- Adult Social Care: 7.61
- Resources: 7.58

Lowest scoring directorates:

- Economy & Environment: 7.09
- Chief Executive's Office: 7.20
- Modernisation & Customer Delivery: 7.40

14.2 Variation is more pronounced at service level, with scores ranging from 8.66 within Pensions Benefits to 6.07 within Assets & Property. This suggests

local leadership, working environment and operational pressures are key drivers of employee experience.

15. Correlation Between Absence and Satisfaction

- 15.1 Analysis found no clear organisational relationship between low employee survey scores and high sickness absence levels. However, Economy & Environment recorded both comparatively lower survey outcomes and higher sickness absence levels, suggesting further local analysis may be warranted.

16. Conclusion

- 16.1 Dorset Council has established strong governance arrangements around recruitment and vacancy management, resulting in improved recruitment outcomes and more effective workforce planning. Targeted approaches are being used to address persistent recruitment challenges in nationally competitive professions, while a redesigned onboarding framework aims to further improve retention.
- 16.2 Attendance and wellbeing remain areas of strategic focus. While employee survey results indicate generally positive levels of engagement and satisfaction, sickness absence continues to rise due to increasing long-term absence. The Council's focus on mental health, musculoskeletal wellbeing, early intervention and manager capability provides a clear and evidence-based response to these challenges. Continued monitoring and targeted support will be essential to sustain workforce wellbeing and service delivery performance

17. Legal considerations

- 17.1 No legal considerations have been highlighted within this report.

18. Financial implications

- 18.1 Any increase in sickness absence will introduce costs to the council, which underlines the importance of supporting colleagues to be healthy and at work.

19. Natural environment, climate & ecology implications

- 19.1 No climate implications have been identified within this report.

20. Well-being and health implications

- 20.1 The report outlines Dorset Council's approach to supporting the health and wellbeing of its workforce. The provision of the support outlined enables

employees to remain well and active at work, which will ultimately benefit them directly and also those connected with them.

21. Other implications

21.1 No other implications have been identified.

22. Risk implications

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

Current Risk: HIGH

Residual Risk: MEDIUM

23. Equalities

23.1 No equalities issues are highlighted within this report. Work is currently underway to understand the effectiveness of our recruitment practices on different groups, the results of which can be brought back to a future meeting of the Committee.

24. Appendices

24.1 Not applicable

25. Background papers

25.1 Not applicable

26. Report sign-off

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

Place & Resource Scrutiny Committee

24 September 2026

2026/27 Quarter 1 Performance Report

For Review and Consultation

Cabinet Member:

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

Local Councillor(s): All

Senior Leadership Team:

S Ford, Assistant Chief Executive, Chief Executive's Office

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

Email: chris.heighway@dorsetcouncil.gov.uk

Statutory Authority: N/A

Report status: Part Exempt (paragraph 7 of schedule 12 A to the Local Government Act 1972 (as amended)).

1. Executive summary

- 1.1 This report provides the Place & Resources Scrutiny Committee with an overview of key performance indicators, trajectories and exceptions for Quarter 1 of 2026/27 (April – June 2026).
- 1.2 Across the 56 indicators, 24 were rated Green, reflecting current performance against target, and 42 showed stable or improving trends, reflecting direction of travel over time.
- 1.3 The report highlights red-rated indicators and those amber indicators with a worsening direction of travel, supported by narrative context and identified improvement actions
- 1.4 The report builds on the Quarter 4 update presented on 9 July 2026 and invites members to identify future areas for deeper exploration and future scrutiny helping to inform the Committee's forward work programme and ongoing performance discussions.

2. Recommendations

- 2.1 That the committee:

- notes the Quarter 1 (April – June 2026) performance overview available via the performance dashboard, with an accompanying exceptions extract provided for Quarter 1 (**Appendix 1 and 2**).
- considers the performance analysis presented within the dashboard and identified exceptions set out in the report, with a view to informing future areas of scrutiny focus ahead of the Quarter 2 performance discussion at the Committee meeting on 10 December 2026, and the development of the Committee’s future work programme.

3. Reason for the recommendations

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

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

4. The report

4.1 The Place and Resources scrutiny dashboard now includes Quarter 1 (April – June 2026) performance data, alongside historic trends where available, enabling Members to interrogate key metrics and emerging issues. The dashboard is publicly accessible via the following [link](#).

