



# Cabinet

**Date:** Tuesday, 5 November 2019  
**Time:** 10.00 am  
**Venue:** Committee Rooms A&B, South Walks House,  
Dorchester, DT1 1EE

**Membership: (Quorum 3)**

Spencer Flower (Chairman), Peter Wharf (Vice-Chairman), Tony Alford, Ray Bryan, Graham Carr-Jones, Tony Ferrari, Laura Miller, Andrew Parry, Gary Suttle and David Walsh

**Chief Executive:** Matt Prosser, South Walks House, South Walks Road,  
Dorchester, Dorset DT1 1UZ (Sat Nav DT1 1EE)

**For more information about this agenda please contact Kate Critchel 01305 252234 - [kate.critchel@dorsetcouncil.gov.uk](mailto:kate.critchel@dorsetcouncil.gov.uk)**

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Members of the public are welcome to attend this meeting with the exception of any items listed in the exempt part of this agenda. **Please note** that if you attend a committee meeting and are invited to make oral representations your name, together with a summary of your comments will be recorded in the minutes of the meeting. Please refer to the guide to public participation at committee meetings for more information about speaking at meetings.

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# **A G E N D A**

**Page No.**

**1 APOLOGIES**

To receive any apologies for absence.

**2 MINUTES**

5 - 14

To confirm the minutes of the meeting held on 1 October 2019.

**3 DECLARATIONS OF INTEREST**

To receive any declarations of interest.

**4 PUBLIC PARTICIPATION**

To receive questions or statements on the business of the committee from town and parish councils and members of the public.

**5 QUESTIONS FROM MEMBERS**

To receive any questions from members in accordance with procedure rule 13.

**6 FORWARD PLAN**

15 - 24

To consider the Cabinet Forward Plan.

**7 QUARTER 2 BUDGET REPORT**

25 - 40

To consider a report from the Portfolio Holder for Finance, Commercial and Assets.

**8 PROCUREMENT OF BANKING SERVICES**

41 - 44

To consider a report from the Portfolio Holder for Finance, Commercial and Assets.

**9 PROCUREMENT OVER £5M REPORT: ELECTRICITY AND GAS PROCUREMENT**

45 - 52

To consider a report from Cllr Tony Ferrari for Portfolio Holder

Finance, Commercial and Assets and Portfolio Holder for Highways, Travel and Environment.

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| <b>10</b> | <b>TRANSFORMING CITIES FUND</b>  | 53 - 76   |
|           | To consider a report from the Portfolio Holder for Highways, Travel and Environment to report.   |           |
| <b>11</b> | <b>PROCUREMENT OVER £5M REPORT: TEMPORARY STAFF AND CONSULTANTS</b>  | 77 - 82   |
|           | To consider a report from the Portfolio Holder for Corporate Development and Change and the Portfolio Holder for Finance, Commercial and Assets. |           |
| <b>12</b> | <b>DORSET COUNCIL - PEOPLE STRATEGY</b>  | 83 - 128  |
|           | To consider a report from the Portfolio Holder for Corporate Development and Change.   |           |
| <b>13</b> | <b>DORSET COUNCIL DRAFT TRANSFORMATION PLAN 2020-2024</b>  | 129 - 150 |
|           | To consider a report from the Portfolio Holder for Corporate Development and Change.   |           |
| <b>14</b> | <b>DORSET COUNCIL'S RESPONSE TO THE LANDSCAPES REVIEW FINAL REPORT (GLOVER REVIEW)</b>   | 151 - 202 |
|           | To consider a report from the Portfolio Holder for Planning.   |           |
| <b>15</b> | <b>CROSS BORDER HOUSEHOLD RECYCLING CENTRE (HRC) USE BY DORSET RESIDENTS</b>   | 203 - 208 |
|           | To consider a report from the Portfolio Holder for Customer, Community and Regulatory Services.  |           |
| <b>16</b> | <b>GRANTS TO THE VOLUNTARY AND COMMUNITY SECTOR</b>  | 209 - 242 |
|           | To consider a report from the Portfolio Holder for Customer, Community and Regulatory Services.  |           |
| <b>17</b> | <b>CALENDAR OF MEETINGS</b>  | 243 - 252 |
|           | To consider a report from the Leader of the Council.   |           |

## **RECOMMENDATIONS FROM COMMITTEES**

- 18 RECOMMENDATION FROM HARBOURS COMMITTEE 25 SEPTEMBER 2019 - LYME REGIS HARBOUR REVISION ORDER** 253 - 258

To consider a recommendation from the Harbours Committee.

- 19 RECOMMENDATION FROM PLACE SCRUTINY COMMITTEE 24 OCTOBER 2019 - COMMUNITY SAFETY ANNUAL REPORT** 259 - 300

To consider a recommendation from Place Scrutiny Committee.

## **PANELS AND GROUPS**

To receive any minutes, recommendations or verbal updates from panels, groups and boards:

- 20 CLIMATE CHANGE EXECUTIVE ADVISORY PANEL UPDATE**

To receive a verbal update from the Portfolio Holder for Highways, Travel and Environment.

- 21 URGENT ITEMS**

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

- 22 EXEMPT BUSINESS**

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the item of business is considered.

**There are no exempt report attached to this agenda**

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## DORSET COUNCIL - CABINET

### MINUTES OF MEETING HELD ON TUESDAY 1 OCTOBER 2019

**Present:** Cllrs Spencer Flower (Chairman), Peter Wharf (Vice-Chairman), Tony Alford, Ray Bryan, Graham Carr-Jones, Tony Ferrari, Laura Miller, Andrew Parry, Gary Suttle and David Walsh

**Apologies:** There were no apologies.

**Also present:** Cllr Jon Andrews, Cllr Pete Barrow, Cllr Cherry Brooks, Cllr Susan Cocking, Cllr Janet Dover, Cllr Jean Dunseith, Cllr Beryl Ezzard, Cllr David Gray, Cllr Matthew Hall, Cllr Rob Hughes, Cllr Stella Jones, Cllr Val Potheary, Cllr Molly Rennie, Cllr Maria Roe, Cllr Daryl Turner, Cllr John Worth and Cllr Kelvin Clayton

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

Matt Prosser (Chief Executive), Aidan Dunn (Executive Director - Corporate Development S151), Jonathan Mair (Corporate Director - Legal & Democratic Service Monitoring Officer), Sarah Parker (Executive Director of People - Children), John Sellgren (Executive Director, Place), Kate Critchel (Senior Democratic Services Officer) and Rebecca Kirk (Corporate Director of Housing, Dorset Council)

**53. Minutes**

The minutes of the meeting held on 3 September 2019 were confirmed as a correct record and signed by the Chairman.

**54. Declarations of Interest**

Cllr G Suttle declared a non disclosable interest in respect of item 10 on the agenda. He advised that he would participate in the discussion and indicated that he would vote on the matter.

Cllr G Carr-Jones declared a non disclosable interest in respect of the question and answer relating to Dorset Waste Partnership. No further action was required.

**55. Public Participation**

There was no public participation to report.

**56. Questions from Members**

Three questions were received from members. The questions and answers are attached to these minutes as an appendix.

**57. Forward Plan**

The forward plan was received and noted.

**58. Dorset Councils Plan 2020-2024**

The Leader of the Council presented the draft Dorset Council's first ever-whole council plan. It set out the council's vision, ambitions, priorities and some of the key activities that services would undertake to deliver them.

An all member seminar had influenced the creation of the plan and views of residents and partners would be sought during a public conversation period. Feedback from those conversations would be incorporated into the draft plan in preparation for Full Council in February 2020.

The Portfolio Holder for Corporate Development and Change confirmed that all members would receive a copy of the draft plan, in order that they could share it with their town and parish councils. Members agreed that it was important to establish good connections and working relationships with all local councils. It was also an opportunity for the council to work collaboratively with the voluntary sector who could make valuable contributions to the council's corporate objectives.

Decision

- (a) That the draft Council Plan 2020-2024 be approved (as set in Appendix 1 of the report of 1 October 2019) for engagement in accordance with the next steps set out in section 5 of the report.
- (b) That the output from the councillor seminar of 2 September 2019 (Appendix 2 of the report) be noted.
- (c) That the briefing pack for parish and town councils (Appendix 3 of the report) be approved and promoted as part of the public conversation.
- (d) That the equality impact assessment and any additional activity required to ensure the conversation was as inclusive as possible be received and noted.

**Reason for the decision**

To ensure Dorset Council's inaugural plan was informed by local people and the council's partners.

**59. Council Tax - Support for Care Leavers**

The Portfolio Holder for Children, Education and Early Help presented a report that explored the options on how Dorset Council could support young people leaving the care system in Dorset by introducing a discretionary Council Tax support scheme. The approach had cross party support and was recognised by the Children's Society. As a Corporate Parent the Portfolio Holder for Finance, Commercial and Assets supported the proposal and agreed that it would help to ease the financial burden on care leavers whilst they transitioned into adulthood.

## Recommendation to Council

That Dorset Council agrees to exercise its discretionary powers, under Section 13A of the Local Government Finance Act 1992, to award Council Tax discounts, effective from 1 April 2020, in the following cases.

- (a) That a 100% Council Tax discretionary discount be awarded in respect of those cases where the care leaver is under the age of 25 and is solely responsible for the Council Tax;
- (b) That where a care leaver, who is under the age of 25, lives with someone else who is responsible for the Council Tax, they be disregarded for the purposes of determining whether a 25% single person's discount applies;
- (c) That support only be provided in respect of those care leavers:
  - i. For whom Dorset Council has a corporate parenting responsibility, and
  - ii. who live in the Council's area
- (d) That, in the case of (a) above that support will be automatically awarded where the care leaver is in regular contact with Children's Services. In all other cases the Taxpayer will be required to apply for the discount or disregard.

## Reason for Decision

As a Corporate Parent, Dorset Council has a duty to apply the Corporate Parenting Principles as set out in the Children and Social Work Act 2017. Care leavers face a range of pressures when they start to live independently for the first time. This recommendation will help these care leavers manage the transition to adulthood and offer an opportunity for the council to exercise its function as a Corporate Parent.

## 60. **Report of the Monitoring Officer on an Investigation by the Local Government and Social Care Ombudsman**

The Corporate Director for Legal & Democratic (Monitoring Officer) presented a statutory report that he had issued under Section 5A of the Local Government and Housing Act 1989. It followed the publication of the conclusions of the Local Government and Social Care Ombudsman finding that failings by the former Dorset County Council had led to a boy, with autism, being left without proper education for two years. Those failings had been found by the Ombudsman to amount to maladministration resulting in injustice to the complainants; their son and also to be part of wider systemic failings.

The purpose of presenting the report was to ensure that these findings were brought the attention of Cabinet. This reflected the seriousness of the formal findings and was to enable Cabinet to put in place an appropriate action plan. The

legislation required the Cabinet to respond to the Monitoring Officer and to send a copy of their response to the 72 councillors who are not members of the Cabinet.

Members were advised that it was unusual for the Ombudsman to go as far as to issue a formal finding of maladministration and injustice in this way. But there was a context to this case of eight earlier investigations where the Ombudsman had found the former County Council to be at fault and the County Council had agreed to act upon a series of recommendations.

The Monitoring Officer reported that there were ten recommendations in total, five relating to the child in question and a further five were of wider application and system related. He further advised that the Chairman of the People Scrutiny Committee had asked that her Committee be given the task of overseeing completion of the action plan and would be scrutinising this report along with receiving a copy of the Cabinet's minute on this item, at their next meeting on 8 October 2019. This was welcomed by Cabinet members.

In addressing the Cabinet meeting, Cllr Ezzard welcomed the report and the approach to resolving the outstanding recommendations.

Members agreed that this was a serious matter and it could not happen again. They were reassured that some actions had been taken or were in the process of being implemented. They further agreed that it was essential that the recommendations be considered against the SEND improvement plan and the Children's Blueprint for Change.

Cabinet supported recommendation 4 of the report that the Health and Wellbeing Board be asked to monitor progress made both in addressing the outstanding actions and in the review of the eight previous investigations.

#### Decision

- (a) That the action taken since receipt of the Local Government and Social Care Ombudsman's report (18 016 599) be noted and the Ombudsman's ten recommendations (set out in paragraphs 3.3 and 3.6 of the report to Cabinet of 1 October 2019) be accepted.
- (b) That the actions identified by the Director of People - Children in response to the Ombudsman's recommendations (set out in paragraphs 3.3 and 3.4 to 3.6 of the report to Cabinet on 1 October 2019) be approved.
- (c) That the Portfolio Holder for Children, Education and Early Help and the Executive Director for People – Children be asked to commission a review of the agreed actions arising from the eight previous investigations of Dorset County Council undertaken by the Ombudsman (set out in paragraph 4.5 of the report to Cabinet on 1 October 2019).
- (d) That the Portfolio Holder for Children, Education and Early Help be asked to oversee reporting to the Health and Wellbeing Board on monitoring of the progress made both in addressing the outstanding actions and the review of

the eight previous investigations, including a first report to the Board at its meeting on 30 October 2019.

### **Reason for the Decision**

In order to ensure that there is a robust plan in place to put right the issues identified by the Ombudsman, including wider systemic failings

#### **61. Adoption of the Dorset and BCP Mineral Sites Plan**

The Cabinet considered a report seeking the adoption of the Bournemouth, Christchurch, Poole and Dorset Mineral Site Plan. The Portfolio Holder for Planning advised that the draft plan had been submitted to the Secretary of State and an independent inspector in March 2018. The Inspectors report had now been issued and it concluded that, subject to the inclusion of modifications, the plan was legally compliant and sound.

The Portfolio Holder for Planning confirmed that the modifications did not significantly alter the thrust of the overall content and approach that was submitted for examinations. The Plan covered the areas of both Dorset Council and Bournemouth, Christchurch and Poole Council (BCP) and would need to be adopted by both unitary councils.

Members noted that BCP would be considering the adoption of the plan on 13 November 2019. Once this had occurred there would be a 6 week challenge period from the date of adoption, during which interested parties had the right to challenge the plan on legal and procedural matters.

Cabinet members supported the adoption of the Bournemouth, Poole and Dorset Mineral Sites Plan as it ensured Dorset Council had an up to date statutory policy framework for considering planning applications for mineral development. Members also drew particular attention to the significant amount of work and engagement that had gone into the development of the plan.

Recommended to Full Council

That the Bournemouth, Christchurch, Poole and Dorset Mineral Sites Plan be adopted and Council be requested to:-

1. resolves to adopt the Plan subject to its inclusion of the main modifications that are appended to the Inspector's Report;
2. confirms that the formal adoption date will begin two weeks from the date at which both BCP Council and Dorset Council have resolved to adopt the plan;
3. delegates to the Portfolio Holder for Planning, after consultation with the Executive Director for Place:
  - a. any additional (non-material) modifications to the Plan which were the subject of consultation, together with any other additional modifications which benefit the clarity of the Plan;

- b. authority to expedite any technical/procedural matters associated with adoption of the plan, including those connected with Dorset Council's role as the Competent Authority on matters relating the Habitats Regulations Assessment of the Plan.

### **Reason for decision**

To ensure Dorset Council has an up-to-date statutory policy framework for considering planning applications for minerals development.

To comply with the requirements of the statutory/consequential orders concerning Shaping Dorset Council which require a council-wide local plan by 2024.

## **62. Making of Broadwindsor Neighbourhood Plan 2018 to 2031**

The Portfolio Holder for Planning presented a report that set out the Broadwindsor Neighbourhood Plan that had been subject to independent examination and a successful referendum. Members were invited to make the neighbourhood plan part of the development plan for use in planning decisions in the Broadwindsor Neighbourhood Area.

From an electorate of 1,287 there was a turnout of 31.16%. The results of the referendum were that 75.06% voted in favour of the plan with 24.93% voting against. Where a referendum results in more than half those voting, voting in favour of the proposal the council must make (adopt) the plan as soon as reasonably practical.

Members acknowledged the hard work and commitment of those involved in producing the plan and the support provided by officers of the council.

### **Decision**

- (a) That the Council make the Broadwindsor Neighbourhood Plan part of the statutory development plan for the Broadwindsor Neighbourhood Area (the parishes of Broadwindsor, Burstock and Seaborough), as set out in appendix A of the report of 1 October 2019;
- (b) That the Council offers its congratulations to Broadwindsor Group Parish Council in producing their neighbourhood plan.

### **Reason for the decision**

To formally adopt the Broadwindsor Neighbourhood Plan as part of the statutory development plan for the Broadwindsor Neighbourhood Area. In addition, to recognise the significant amount of work undertaken by the Group Parish Council in preparing the neighbourhood plan.

## **63. Milborne St Andrew Neighbourhood Plan 2018 to 2033**

The Portfolio Holder for Planning presented a report seeking Cabinet to adopt the Milborne St Andrew Neighbourhood Plan. The plan had been subject to independent examination and a referendum. The referendum results were that

90.6% voted in favour of the plan with 9.4% voting against it. Where the result were more than half those voting in favour of the plan, the council must make the plan as soon as it was practical.

The Leader of the Council commented that a great deal of work and effort was carried out to produce these plan and the public should be commended for their commitment and efforts. The plan would form part of the development plan for the parish of Milborne St Andrew alongside other plans, which would be considered by Dorset Council as part of the development planning process for the area.

#### Decision

- (a) That the Council makes the Milborne St Andrew Neighbourhood Plan 2018 to 2033 part of the statutory development plan for the Milborne St Andrew Neighbourhood Area, as set out in Appendix A to the report of 1 October 2019.
- (b) That the Council offers its congratulations to Milborne St Andrew Parish Council and members of the Neighbourhood Plan Group in producing a successful neighbourhood plan.

#### Reason for the decision

To make the Milborne St Andrew Neighbourhood Plan part of the statutory development plan for the Milborne St Andrew Neighbourhood Area. In addition, to recognise the significant amount of work undertaken by the Parish Council and members of the Neighbourhood Plan Group.

#### 64. Youth Justice Plan

Cabinet considered a report that set out the statutory requirement to publish a annual Youth Justice Plan. Members were advised that the Plan must provide specified information about local provision of youth justice services.

The Portfolio Holder of Children, Education and Early Help confirmed that the report summarised the Youth Justice Plan for 2019/20. He further explained that this plan related to a pan-Dorset approach to improve local youth justice and children's services systems, improve safety, well-being and outcomes for young people.

Members noted that the Plan had also been scrutinised by People Scrutiny Committee at its meeting on 10 September 2019, where members recommended the Youth Justice Plan for approval.

#### Recommendation to Council

- (a) That the Youth Justice Plan be approved;
- (b) That an update be provided in 6 months-time on progress with the plan

#### Reason for decision

Youth Offending Teams are required to publish an annual Youth Justice Plan which should be approved by the Local Authority for that Youth Offending Team and by the Youth Justice Board. Dorset Combined Youth Offending Service works across both Dorset Council and Bournemouth, Christchurch and Poole Council. Approval has been obtained from Bournemouth, Christchurch and Poole Council, as well as being sought from Dorset Council. The Youth Justice Board has also indicated its approval for this Youth Justice Plan.