Performance Dashboard and Framework Development

4.2 As part of the transition into the 2026/27 reporting year, the Committee will see a net increase in the number of performance indicators reported. This reflects both the addition of indicators identified through previous Committee discussions, including measures relating to electric vehicle (EV) charging infrastructure and broader service coverage, and preparatory work to align the Council’s performance framework with the anticipated Local Outcomes Framework. The inclusion of these measures will strengthen reporting against nationally comparable outcomes, support benchmarking with other local authorities, and ensure the Committee maintains visibility of indicators likely to feature within future national performance and accountability arrangements.

Quarter 4 Scrutiny Discussions

- 4.3 At the Place and Resources Scrutiny Committee on 9 July 2026, Quarter 4 (January to March 2026) performance data was reviewed. The Committee considered key areas of underperformance, including waste services, mandatory training compliance and workforce-related measures, and discussed the actions being taken to improve performance trajectories and address ongoing challenges.
- 4.4 The Committee's discussion also identified a number of areas requiring more detailed scrutiny. In response, the following performance "deep dives" have been commissioned to provide additional assurance, oversight and understanding of performance, issues and improvement activity. These include:
- Waste services (held on 30 July 2026)
 - Workforce and Health & Safety (24 September 2026)
 - Sustainability and Climate (24 September 2026)
- 4.5 As noted above, the first of these deep dives, focusing on Waste Services, was considered by the Committee on 30 July 2026. During the discussion, Members sought further assurance and requested additional information on a number of issues affecting service performance. The update below (4.6-4.9), provided by Matthew Boulter, Interim Head of Fleet and Waste Operations, responds to those requests and outlines the actions being taken to address the challenges identified.
- 4.6 Work is underway to develop a targeted improvement plan for the Shaftesbury Depot. Initial activity has focused on addressing key performance drivers, including recruitment and retention, sickness absence and vehicle availability. Recruitment activity is ongoing, including planned meetings with our agency staff provider, Connect2Dorset, to increase workforce resilience, while actions are being progressed to support improved attendance levels.
- 4.7 Planned investment in the Shaftesbury workshop has been accelerated, with replacement of the inspection pit and installation of a rolling road scheduled for completion during October 2026, also enabling vehicle brake testing to be undertaken on site and reducing downtime. Additional technician support from other Dorset Council workshops is also being utilised to improve fleet availability.
- 4.8 Development of operational performance dashboards is progressing, with the required data integration now established. Data quality issues are currently being resolved, and Committee access is expected to be available from November 2026.

- 4.9 A detailed improvement plan, including measurable actions, targets, timescales, responsible officers and success measures, together with a further progress update against all Committee recommendations, will be provided to the next meeting of the Place and Resources Scrutiny Committee on 10 December 2026.
- 4.10 Since Quarter 4, targeted improvement activity has continued across a number of service areas to address underperformance and improve performance trajectories where measures remain off target.
- 4.11 Activity is underway to strengthen reporting on agency expenditure, providing greater transparency of agency workforce usage and supporting strategic workforce planning. This will support a more informed understanding of agency spend, including where the planned and necessary use of agency workers forms part of workforce planning arrangements to maintain service continuity and operational resilience.

Quarter 1 Performance Overview

- 4.12 Quarter 1 performance demonstrates a relatively stable overall position where 33 measures have achieved their target and where 51 (of 69 monthly/quarterly indicators) have demonstrated stable or improving trends over time. Whilst this is lower than Quarter 4 performance, direct comparison is limited as Quarter 4 included a number of annually reported measures.
- 4.13 Strong performance continues across a number of operational, workforce and climate-related measures, with both mandatory training compliance and vehicle fleet emissions exceeding their respective targets. Mandatory training compliance reached 97% against a target of 95%, while vehicle fleet emissions were 470.25 tCO₂e against a target of 512 tCO₂e, significantly outperforming the target reduction level.
- 4.14 Council Plan performance remains positive, with the majority of key actions and measures on track. Only one measure is currently off track: the completion of climate adaptation plans for all services. The overall position is available through the Council Plan Performance [dashboard](#).
- 4.15 There are four red rated performance indicators (**appendix 1**), three with a worsening trajectory and one that remains on a static direction of travel. There are also five amber indicators with a worsening trajectory (**appendix 2**).
- 4.16 Waste operations and workforce-related compliance measures account for all red-rated indicators. While improvement activity is underway, performance

remains below target in these areas and will require continued scrutiny during Quarter 2.