The draft Youth Justice Plan has been approved by the Dorset Combined Youth Offending Service Partnership Board.

#### 65. **Domestic Violence and Abuse Services in Dorset**

The Portfolio Holder of Housing presented a report that set out the issues around the recommissioning approach for Domestic Violence and Abuse (DVA) Services. He further advised that service carried out a vital role for some of the most vulnerable in society. As part of the review of current county-wide DVA provision led by the Councils Community Safety Team a number of findings have been identified.

The review established that better outcomes could be achieved for people within services by introducing a whole system approach. This was a long-term work programme that would require a partnership approach by all the different service funders, including Bournemouth, Christchurch and Poole Council and the Office of the Police and Crime Commissioner.

The Leader of the Council invited Cllr M Rennie, the Domestic Violence and Abuse Champion to address members. Cllr M Rennie expressed concerns regarding funding levels which were the same as the previous contract yet the council was seeking a greater level of innovation and exploration of issues.

The Portfolio Holder confirmed that the People Scrutiny Committee had considered the report at their last meeting and Cllr Rennie, had at that meeting, suggested that additional funding would be required to meet this approach. However this would need to be evidenced before it could be considered.

In response to those comments and concerns, the Portfolio Holder of Housing welcomed Cllr Rennie's input, experience and specialist knowledge in this field and hoped that they would be able to work closely together on the subject. The Portfolio Holder also advised that he had agreed to potentially set up an Executive Advisory Panel or other mechanism to feed into and monitor the service going forward, including a 6 monthly members bulletin.

Overall members welcomed progress made and that the service was available to all victims regardless of geographical location, gender or tenure. It also provided both safe accommodation and outreach support into the local community.

#### Decision

- (a) That the Recommissioning approach for Domestic Violence and Abuse Services in Dorset be approved.



(b) That, if based on evidence from officers on the work carried out, with particular regard to the short term and pilot project, it was felt that there could be a benefit from the input of additional resources, this should be considered by Cabinet.

(b) That a further report be provided to Cabinet in 12 months-time.

**66. Climate Change Executive Advisory Panel Update**

The Portfolio Holder for Highways, Travel and Environment gave a verbal update on the progress of the Climate Change Executive Advisory Panel (EAP). He advised Cabinet of the launch of a new Climate Emergency page on the Dorset Council Website. Interested parties could access information on the council's response since declaring a Climate Emergency at its council meeting in May and other related information.

The Portfolio Holder further advised that the EAP was currently meeting with various organisations to hear their evidence and ideas on how the council could help to reduce the environment impact of its own services, as well as support local communities to do the same.

In a response to a comment from Cllr B Ezzard regarding Town and Parishes, members agreed that it was also important that members looked at their own individual carbon footprint and it was also agreed that all levels of governance needed to address this global issue.

**67. Urgent items**

There were no urgent items considered at the meeting.

**68. Exempt Business**

Decision

That the press and the public be excluded for the following item(s) in view of the likely disclosure of exempt information within the meaning of paragraph 3 & 4 of schedule 12 A to the Local Government Act 1972 (as amended).

**69. Wareham Gateway Development**

Before introducing the following item, the Leader of the Council reported the receipt of a petition, with over 1000 signatures, regarding Wareham Gateway Development. This petition would be dealt with through the councils petition scheme accordance with the council's constitution.

The Committee considered a detailed exempt report on the Wareham Gateway Development and discussed next steps and their preferred option.

Decision

(a) That authority be delegated to the Executive Director for People

(Adults) and the Executive Director for Place in conjunction with the Portfolio Holder(s) for Adult Social Care & Health and Housing to agree with NHS colleagues how public land assets would be used and any capital financial benefit was to be returned to Dorset Council to deliver our shared aims in Purbeck.

- (b) That the commencement of procurement for a Development Partner who will fund and deliver this project, and a Housing Provider to provide Housing Management services in conjunction with NHS Dorset Healthcare and NHS Dorset CCG, be approved. Final award to be approved by Cabinet.
- (c) To support preferred development 2 as set out in the exempt report of 1 October 2019.
- (d) To bid for One Public Estate phase 8 grant funding with partners to support the ongoing work programme of the Building Better Lives Programme and support usage of some existing OPE funding to support the Town Council in making a decision.
- (e) To approve the approach of Dorset Council officers leading on the development of the preferred option into an outline planning application for submission during this financial year.
- (f) That the proposed disposal of capital assets at an estimated value as set out in the exempt report be approved.
- (g) That an allocation of capital funding and total amount as set out in the exempt report be approved.

### **Reason for the decision**

To deliver the outcomes of the Building Better Lives programme in Wareham, and to respond to identified need and gaps in service.

### **Members Questions and Answers**

**Duration of meeting:** 10.00 - 11.35 am

**Chairman**

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**Cabinet Forward Plan - November 2019**  
**For the period 1 NOVEMBER 2019 to 29 FEBRUARY 2020**  
**(publication date – 11 NOVEMBER 2019)**

**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 Portfolio Holders 2019/20**

<b>Spencer Flower</b>	Leader / Governance, Performance and Communications
<b>Peter Wharf</b>	Deputy Leader / Corporate Development and Change
<b>Tony Ferrari</b>	Finance, Commercial and Assets
<b>Graham Carr-Jones</b>	Housing
<b>Gary Suttle</b>	Economic Growth and Skills
<b>Andrew Parry</b>	Children, Education and Early Help
<b>Laura Miller</b>	Adult Social Care and Health
<b>David Walsh</b>	Planning
<b>Ray Bryan</b>	Highways, Travel and Environment
<b>Tony Alford</b>	Customer, Community and Regulatory Services

Subject / Decision	Decision Maker	Decision Due Date	Consult Other Committee(s) Date	Portfolio Holder	Officer Contact (Lead)
<b>Adoption of Poole Harbour Recreation Supplementary Planning Document (SPD)</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Planning	<i>Steve Boyt, Senior Planning Policy Officer</i> <i>steve.boyt@dorsetcouncil.gov.uk</i>
<b>Ofsted Focused Visit - Update and feedback</b>  Key Decision - <b>No</b> Public Access - <b>Open</b>  Do update cabinet on the published findings of our recent Ofsted Focused Visist of 1&2 October 2019.	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Children, Education and Early Help	<i>Sarah Parker, Executive Director of People - Children</i> <i>sarah.parker@dorsetcouncil.gov.uk</i>
<b>Children's Services - High Needs Block Reduction Strategy</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Children, Education and Early Help	<i>Mark Blackman, Corporate Director - Education and Learning Tel: 01305 228241</i> <i>mark.blackman@dorsetcouncil.gov.uk</i>
<b>Children's Safeguarding Annual Report</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Children, Education and Early Help	<i>Karen Elliott, Designated Safeguarding Manager</i>

Subject / Decision	Decision Maker	Decision Due Date	Consult Other Committee(s) Date	Portfolio Holder	Officer Contact (Lead)
<b>Equalities Policy</b> Key Decision - <b>No</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	10 Dec 2019		Deputy Leader - Corporate Development and Change	<i>Bridget Downton, Head of Business Insight and Corporate Communications</i>
<b>Budget (MTFP/Council tax/Capital Programme/Treasury Mgt Strategy)</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet  Dorset Council - Cabinet  Dorset Council	10 Dec 2019  28 Jan 2020  13 Feb 2020		Portfolio Holder for Finance, Commercial and Assets	<i>Aidan Dunn, Executive Director - Corporate Development S151 aidan.dunn@dorsetcouncil.gov.uk</i>
<b>Major Waste Disposal Contracts following competitive tender process</b> Key Decision - <b>Yes</b> Public Access - <b>Fully exempt</b>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Customer, Community and Regulatory Services	<i>Karyn Punchard, Corporate Director of Place Services karyn.punchard@dorsetcouncil.gov.uk</i>
<b>Dorset Joint Health and Wellbeing Strategy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Adult Social Care and Health	<i>Sam Crowe, Acting Director of Public Health s.crowe@dorsetcc.gov.uk</i>
<b>Endorsement of the Dorset Local Industrial Strategy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Economic Growth and Skills	<i>David Walsh, Service Manager for Growth and Economic Regeneration David.walsh@dorsetcouncil.gov.uk</i>

Subject / Decision	Decision Maker	Decision Due Date	Consult Other Committee(s) Date	Portfolio Holder	Officer Contact (Lead)
<p><b>Making of the Motcombe Neighbourhood Plan 2017 - 2027</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Planning	<p><i>Ed Gerry, Prinicpal Planning Policy Team Leader</i>  <i>ed.gerry@dorsetcouncil.gov.uk</i></p>
<p><b>Article 4 Direction for specified areas in the Dorchester Conservation Area</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Dorset Council - Cabinet	10 Dec 2019	Northern Area Planning Committee 19 November 2019	Portfolio Holder for Planning	<p><i>Alison Turnock, Service Manager for Conservation</i>  <i>alison.turnock@dorsetcouncil.gov.uk</i></p>
<p><b>Proposed content of Public Consultation for a Dog-related Public Spaces Protection Order</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Dorset Council - Cabinet	10 Dec 2019		Portfolio Holder for Customer, Community and Regulatory Services	<p><i>Jane Williams, Team Leader - Public Protection</i>  <i>jane.williams@dorsetcouncil.gov.uk</i></p>
<p><b>Statement of Community Involvement</b></p> <p>Key Decision - <b>Yes</b> Public Access - <b>Open</b></p>	Dorset Council - Cabinet	28 Jan 2020		Portfolio Holder for Customer, Community and Regulatory Services	<p><i>Ed Gerry, Prinicpal Planning Policy Team Leader</i>  <i>ed.gerry@dorsetcouncil.gov.uk</i></p>

Subject / Decision	Decision Maker	Decision Due Date	Consult Other Committee(s) Date	Portfolio Holder	Officer Contact (Lead)
<b>Unreasonable Complaints Policy</b>  Key Decision - <b>No</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	28 Jan 2020		Portfolio Holder for Customer, Community and Regulatory Services	<i>Jonathan Mair, Corporate Director - Legal &amp; Democratic Service Monitoring Officer            jonathan.mair@dorsetcouncil.gov.uk</i>
<b>Capital funding option for the West Bay Coastal Improvements Project</b>  Key Decision - <b>Yes</b> Public Access - <b>Part exempt</b>	Dorset Council - Cabinet	28 Jan 2020		Councillor Tony Ferrari, Councillor Ray Bryan	<i>Greg Northcote, Estates Manager            greg.northcote@dorsetcouncil.gov.uk</i>
<b>Bay Policy Statement</b>  Key Decision - <b>Yes</b> Public Access - <b>Part exempt</b>	Dorset Council	13 Feb 2020		Deputy Leader - Corporate Development and Change	<i>Aidan Dunn, Executive Director - Corporate Development S151            aidan.dunn@dorsetcouncil.gov.uk</i>
<b>Endorsement of the Dorset &amp; East Devon Coast World Heritage Site Partnership Plan</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Mar 2020		Portfolio Holder for Highways, Travel and Environment	<i>Ken Buchan, Head of Environment and Wellbeing            ken.buchan@dorsetcouncil.gov.uk</i>
<b>Asset Management Strategy for Dorset Council 2020 - 2023</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Mar 2020		Portfolio Holder for Finance, Commercial and Assets	<i>John Sellgren, Executive Director, Place            jsellgren@dorset.gov.uk</i>

Subject / Decision	Decision Maker	Decision Due Date	Consult Other Committee(s) Date	Portfolio Holder	Officer Contact (Lead)
<b>School Admissions Policy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	3 Mar 2020		Portfolio Holder for Children, Education and Early Help	<i>Sarah Parker, Executive Director of People - Children</i> <i>sarah.parker@dorsetcouncil.gov.uk</i>
<b>Housing Allocations Policy</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	7 Apr 2020		Portfolio Holder for Housing	<i>Rebecca Kirk, Corporate Director of Housing, Dorset Council</i> <i>Rebecca.Kirk@dorsetcouncil.gov.uk</i>
<del>Results of Public Consultation on the proposed dog-related Public Spaces Protection Order</del> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	7 Apr 2020		Portfolio Holder for Customer, Community and Regulatory Services	<i>Graham Duggan, Head of Community &amp; Public Protection</i> <i>graham.duggan@dorsetcouncil.gov.uk</i>
<b>Asset Management Plan for Dorset Council 2020- 2023</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet	5 May 2020		Portfolio Holder for Finance, Commercial and Assets	<i>John Sellgren, Executive Director, Place</i> <i>jsellgren@dorset.gov.uk</i>
<b>Constitution Review</b> Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet			Leader of the Council	<i>Jonathan Mair, Corporate Director - Legal &amp; Democratic Service Monitoring Officer</i> <i>jonathan.mair@dorsetcouncil.gov.uk</i>



Subject / Decision	Decision Maker	Decision Due Date	Consult Other Committee(s) Date	Portfolio Holder	Officer Contact (Lead)
<b>Designating an area of the Melcombe Regis for Selective Licensing - Housing Act 2004</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet			Portfolio Holder for Housing	<i>Rebecca Kirk, Corporate Director of Housing, Dorset Council            Rebecca.Kirk@dorsetcouncil.gov.uk</i>
<b>Car Parking Charges and Tariffs</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet			Portfolio Holder for Highways, Travel and Environment	<i>John Sellgren, Executive Director, Place            jsellgren@dorset.gov.uk</i>
<b>Making of Arne Neighbourhood Plan</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet			Portfolio Holder for Housing	<i>John Sellgren, Executive Director, Place            jsellgren@dorset.gov.uk</i>
<b>Wool Neighbourhood Plan - Independent Examiner report and progress to Referendum</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet			Portfolio Holder for Planning	<i>John Sellgren, Executive Director, Place            jsellgren@dorset.gov.uk</i>
<b>Making of Wool Neighbourhood Plan</b>  Key Decision - <b>Yes</b> Public Access - <b>Open</b>	Dorset Council - Cabinet			Portfolio Holder for Planning	<i>John Sellgren, Executive Director, Place            jsellgren@dorset.gov.uk</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Consult Other Committee(s) Date</b>	<b>Portfolio Holder</b>	<b>Officer Contact (Lead)</b>

### **Private/Exempt Items for Decision**

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

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

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Date of Meeting: 5 November 2019

Lead Member: Cllr Tony Ferrari – Lead Member for finance, commercial and assets

Local Member(s): N/A

Lead Officer: Aidan Dunn

### **Executive Summary:**

This report updates the Cabinet on Dorset Council's financial performance, position and forecasts at the end of the second quarter of the financial year.

Members will recall the forecast reported at Q1 was an overspend of £7.1m for Council revenue budgets and £5.5m for the schools' budget. This has deteriorated to £8.2m and £6.5m respectively.

This report provides the context for the movements in the forecast and sets out how the development of the medium-term financial plan (MTFP) is affected.

At Qtr1, Cabinet took the view that the projected overspend could be managed using general reserves without exposing the Council to unnecessary financial risk over the longer term and this continues to be the case. With the position moving on since then, this report gives the Cabinet another opportunity to review the situation, take stock of action in hand to manage in-year pressures and consider strategy and transformation plans needed to address the Council's longer-term sustainability over the MTFP period.

This level of overspend would create financial risk in the medium term. Cabinet should note the work that is in progress:

- a) work on the new staffing structures to achieve the planned savings is concluding in Qtr3;
- b) a finance team led review on the budget is concluding and will feed into the 2020/21 MTFP;
- c) implementation of the Children's Services and Adults' Services improvement plans to improve services whilst reducing costs;
- d) a focus on developing an organisation-wide transformation plan for 2020-24;
- e) focus sessions on better procurement and contract management continue and will have a specific focus on opportunities for 2020/21;
- f) a strategic review of the Council's property assets has commenced;
- g) a transformation fund has been established to invest in transformation which will deliver revenue savings;
- h) a capital budget prioritisation process is also being established and the new capital programme will also focus on spending which has a beneficial impact

on the revenue budget.

**Equalities Impact Assessment:**

This report does not deal with any new strategy or policy issues that would trigger the need for an impact assessment.

**Budget:**

Financial information is set out in this report.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: HIGH

Residual Risk: HIGH

There is still material risk around some of the savings plans incorporated into the 2019/20 budget, especially concerning activities driving spend in Children's Services, Adult Services social care budgets and the High Needs Block (HNB) of the Dedicated Schools Grant (DSG).

There is still risk around convergence savings being delivered from reorganisation although an update on work that has concluded and actual savings that have been delivered is provided here.

**Climate implications:**

N/A

**Other Implications:**

**Recommendation:**

Cabinet is asked to:

1. note the Senior Leadership Team's forecast for Dorset Council's position at the end of Qtr2 and the movement since Qtr1;
2. comment on the continuing actions to improve the position during the year;
3. suggest further actions needed to bring down spend during the year;
4. note the impact that any overspend will have on reserves and the general fund;
5. note the update to the MTFP following the Spending Review and the work in progress to develop a sustainable base budget for 2020/21 and beyond.

**Reason for Recommendation:**

Cabinet reviews the forecast quarterly to ensure any risks to the in-year position

are appropriately addressed and the impact on the MTFP and longer-term position is understood.

#### Appendices:

1. Summary of LAC external placements and foster care placements;
2. Summary of costs of care packages for adults.

#### Background Papers:

Budget paper 2019/20 approved by Shadow Council 20 Feb 2019  
Qtr1 Cabinet report

#### Officer Contact:

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Tel: 01305 221235  
Email: [jim.mcmanus@dorsetcouncil.gov.uk](mailto:jim.mcmanus@dorsetcouncil.gov.uk)

## 1. Introduction

- 1.1 The Qtr1 report for Cabinet set out details of the context underpinning the setting of the 2019/20 budget. The report highlighted a forecast overspend of £7.1m on the Council's own budgets, plus an estimated overspend on Schools' budgets of £5.5m.
- 1.2 In reviewing the Qtr1 report, the Cabinet confirmed that the council plans to treat 2019/20 as a transitional year of consolidation, to release the savings from bringing the councils together, whilst developing medium and long-term service and financial plans. This work continues and further updates are set out elsewhere in this report and in other reports to the Cabinet covering the corporate plan and transformation priorities.

## 2. Forecast v budget

- 2.1 At the end of Qtr2, the council is forecasting an overall overspend of £8.2m on its own budgets and a further £6.5m on Schools' budgets. These figures compare with predicted overspends of £7.1m and £5.5m respectively at Qtr1.