Quarterly Performance Exceptions Extract 2025/26

- 4.17 The Quarter 1 (April – June 2026) performance data is available via the Performance Dashboard, with supporting exceptions extracts provided for Quarter 1 in **Appendices 1 and 2**.
- Appendix 1 provides Q1 red-rated indicators and council plan measures accompanied by narrative context and improvement actions.
 - Appendix 2 presents Q1 amber-rated indicators, with a worsening direction of travel, also supported by narrative and improvement actions.
 - Appendix 3 provides the exempt information.

Strategic Risk update

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

Quarter 2 2026/27 Performance Report

- 4.20 The next performance report, presenting Quarter 2 data, will be brought to the Committee on 10 December 2026.

5. Alternative options considered

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

6. Legal considerations

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

7. Financial implications

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

8. Natural environment, climate & ecology implications

8.1 The report does not have direct climate change implications.

9. Well-being and health implications

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

10. Other implications

10.1 None.

11. Risk implications

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

12. Equalities

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

13. Appendices

- Appendix 1 – Summary of Q1 performance exceptions (red RAG-rated measures) accompanied by narrative context and improvement actions.
- Appendix 2 - Summary of Q1 performance exceptions (Amber and 'worsening' RAG-rated measures) accompanied by narrative context and improvement actions.

14. Background papers

- [Dorset Council's Strategic Performance Reporting Framework](#)
- [Place and Resources Scrutiny Committee Q4 performance update 9/072026](#)
- [Place and Resources Scrutiny Committee Q3 Performance Update 30/04/2026](#)
- [Place and Resources Scrutiny Committee Q1 & Q2 performance update, 11/12/25](#)

15. Report sign-off

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

Appendix 1: Summary of council plan target measures and performance exceptions (red RAG-rated measures) – Place and Resources Scrutiny Committee, Quarter 1 2026/27 (April – June 2026)

Service Area	Indicator	RAG	Narrative
Council Plan	Ensure our services are resilient to climate change by having climate adaptation plans for each service by March 2026	Red	The Target has been missed as described. However, the draft Dorset Council risk assessment will be completed in July 2026. This will provide a Council wide view and identify specific risk areas for different services and potential mitigation measures. The next stage will then be a period of wider engagement and consideration by services to develop any specific actions required at a service level.

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
Waste & Greenspace	Number of waste collections missed per 100,000 collections of household waste	1,770.26	800	Red	Worsening	During this reporting period, 108,392 collections were not completed on their scheduled collection day from a total of 6.1 million scheduled collections. This equates to 1,770 missed collections per 100,000 households, representing a slight improvement on the previous quarter but remaining above the target of 800 per 100,000 households. Of all missed collections, 94,450 were attributable to operational issues within Waste Services, while 7,405 resulted from factors outside the Council's control, including roadworks, obstructive parking and adverse weather conditions. The principal operational causes were staffing shortages, vehicle availability and vehicle breakdowns. Staffing shortages affected 43,964 properties, while a lack of suitable vehicles and vehicle breakdowns affected a further 21,852 and 16,088 properties

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
						respectively. Time constraints also resulted in 12,546 collections not being completed as scheduled. Performance was further impacted by the introduction of revised collection rounds in Weymouth and Portland during April 2026. Around 32,000 properties experienced a change to their collection day, resulting in an increase in resident-reported missed collections as customers adjusted to the new arrangements. A targeted improvement programme is being developed for Shaftesbury Depot, focusing on the key drivers of performance, including recruitment and retention, sickness absence and vehicle availability. Recruitment activity is ongoing, including work with Connect2Dorset to strengthen workforce resilience, alongside initiatives to improve attendance levels. Investment in the Shaftesbury workshop has also been accelerated. The replacement of the inspection pit and installation of a rolling road are scheduled for completion in October 2026, enabling vehicle brake testing to be undertaken on site and reducing vehicle downtime. Additional technician support from other Dorset Council workshops is also being utilised to improve fleet availability. While a range of improvement measures are now being implemented, there is an inevitable delay before these are reflected in performance data. As a result, performance may continue to deteriorate in the short term before the benefits of the interventions become evident. Development of operational performance dashboards is progressing, with the required data integration now in place. Work