Directorate	Net Budget	Forecast Outturn	Forecast (Overspend)/ Underspend		Qtr 1 forecast	Change v Qtr 1
	£k	£k	£k	%	£k	£k
People - Adults	112,091	117,087	(4,996)	(4.46%)	(2,422)	(2,574)
People - Children's	65,855	74,415	(8,560)	(13.00%)	(6,912)	(1,648)
Place	66,067	66,888	(821)	(1.24%)	(346)	(475)
Corporate Development	29,028	28,653	375	1.29%	(156)	531
Legal & Democratic	7,213	7,349	(137)	(1.89%)	(42)	(95)
Public Health	0	0	0	0.00%	0	0
Total Service Budgets	280,254	294,393	(14,139)	(5.04%)	(9,879)	(4,260)
Central Finance	(281,126)	(287,110)	5,984	(2.13%)	2,775	3,209
Whole Authority	(871)	7,283	(8,155)	(935.79%)	(7,104)	(1,051)

## 3. Analysis by Directorate

People Services – Adults & Housing

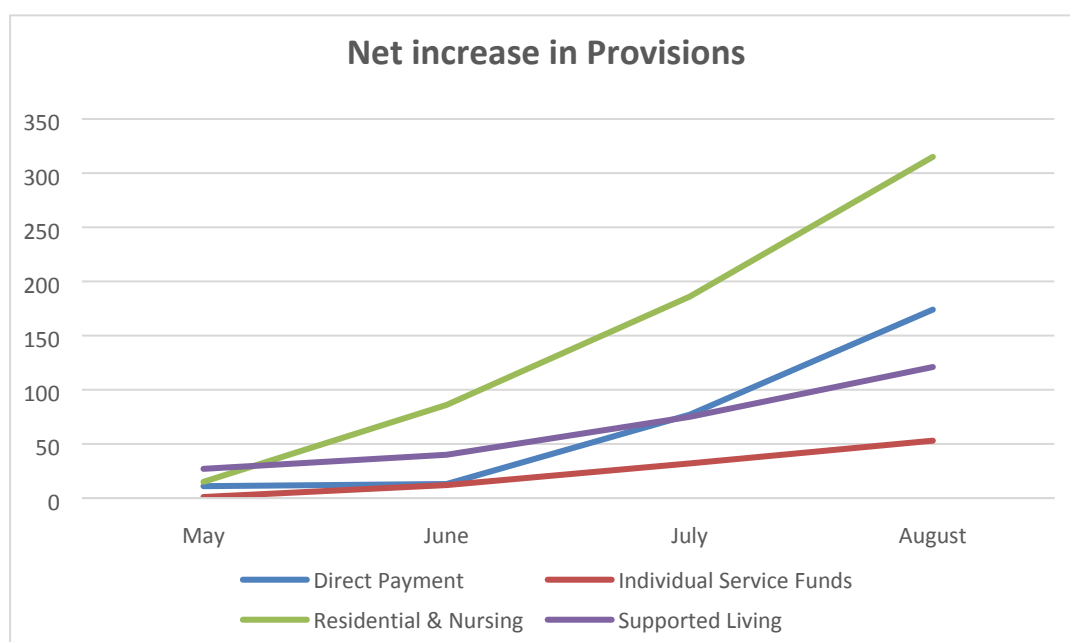
Executive Director Mathew Kendall; Cabinet Members Laura Miller, Graham Carr-Jones

3.1 The People Services - Adults budget is projected to overspend by £5m (4.46%). The Qtr1 forecast was an overspend of £2.4m.

People Services - Adults	Net Budget	Forecast	Forecast (Overspend)/		Qtr 1	Change v Qtr 1
	£k	Outturn	Underspend	%	forecast	£k
Adult Care Packages	87,773	92,052	(4,279)	(4.87%)	(2,021)	(2,257)
Adult Care	12,743	12,951	(208)	(1.63%)	(208)	0
Commissioning	4,645	5,249	(604)	(12.99%)	(558)	(46)
Director's Office	3,452	3,437	15	0.43%	(15)	30
Housing Services	3,478	3,399	79	2.28%	380	(301)
<b>Total Directorate Budget</b>	<b>112,091</b>	<b>117,087</b>	<b>(4,996)</b>	<b>(4.46%)</b>	<b>(2,422)</b>	<b>(2,574)</b>

3.2 The 19/20 financial year saw the Directorate start from a position of a £1.85m overspend. This was caused by an unaddressed base budget deficit of £0.7m brought forward from 2018/19, £0.8m worth of individual Christchurch cases passed back to Dorset Council and £0.3m loss due to a delay in the implementation of the Fairer Contribution proposals. Additional in year increases equate to a further £2.4m. Key contributors to this increase are inflation (£1.1m) and increasing service users (£0.7m). To understand specific issues and take relevant action, focused work takes place in the localities to identify areas of pressure in key budget lines. Teams from performance, commissioning and finance work together to ensure there is an understanding of the cost pressures across the whole system.

3.3 The Adult Care Packages budget is forecast to be overspent by £4.3m (4.9%), an increase of £2.3m since Qtr1. The Council is experiencing increasing demand for these services alongside increasing prices and acuity. The table below shows the net increase in individual packages of care, both long and short term, since April:





- 3.4 Appendix 2 has two graphs: one showing forecast spend v current budget by Primary Support Reason (PSR); and the second showing forecast spend v budget by care setting. These show that the largest areas of spend in terms of PSR is for Physical Support (£48.9m) followed by Learning Disability. Those people with Learning Disabilities tend to be of working age (18-64). In terms of setting, most is spent on residential care (£40m+) with the second highest being Domiciliary Care (£18m+). The second graph shows a forecast overspend in nursing reflecting the increased acuity and consequent need for nursing and dementia beds.
- 3.5 The Council is facing continuing demand from self-funders in residential care whose assets fall below £23,350 thus making them eligible for local authority funding. In the majority of these circumstances, individuals have usually agreed a placement cost that is significantly higher than the council expects to pay under its usual contractual arrangements. Ongoing work to manage this is taking place through developing improved advice and guidance for self-funders and by increasing provider sign-up to the Dorset Care Framework which places specific responsibilities upon providers through its contractual terms and conditions.
- 3.6 The Adults Project Management Office and other key partners including Health are working together looking at the flow and demand for services. This will ensure the customer journey is streamlined, reducing handoffs and ensuring people get the right information, advice and support at the earliest point of contact.
- 3.7 The Directorate has introduced a strengths-based approach training programme. A strengths-based in approach improves outcomes for people, enabling them to source solutions that are not council led. It is expected this approach will reduce over time in the demand and volume of packages of care and support. A good example of this is the tech-based offer that will change the support to that of a digital solution instead of traditional care and support services.
- 3.8 Work has begun with Tricuro to redesign the reablement offer for Dorset that enables shorter term interventions promoting greater independence and less reliance on tradition longer term care services.
- 3.9 The Adult Care budget (essentially staffing and joint working) is currently forecast to overspend by £208k, principally on staffing. The process for recruiting social care practitioners has been redesigned to a centralised system and along with some innovative recruitment methods, such as 'try before you apply', this has meant professional positions have been filled more successfully, reducing agency social work spend. There remain some key dedicated roles in place that are expected to end by the end of March 2020.

- 3.10 The Commissioning area is forecast to overspend by £604k, a slight deterioration since Qtr1. The majority of the overspend is driven by the increased projections on the Integrated Community Equipment Service (ICES) pooled budget and the Dorset Accessible Homes Service (DAHS) contract.
- 3.11 Housing Services are forecasting an underspend of £79k. Although this is a deterioration of the reported position, it is principally the result of consolidating the budgets from former districts, rather than anything causing a negative impact on the service. There may be a positive impact on the budget as a result of budgeting for Housing specific grants within the overall revenue budget. This is a change in accounting treatment from that used by predecessor authorities. The full effect will be understood as the detailed budgets are worked through.
- 3.12 The overall savings target for the Directorate for 2019/20 is £5m. The forecast currently assumes that all bar £250k from the Fairer Contributions initiative will be delivered. It is now clear that the £500k assumed for a saving from the Tricuro contract will not now materialise. This is not reflected in the current forecast although it will be from Qtr3.

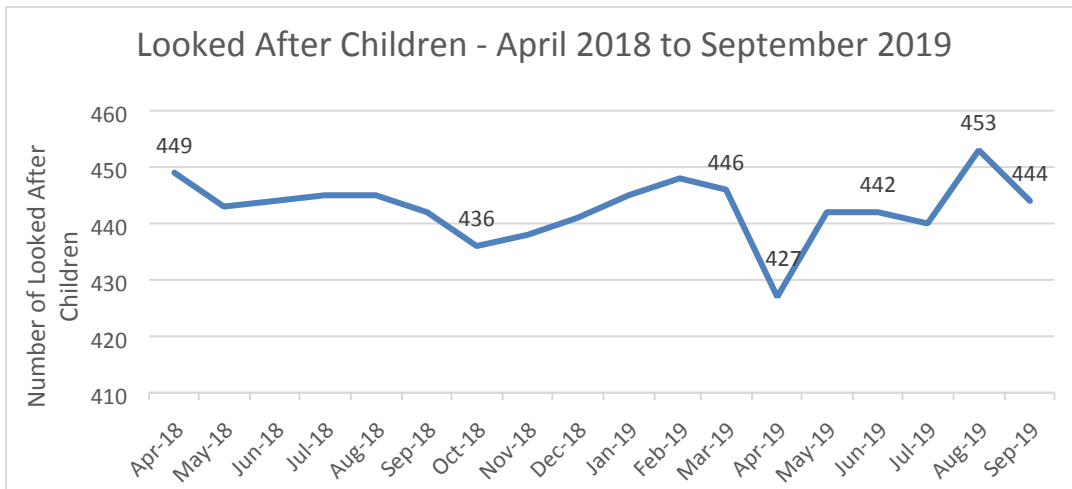
#### People Services – Children

##### Executive Director Sarah Parker; Cabinet Member Andrew Parry

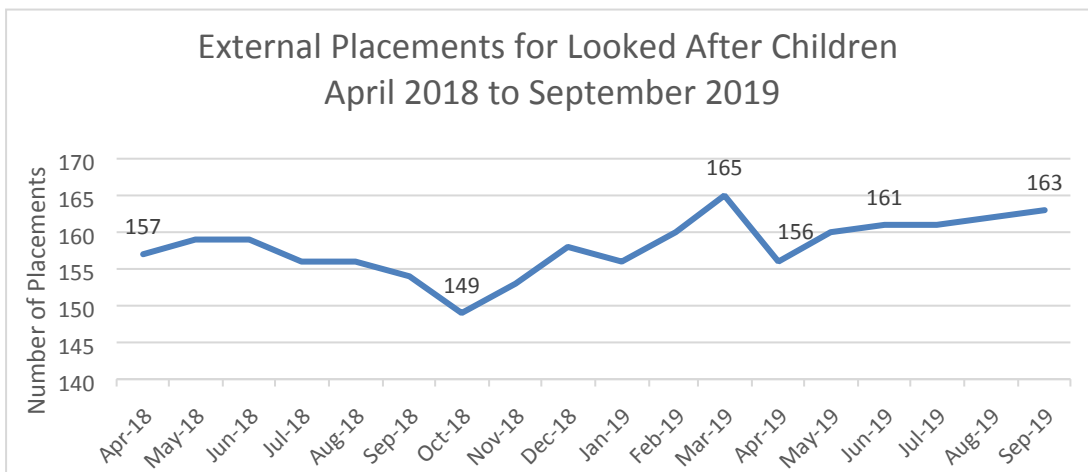
- 3.13 The People – Children’s Services revenue budget is projected to overspend by £8.6m (13.21%). The Qtr1 forecast was an overspend of £6.9m.
- 3.14 The Dedicated Schools Grant (DSG) is forecast to overspend by £6.5m. At Qtr1 the overspend was predicted as £5.5m.

People Services - Children	Net Budget	Forecast	Forecast (Overspend)/		Qtr 1	Change v Qtr 1
	£k	Outturn	Underspend	%	forecast	£k
Care and Protection	39,522	46,681	(7,160)	(18.12%)	(5,545)	(1,614)
Commissioning and Partnerships	9,007	8,767	240	2.67%	101	139
Director's Services	3,538	4,651	(1,113)	(31.47%)	(807)	(306)
Education and Learning	12,731	13,258	(528)	(4.15%)	(661)	134
<b>Total Directorate Budget</b>	<b>64,797</b>	<b>73,357</b>	<b>(8,560)</b>	<b>(13.21%)</b>	<b>(6,912)</b>	<b>(1,648)</b>
Dedicated Schools Grant budgets	871	7,348	(6,476)	(743.21%)	(5,514)	(963)

- 3.15 The Children’s revenue budget was set with an increase of £9.9m on the 2018/19 base budget inherited from Dorset County Council.
- 3.16 The Care and Protection Service is responsible for children’s social care in Dorset. Following the transfer of 33 children to the Bournemouth, Christchurch and Poole Council on 1 April 2019, there were 413 Looked After Children in Dorset at the start of the financial year. At 30 September 2019 there are 444 Looked After Children; a net increase of 31 in the first six months.



3.17 Looked After Children live in a variety of settings sourced internally and externally, for example, residential care, foster care and independent accommodation. In the last 18 months an average of 36% of the Looked After Children placements have been sourced externally.



3.18 On 1 April 2019 15 children in external placements were transferred to Bournemouth Christchurch and Poole Council, leaving 150 Dorset children in these placements at the start of the financial year. At 30 September 2019 there are 163 children with external providers; a net increase of 13 in the first six months. The current cohort of 163 children are forecast to overspend the external placements budget by £7.2m.

3.19 Residential care placements are mainly required for adolescents that are highly vulnerable or that might present a danger to themselves or others. Gross costs range between £2,800 and £8,000 per week. There has been a net increase of 11 residential placements in the first six months of 2019/20.

3.20 There are 198 children placed with in-house foster carers and this is below the budgeted placement level for 2019/20. The recruitment and retention of foster carers continues to be a priority for the service. The forecast underspend on the in-house Fostering budget will offset budget pressures in other areas, for example Community Resource Workers and Independent Living arrangements for Looked After Children.

3.21 The Commissioning & Partnerships and Director's Services budgets are forecast to underspend £0.2m.

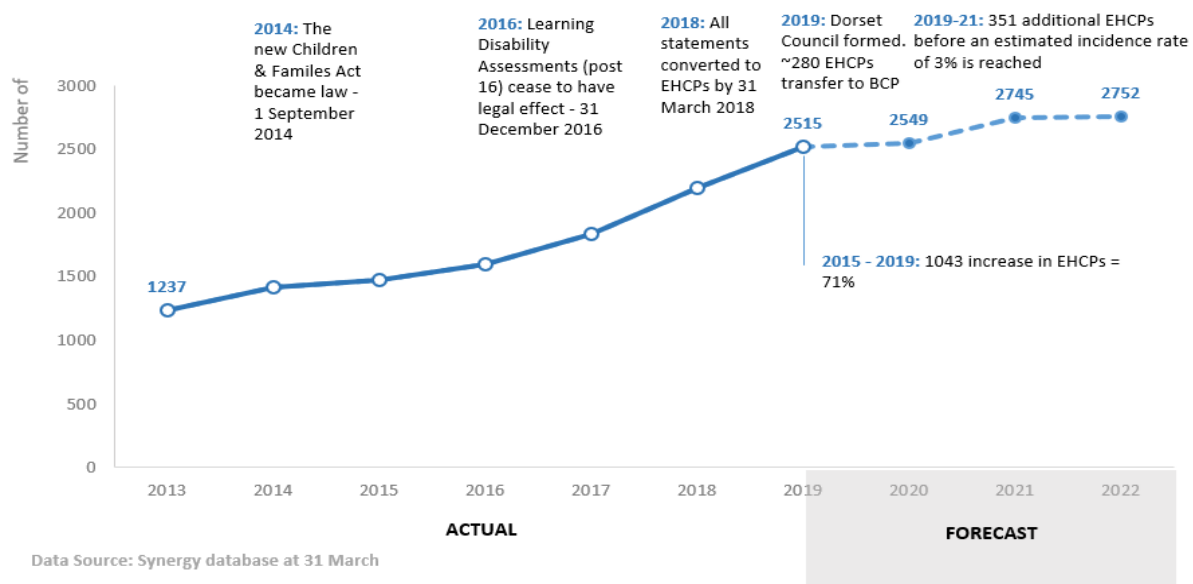
3.22 The Education and Learning service comprises areas funded from Dorset Council revenue budgets and the (DSG). This area provides:

- Educational services to schools including early years and post 16 settings.
- Traded / trading services including the Dorset Music Service and Governor Support services.
- Sufficiency and School Organisation including school admissions, SEN Transport and early years funding.
- SEND (Special Education Needs and Disabilities) Services 0-25 including specialist teaching services, SEN Assessment team and Educational Psychology.

3.23 The major issues impacting Education and Learning are:

- Rising numbers of children and young people with SEND requiring an Education, Health and Care Plan (EHCP). This causes pressure on the statutory services that administer EHCPs and the EHCP process – DC revenue funded - plus the demand-led SEN Transport. This also drives demand for services and education provisions, for example high cost placements, funded from the HNB, part of the DSG. The graph shows the increase in EHCPs since the introduction of the Children and Families Act in 2014.
- School funding decreasing and the increase in academy conversions (>50% of schools will be academies by the end of the 2019-20).

Number of Statements / EHCPs over time



3.24 The DSG is forecast to overspend by £6.5m. There is a further £1m of risk. The DSG deficit brought forward is £15.3m, and any overspend from this year will be added to that figure.

- 3.25 £0.476m of the risk is due to a decision to return this amount to maintained schools. This was a transfer from the Schools Block to the High Needs Block as part of the 2019/20 DSG budget setting process.
- 3.26 The remainder of the risk, just short of £1m, concerns EHCP growth being 176 EHCPs over the 351 budgeted increase level. Numbers of EHCPs being processed each month varies dramatically, and therefore even this forecast is subject to change, in addition to which the education provision for the child or young person and the associated cost is also variable. The table below shows recent numbers of requests for EHCPs by month:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Number of EHCP requests</b>	41	53	54	53	66	56	99	27	32
<b>Number of EHCP requests agreed to be assessed</b>	67	35	64	68	69	67	62	75	31

- 3.27 The Dorset Council budgets within Education and Learning are forecast to overspend by just over £0.5m. This is primarily due to demand pressures on the alternative provision pupils, part of the SEN Transport budget.
- 3.28 In response, Children’s Services are currently consulting on the Blueprint for Change strategy. There are also a number of initiatives being developed and implemented to control demand and manage costs. These include:
- development of a joint placement decision and review panel across both social care and education which will include reviews of all high cost placements, ensure those with significant health requirements are identified and passed to the CCG for continuing care or joint funding, identify move on plans for vulnerable children and review / challenge any packages of care where costs significantly increase. There will also be a focus on improving practice, ensuring that professional standards are maintained and that all staff receive high quality training and development opportunities.
  - As part of the Blueprint for Change project the directorate will be establishing an Adolescent service with an edge of care team, a residential hub, therapeutic foster carers, new front door arrangements, detached youth workers, ‘pop up’ targeted education provision and a multi-disciplinary locality model that promotes an early intervention model that seeks to reduce the numbers of children requiring formal care.
  - Development of a business intelligence tool to help us use the power of data and intelligence to target and inform provision by gathering insights to create a holistic understanding to enable us to target the right interventions for the right people at the right time. This will be designed to improve multi agency working within and outside the Council through an information portal and automated case notes. It will also highlight risk indicators that trigger crisis points allowing us to prevent outcomes from happening and intervene early. It will also help us allocate resources effectively across Council Services and achieve savings.