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
						is currently focused on resolving data quality issues, with Committee access expected from November 2026. A detailed improvement plan, including measurable actions, targets, timescales, accountable officers and success measures, together with a further update against all Committee recommendations, will be presented to the Place and Resources Scrutiny Committee on 10 December 2026.
Waste & Greenspace	Percentage of missed waste collections revisited within 5 days (caused by service disruptions)	78.55%	85%	Red	Worsening	Provisional data indicates that 78.55% of missed collections were revisited within five working days, below the target of 85%. This represents a deterioration compared with both the previous quarter and the same period last year. The measure relates specifically to collections missed due to service disruption. During the reporting period, 80,003 of the 101,855 eligible missed collections were successfully revisited within five working days. As highlighted in the previous KPI commentary, a range of targeted improvement measures are being implemented to address the underlying causes of service disruption, including staffing shortages, sickness absence and vehicle availability. These actions are intended to reduce the number of missed collections and improve the timeliness of return visits.
People & Workforce	Percentage of staff who have been DBS checked in job roles which require DBS clearance	99.28%	100%	Red	Worsening	Compliance levels have continued to see a slight improvement month on month, with an increase in compliance of over 1% since the end of the previous quarter. This is mainly down to an increase in compliance levels within the Economy and Environment directorate.

Appendix 2. Summary of performance exceptions (Amber and ‘worsening’ RAG-rated measures) – Place and Resources Scrutiny Committee, Quarter 1 2026/27 (April – June 2026)

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
Parking Services	Percentage change in the number of parking transactions	-6.01%	0	Amber	Worsening	In the year to date to the end of June we had seen 6% fewer transactions compared to last year. The reduction was primarily seen in the early part of the quarter. It is worth noting that we saw particularly high number of transactions in Q1 of 2025/26, which we are now comparing against. Since early in Q1 we have seen a continued narrowing of the difference in transaction numbers. By August the gap had narrowed to 3.53%. Despite the small reduction in transaction numbers, income levels have remained comparable to 2025.
Assets & Property	Percentage of buildings that are 100% compliant for the big 7 (Fire, Electric, Lift, Water, Asbestos, Gas, Radon)	77%	100%	Amber	Worsening	The reduction in reported compliance performance reflects in part the continued implementation of Dorset Council's Corporate Landlord Model rather than a deterioration in the safety or management of the property estate. Under the Corporate Landlord Model, responsibility for managing property assets is transferring from individual service areas to Assets & Property. This programme is establishing a consistent corporate approach to compliance management, assurance, reporting and governance across the council's diverse property portfolio, with buildings transferring into the model and being brought onto the corporate compliance management system. This process is improving visibility of compliance obligations across the estate and, in some cases, identified historic gaps in records, inconsistent recording practices or compliance activities that were previously managed outside of the corporate framework.

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
						As assets are added to the compliance management system, these issues become more transparent and can initially result in a reduction in reported compliance performance. This reflects improved oversight and more robust reporting arrangements rather than an increase in the underlying level of risk. Where compliance issues are identified, they are immediately reviewed and risk assessed by the relevant professional teams. Any required inspections, surveys, servicing or remedial works are commissioned. Performance has also been affected by the availability and quality of compliance records. Where buildings are yet to transfer into the corporate landlord model, some service areas continue to maintain records through local or paper-based systems rather than the corporate compliance platform. In some instances, statutory inspections or testing may have been completed, however compliance cannot be evidenced corporately until supporting documentation has been received, validated and uploaded to the central system. This can result in temporary compliance failures being reported despite the underlying activity having been undertaken. Additionally, water hygiene compliance has been particularly impacted during the reporting period by the prolonged periods of exceptionally warm weather experienced over the summer months. Elevated ambient temperatures can affect cold water systems and increase the volume of monitoring, flushing, follow-up testing and remedial actions required to maintain compliance. A number of assets required additional investigations and retesting before compliance could be fully evidenced within the reporting period. These matters have been

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
						proactively managed through established water hygiene procedures and do not indicate a systemic failure of the council's control arrangements. The council remains committed to improving compliance performance through the continued implementation of the Corporate Landlord Model, improved data quality, migration of buildings onto the corporate compliance system and the delivery of any necessary remedial works. Whilst these changes may continue to identify issues that affect short-term performance reporting, they provide greater corporate assurance and support the long-term objective of achieving a safe, compliant and well-managed property estate.
People & Workforce	Percentage of care leavers supported through the pathway to employment scheme	5.17%	10%	Amber	Worsening	This shows the number of Care Leavers who have been provided any kind of support under Pathway To Employment, this could be an apprenticeship, mentoring, pre-employment programme, education/employment support etc within the previous quarter. 6 individuals doing pathway to employment apprenticeship 10 Individuals doing Pre-Employment Cohort 3 1 Additional Individual Receiving Mentoring
People & Workforce	Percentage of staff return to work interviews completed following absence	92.35%	93%	Amber	Worsening	We have continued to see a slight reduction in reported RTW interviews, with performance down by 0.53% since the end of the last quarter. This is largely attributable to a reduction in recorded interviews in the Adult Social Care directorate.

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
Economic Growth & Infrastructure - Harbours	Weymouth harbour: number of visiting yacht/powerboat nights	1,417	TBC	Amber	Worsening	Weymouth Harbour recorded 1,417 visiting vessels during Quarter 1 (April to June), compared with 1,546 during the same period in 2024, a reduction of 129 vessels (8.3%). Visitor activity varied throughout the quarter. April was quieter than the previous year, likely reflecting the timing of Easter and periods of unsettled weather. May saw an increase in visiting vessels, supported by strong half-term activity and several organised yacht rallies. Visitor numbers were lower in June compared with 2024, with weather conditions and wider economic factors, including fuel costs, likely influencing cruising activity. Visiting vessel numbers are influenced primarily by external factors such as weather conditions, fuel prices, economic confidence, holiday timings and organised events, and can therefore fluctuate significantly from month to month and year to year. Whilst visitor numbers during Q1 were below the exceptionally strong levels recorded during the same period last year, officers do not consider this to represent a deterioration in operational performance. The Harbour Authority can directly influence the quality of facilities, customer experience and service delivery, but has limited ability to influence demand for recreational boating. Harbour activity remained positive during the quarter, with good berth occupancy levels and strong rally attendance in May. Consequently, year-on-year changes in visitor numbers should be interpreted with caution and

Service Area	Indicator	Data	Target	RAG	DOT	Narrative
						considered over a longer-term period rather than as a standalone measure of Harbour performance.

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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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	
P Page 115 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	

27 January 2027

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Budget and Medium-Term Financial Plan		Sean Cremer – Director, Resources (Section 151 Officer)	

17 March 2027

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	
Our Future Council (OFC)	To receive a report on the progress made towards the saving targets and transformation objectives of the Our Future Council programme during year 2	Nina Coakley - Head of Transformation and Design Cllr Ben Wilson - Cabinet Member for Corporate Development and Transformation	

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
September 2026	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
September and October 2026	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

The Cabinet Forward Plan - November 2026 to February 2027 (Publication date – 6 OCTOBER 2026)

Explanatory Note:

This Forward Plan contains future items to be considered by the Cabinet and Council. It is published 28 days before the next meeting of the Committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions

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

- 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
Jack Jeanes	Place Services
Shane Bartlett	Planning and Planning Enforcement
Simon Clifford	Resources & Finance
Matt Bell	Public Health, Prevention & Communities
Steve Robinson	Adult Social Care & Health
Clare Sutton	Children, Families & Education
Gill Taylor	Housing & Homelessness
Ben Wilson	Transformation, Customer & Workforce