- Children’s Services are now fully involved in the Building Better Lives programme and will be using this to identify market shaping opportunities including the development of a residential hub, additional technology enabled general housing provision to enable greater numbers of disabled children to remain in their family home, development of key worker housing to ensure we create a local sustainable care workforce and increased numbers of supported lodgings for care leavers and young people transitioning to adulthood.
- 3.30 Whilst the actions above will only have a limited impact on the forecast overspend in 2019/20 it will enable the Council to greatly improve services in the future through targeted early interventions and improved service planning, reduce numbers of high cost out of county placements as well as increasing opportunities for effective in-County commissioning.

#### **4. Dedicated Schools Grant consultation**

- 4.1 On 11 October the Department for Education launched a consultation *clarifying the specific grant and ring-fenced status of the Dedicated Schools Grant*. Clearly this is only a consultation at this stage, but if the substance becomes Regulation, it will preclude Councils from supporting the DSG with local taxpayers’ funds without the specific approval of the Secretary of State.
- 4.2 This appears to be a welcome move if it does in fact reflect that HM Treasury is acknowledging that many councils are carrying deficit balances from accumulated DSG overspends and in effect financing the overspend themselves – particularly on the High Needs Block (HNB).
- 4.3 The consultation instead requires councils to carry forward any overspend to the future schools’ budget and work on a recovery plan, with the Schools’ Forum which will enable that deficit to be recovered over time (unspecified period in the consultation). Councils will not be required to fund the overspend themselves.
- 4.4 Whilst on its own this is potentially good news, the fact remains that the DSG will still be in deficit in 2020/21 (and probably beyond). There are no signs yet that the additional funding promised for the HNB in particular or the DSG in general will allow any possibility of repayment of the cumulative overspend in the immediate future.

#### Other budgets

- 4.5 Central/corporate budgets are forecast to be underspent by almost £6m as a relatively heavy contingency budget was set to potentially mitigate issues arising in other areas. This is being released as and when the Council is comfortable that no commitments will arise against it. There are further potentially further uncommitted funds in contingency, but we are unable to state at this stage that they will not be needed.
- 4.6 Convergence savings are held within central budgets until the restructure work is complete. £5.2m is anticipated in the 2019/20 budget and the council is making good progress with this work, having secured £3.9m of savings at

the end of tranche 1. The exact savings total – and calculation of the full-year-equivalent to include in the MTFP - will not be known until the end of tranche 2. An update will be included in the Qtr3 report.

- 4.7 The Council continues to progress savings from bringing together six predecessor authorities. Staff costs savings from tranche1 of the convergence process has secured savings of £3.9m in 2019/20. The full-year impact of this will be £5.6m in 2020/21. Savings from tranche 2 will be reported in the Qtr3 report. Other savings from convergence include insurance premiums, internal and external audit and subscriptions costs.

## **5. Capital programme, strategy and budget**

- 5.1 The 2019/20 capital programme has two parts. The capital budget approved by Shadow Council was £65.3m and there was a further £37m carried forward from predecessor councils' capital programme slippage.
- 5.2 The finance team is currently working through the inherited projects to reforecast their likely impact on the current year. It is extremely unlikely that the full programme will be completed in-year. The Capital Strategy and Asset Management Group is also reviewing the current programme alongside the revised criteria being applied to 2020/21 capital programme bids to ensure all the work is still within the scope of the emerging corporate plan priorities.
- 5.3 There was no reliance on *new* capital receipts to finance the capital programme. Predecessor councils carried forward nearly £13.5m of capital receipts in reserves. £6.1m of this is supporting the inherited programme and £7.4m is being used flexibly to support the costs of transformation. Transformation costs above this figure will be funded from the current year's capital receipts or reserves.

## **6. Medium Term Financial Plan update**

- 6.1 Work to develop the MTFP is progressing and a version of this was shared with Councillors at a corporate plan consultation session early in September. The plan has also been updated in light of the Chancellor's Spending Review announcement.
- 6.2 In summary, the Spending Review contained broadly positive news for the Council at headline level, with additional funding coming through in the form of social care grant and an extension to the social care precept. The technical consultation has been launched and whilst it provides a little more detail than the spending review, we still await final details which will be set out in the draft local government finance settlement in December. We also know that the implementation of further business rates retention and the fair funding review have been delayed until at least 2021/22.
- 6.3 Further work on the MTFP continues to inform the budget setting process.

## **7. Transformation and savings**

- 7.1 Part of the process of bringing the Councils together was to review reserves, as reported in the Qtr1 paper. One outcome of this review was to enable £5m of funding to be released from reserves and establish this as a transformation fund.
- 7.2 The first draft of the MTFP will be reviewed by SLT at the end of October. In the meantime, a bidding process for transformation funds has been established with criteria including the need for all investment in transformation to have a significant, lasting and positive impact on the revenue budget.
- 7.3 Bids are currently being compiled and these will be reviewed by Councillors meeting as the Transformation Board in November. Successful bids will receive funding and will also have future budgets updated in the MTFP. Any residual budget gap at the end of the bidding process will still need to be closed through a more traditional and/or tactical approach to generating savings. Whatever the process involves, the Council is required to balance its budget.

## **8. Continuing risks**

- 8.1 There are clearly still risks in the short and longer-term. In 2019/20, despite the movement since Qtr1, the Council is still sufficiently resilient to mitigate and manage these risks, through a combination of prudent use of reserves, management action and making in-year savings. The Qtr1 report acknowledged the risk to our ongoing, base position and some of that is reflected in the developing MTFP. The 2019/20 budget rebasing exercise is also concluding and will be an essential part of the MTFP.

## **9. Summary/conclusions**

- 9.1 There is no doubt that 2019/20 is a challenging year but the Council remains confident that it has the resources available to overcome short-term pressures while it continues to refine the vision, strategies and operating model that will deliver the sustainable, dynamic and innovative organisation that Dorset's residents need.

Aidan Dunn

**Executive Director, Corporate Development**



## Appendix 1

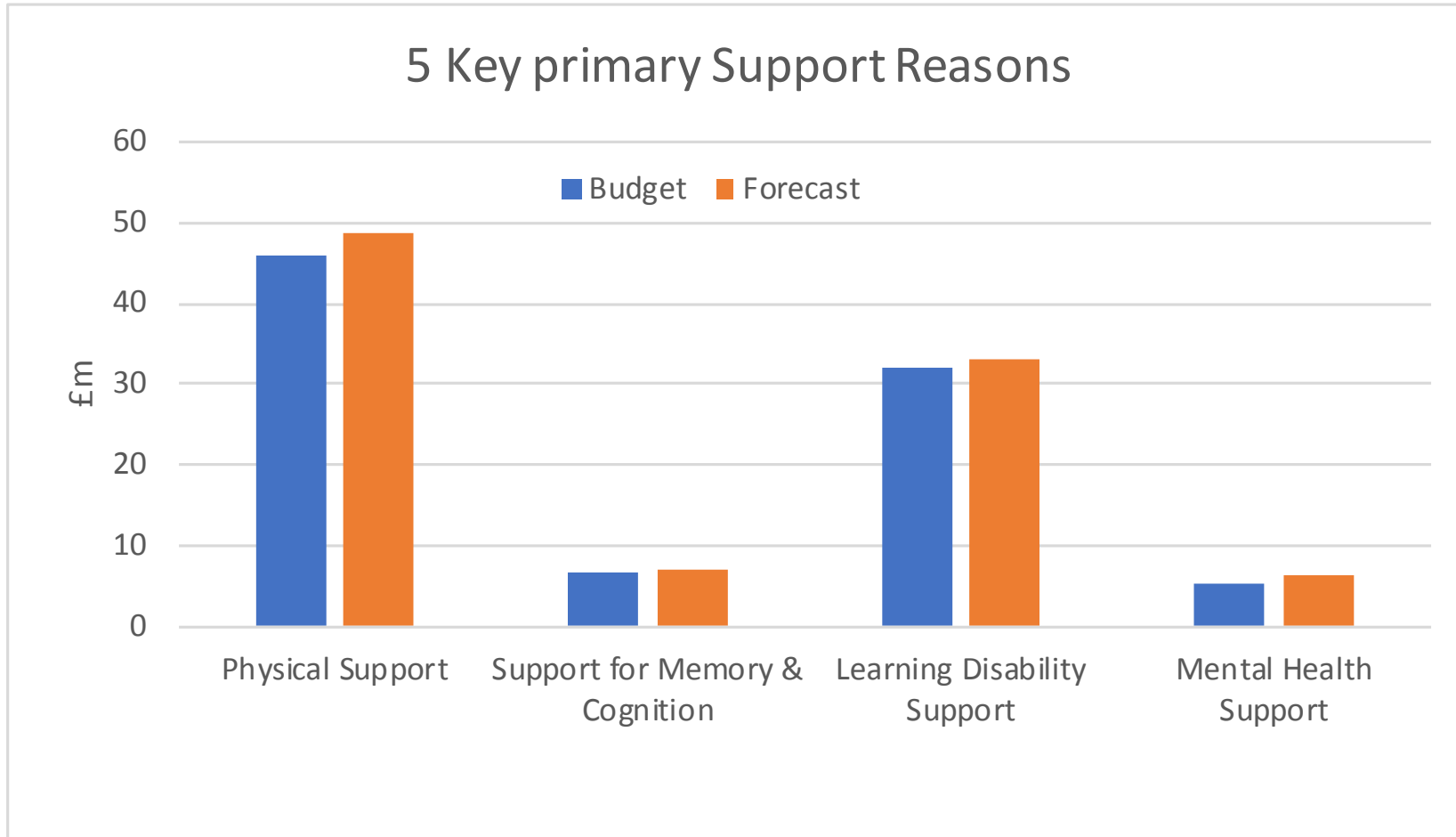
### CHILDREN'S SERVICES - ADDITIONAL INFORMATION FOR MONTH 6 MONITORING External Placements Budget Set 2019-20 and Placements Position as at 30 September 2019