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
2026					
October 2026					
Dorset Safeguarding Children Partnership Annual Report Key Decision - Yes Public Access - Open This is the Dorset Safeguarding Children Partnership's Annual Report 25/26 detailing the Partnership's activity from April 2025-March 2026 and is for Cabinet's information.	Decision Maker Cabinet	Decision Date 6 Oct 2026		Cabinet Member for Children, Families & Education	<i>Megan Cameron-Brown, Head of Quality Assurance and Partnerships</i> megan.cameron-brown@dorsetcouncil.gov.uk <i>Executive Director - Children's Services (Paul Dempsey)</i>
Temporary Accommodation Policies Key Decision - Yes Public Access - Open These provides the oversight regarding factors that need to be taken into consideration when securing temporary accommodation for households. The policies include:	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>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Voids Placement and Sourcing					
Transforming Public Buses and Community Transport Key Decision - Yes Public Access - Open A comprehensive review of the Transformation Management Office's (TMO) public buses and community transport options and opportunities. The review sets out the case for change, explores a range of delivery options, and identifies a preferred approach to be taken forward.	Decision Maker Cabinet	Decision Date 6 Oct 2026		Cabinet Member for Place Services	<i>Owen Clark, Strategic and Policy Team Manager owen.clark@dorsetcouncil.gov.uk Executive Director - Economy and Environment (Jan Britton)</i>
Re-procurement - Enforcement Agent Provision Key Decision - Yes Public Access - Open Dorset Council re-procurement of a council wide contract provision for the engagement of required enforcement agent provisions.	Decision Maker Cabinet	Decision Date 6 Oct 2026		Cabinet Member for Resources and Finance	<i>Katie Hale, Head of Revenues and Benefits katie.hale@dorsetcouncil.gov.uk Executive Director - Modernisation and Customer Delivery (Lisa Cotton)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Charmouth Heritage Coast Centre Rollback Scheme (Hensleigh House Acquisition) Key Decision - Yes Public Access - Part exempt The Cabinet Report requires a decision on the proposal to use the Environment Agency 'Coastal Transition Accelerator Programme' (CTAP) external funding, to acquire the 'Hensleigh House' property in Charmouth as a future relocation site for the Charmouth Heritage Coast Centre (CHCC), a community asset projected to be lost to coastal erosion by 2055.	Decision Maker Cabinet	Decision Date 6 Oct 2026		Cabinet Member for Place Services	<i>Jack Wiltshire, Corporate Director for Highways and Engineering</i> <i>jack.wiltshire@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>
Mampitts Community Hub Progress Update Key Decision - No Public Access - Open Report providing an update on the delivery of the Mampitts Community Hub, Shaftesbury against the funding award milestones set by Dorset Council Cabinet on 9 October 2024 and 15 October 2024.	Decision Maker Cabinet	Decision Date 6 Oct 2026		Cabinet Member for Planning and Planning Enforcement	<i>Andrew Galpin, Infrastructure & Delivery Planning Manager</i> <i>andrew.galpin@dorsetcouncil.gov.uk</i> <i>Executive Director - Economy and Environment (Jan Britton)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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> <i>david.rosselli@dorsetcouncil.gov.uk, Jack Wiltshire, Corporate Director for Highways and Engineering</i> <i>jack.wiltshire@dorsetcouncil.gov.uk</i> <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	Cabinet 6 Oct 2026 People and Health Overview Committee 21 Sep 2026	Cabinet Member for Housing and Homelessness	<i>Andy Frost, Service Manager for Community Safety</i> <i>andy.frost@dorsetcouncil.gov.uk</i> <i>Executive Director - Housing, Prevention and Communities (Sam Crowe)</i>
November 2026					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
September 2026 (period 6) financial management report 26/27 Key Decision - No Public Access - Open To consider the period 6 financial management report 2026/27.	Decision Maker Cabinet	Decision Date 10 Nov 2026		Cabinet Member for Resources and Finance	<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>
Dog Related Public Space Protection Order 2027 Key Decision - Yes Public Access - Open A Cabinet decision is required whether to approve the New Order, following a recommendations report from the Place and Resources Overview Committee in Oct 2026.	Decision Maker Cabinet	Decision Date 10 Nov 2026	Place and Resources Overview Committee 1 Oct 2026	Cabinet Member for Public Health, Prevention & Communities	<i>Janet Moore, Service Manager for Environmental Protection</i> <i>Janet.Moore@dorsetcouncil.gov.uk</i> <i>Executive Director - Housing, Prevention and Communities (Sam Crowe)</i>
December 2026					

Review of Financial Assessment and Care Contributions Policy Key Decision - Yes	Decision Maker Cabinet	Decision Date 8 Dec 2026	People and Health Overview Committee 2 Nov 2026	Cabinet Member for Resources and Finance, Cabinet Member for Adult	<i>Nicola Fowler, Financial Assessments Team Manager</i> <i>nicola.fowler@dorsetcouncil</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
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)
Rights of Way Improvement Plan (ROWIP) Key Decision - Yes Public Access - Open To consider the adoption of the Rights of Way Improvement Plan	Decision Maker Cabinet	Decision Date 8 Dec 2026	Place and Resources Overview Committee 19 Nov 2026	Cabinet Member for Place Services	Russell Goff, Senior Ranger russell.goff@dorsetcouncil.gov.uk Executive Director - Economy and Environment (Jan Britton)
Mid year performance update Key Decision - No Public Access - Open To provide an update on mid-year progress in council plan delivery and broader organisational health.	Decision Maker Cabinet	Decision Date 8 Dec 2026		Leader and Cabinet Member for Climate, Communications, Performance & Safeguarding	Liz Crocker, Head of Strategy liz.crocker@dorsetcouncil.gov.uk, Chris Heighway, Performance and Analytics Team Manager chris.heighway@dorsetcouncil.gov.uk Chief Executive

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
Adult Directorate CQC Inspection Findings and Improvement Plan Key Decision - No Public Access - Open To provide Cabinet with an overview of the recent CQC inspection of Adult Services and the directorates ambitions for improvement.	Decision Maker Cabinet	Decision Date 8 Dec 2026	People and Health Overview Committee 30 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Amy-Jane White, Quality Assurance and Programme Lead amy-jane.white@dorsetcouncil.gov.uk</i> <i>Director - Adult Social Care (Julia Ingram)</i>
February 2027					
Crisis and Resilience Fund Key Decision - Yes Public Access - Open The policy to back up the Crisis and Resilience Fund Governance.	Decision Maker Cabinet	Decision Date 2 Feb 2027		Cabinet Member for Public Health, Prevention & Communities	<i>Laura Cornette, Business Partner - Communities and Partnerships</i> <i>Laura.cornette@dorsetcouncil.gov.uk</i> <i>Executive Director - Modernisation and Customer Delivery (Lisa Cotton)</i>
December 2026 Quarter 3 financial management plan 2026/2027 Key Decision - No Public Access - Open To consider the Quarter 3 financial management plan 2026/27.	Decision Maker Cabinet	Decision Date 2 Feb 2027		Cabinet Member for Resources and Finance	<i>Sean Cremer, Director - Resources (Section 151 Officer)</i> <i>sean.cremer@dorsetcouncil.gov.uk, Sian Hedger, Deputy s151 Officer</i> <i>sian.hedger@dorsetcouncil.gov.uk</i> <i>Director - Resources (Section 151 Officer)</i>

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



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

Explanatory Note:

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

Definition of Key Decisions

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

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

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

Committee Membership 2026/27

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

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
September 2026				

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

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
current situation at the Dorset Centre of Excellence and the Coombe House School, including progress made in relation to governance, leadership, staffing, estate, community use and finance.				
December 2026				

Dorset Council Delegated Decisions (if required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Executive Director - Children's Services (Paul Dempsey)</i>
Dorset Council Commissioner's Report Key Decision - No Public Access - Part exempt To provide an overview of the current position in relation to delivery by the Dorset Centre of Excellence against the commissioning agreement.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Ross Bowell, Head of Service - Health, Education & SEND Commissioning</i> ross.bowell@dorsetcouncil.gov.uk <i>Executive Director - Children's Services (Paul Dempsey)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt To provide an update of the current situation at the Dorset Centre of Excellence and the Coombe House School, including progress made in relation to governance, leadership, staffing, estate, community use and finance.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)</i>
Annual Performance Report Key Decision - No Public Access - Open To consider the Coombe House Annual Performance Report.	Decision Maker Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 7 Dec 2026	Cabinet Member for Children, Families & Education	<i>Chair, Dorset Centre of Excellence Executive Director - Children's Services (Paul Dempsey)</i>

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

Private/Exempt Items for Decision

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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 - September to December 2026 (Publication date – 20 AUGUST 2026)

Explanatory Note:

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

Definition of Key Decisions

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

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

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

Committee Membership 2026/27

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

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

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

Cllr Gill Taylor – Cabinet Member for Housing and Homelessness

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

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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>
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>Sarah Sewell, Head of Service - Commissioning for Older People and Home First sarah.sewell@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>
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>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</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 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
November 2026				

Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 23 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Director - Adult Social Care (Julia Ingram)</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt To present the developments on the part of the Council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 23 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Sarah Sewell, Head of Service - Commissioning for Older People and Home First sarah.sewell@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 23 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)</i>

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

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

Private/Exempt Items for Decision

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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>
November 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.