	Placement Numbers for Budget Set 2019/20			Placement Numbers as at 30 September 2019				
	Number of Placements	Budget 2019/20	Average Weekly Cost	Number of Placements	Forecast Position	Forecast Under/ (Overspend)	Average Weekly Cost	Current Weekly Cost
Independent Fostering Agencies	81	3,272,200	775	90	4,490,178	(1,217,978)	957	
Parent & Child (placement average 20 weeks)	3	100,000	1,667	2	77,769	22,231	>>>>	1,495/1,696
Residential Care	37	5,860,400	3,038	53	8,914,942	(3,054,542)	3,226	
Secure Accommodation	1	272,900	5,234	2	424,758	(151,858)	4,073	
High Cost Supported Accommodation	6	800,000	2,557	13	1,684,165	(884,165)	2,485	
Alternative Placements	0	0		3	1,901,380	(1,901,380)	12,156	
<b>All Children</b>	<b>128</b>	<b>10,305,500</b>		<b>163</b>	<b>17,493,192</b>	<b>(7,187,692)</b>		

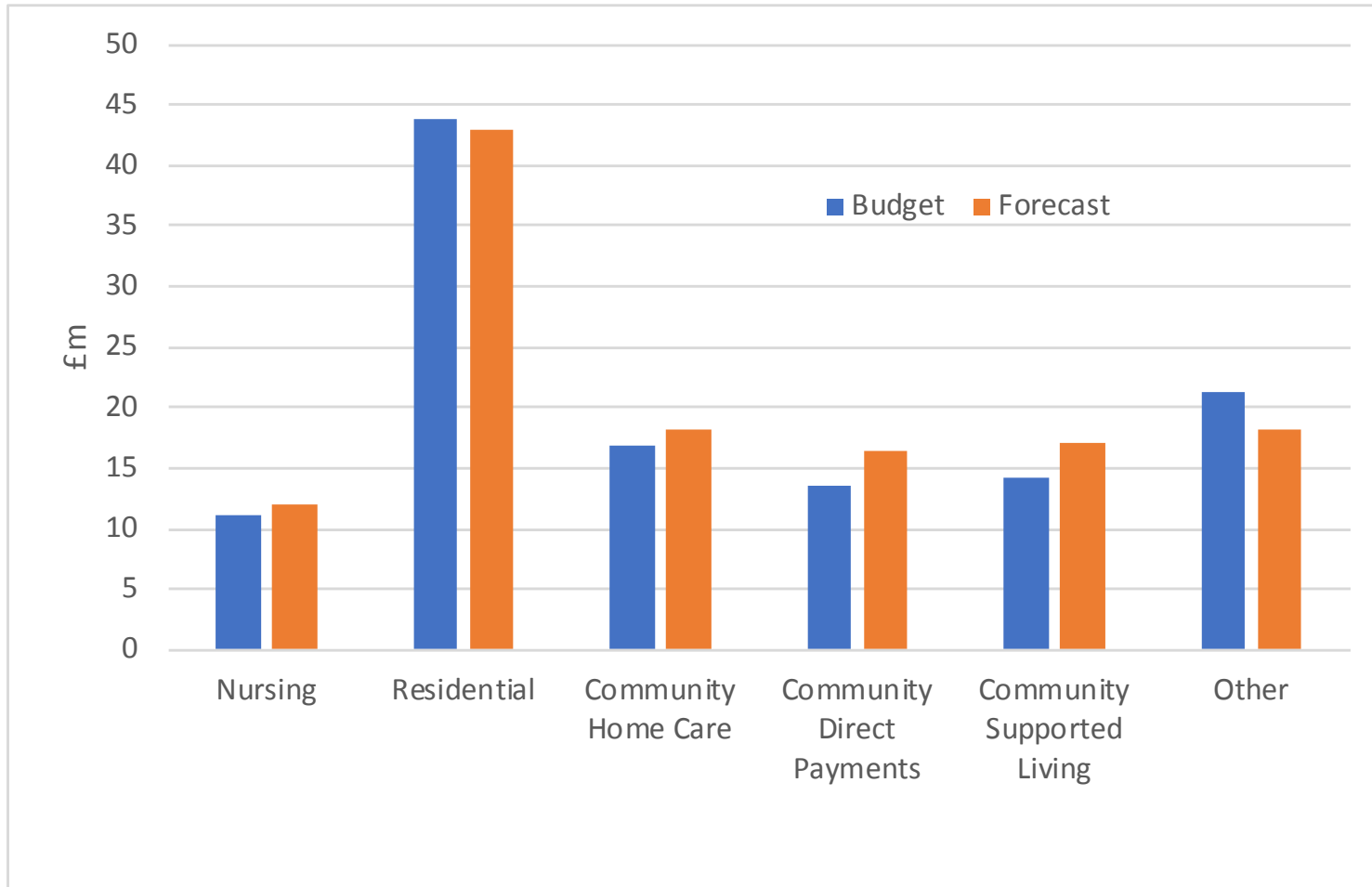
### Independent Fostering and Inhouse Fostering Budget Position as at 30 September 2019

	Placement Numbers for Budget Set 2019/20			Placement Numbers as at 30 September 2019			
	Number of Placements	Budget	Average Weekly Cost	Number of Placements	Forecast Position	Forecast Under/ (Overspend)	Average Weekly Cost
Independent Fostering Agencies	81	3,272,200	775	90	4,490,178	(1,217,978)	957
In-house fostering	231	5,126,900	426	198	4,159,265	967,635	403
<b>All Placements</b>	<b>312</b>	<b>8,399,100</b>		<b>288</b>	<b>8,649,443</b>	<b>(250,343)</b>	

**Adult Social Care current budget v forecast by Primary Support Reason**



**Adult Social Care Current Budget v Forecast by Care Setting**





Date of Meeting: 5 November 2019

Portfolio Holder: Cllr Tony Ferrari – Lead Member for Finance, Commercial and Assets

Director: Aidan Dunn, Executive Director Corporate Development

**Executive Summary:**

This report provides notice of a planned / known procurement activity that is in addition to the procurement forward plan approved by Cabinet on 4 June 2019.

The forward plan noted that it may be necessary to bring further requests to Cabinet as service and transformation plans are developed, and banking services has been identified as such a request. The context for moving to a single provider of banking services is the case for change and convergence of the previously separate arrangements in the six predecessor councils.

The predecessor councils to Dorset Council all had different providers of banking services – Dorset County Council banked with NatWest, Purbeck District Council with Lloyds, and East Dorset District Council, North Dorset District Council, West Dorset District Council and Weymouth and Portland Borough Council with HSBC.

Now that the predecessor councils have come together as one organisation, having multiple bankers is not the most efficient and effective way to operate, so we wish to appoint a single provider of banking services for Dorset Council.

Appointing a single provider will allow processes to be streamlined and simplified. In particular, this will enable some of the savings identified as part of the Tranche 2 review of the Corporate Development directorate to be delivered

The sooner a single banker can be appointed, the sooner these benefits can start to be realised. An open tender process will be followed, and on 17 October 2019 the contract opportunity was advertised on the Official Journal of the European Union (OJEU). Contract award is expected late December 2019, with the implementation of changes starting from early January 2020. Full details of the implementation plan will be agreed with the successful tenderer.

The decision to go to the market does not meet the financial threshold for a key decision and nor is it significant in its effect on two or more electoral wards. However, the value of the contract itself over its maximum eight year life is expected to be in the order of £1.2 million and therefore significantly in excess of the key decision threshold of £500k.

**Equalities Impact Assessment:**

This report does not deal with any new strategies or policies that would trigger an impact assessment.

**Budget:**

The cost of banking services will be met from existing revenue budgets.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: MEDIUM

Residual Risk LOW

**Climate Implications:**

None.

**Other Implications:**

None.

**Recommendation:**

That Cabinet delegate authority to the Portfolio Holder for Finance, Commercial and Assets to award a contract for banking services.

**Reason for Recommendation:**

Cabinet is required to approve all key decisions with a financial consequence of £500k or more, and the expected value of the contract over its full life is likely to be approximately £1.2 million.

**Appendices:**

Appendix 1: Additional procurement planned for 2019-20 - exceeding £500k.

**Background Papers:**

Procurement Forward Plan Report – over £500k (2019-20)

**Officer Contact:**

Name: David Wilkes, Service Manager for Treasury and Investments

Tel: 01305 224119

Email: david.wilkes@dorsetcouncil.gov.uk

**Appendix 1: Additional procurement planned for 2019-20 - exceeding £500k**

Contracts 2019/2020 where the contract value is expected to exceed £500K.

This is in addition to the forward plan submitted to Cabinet on 4 June 2019.

<b>Contract Description</b>	<b>Directorate / Portfolio Lead</b>	<b>Executive Director</b>	<b>Contract Term (max)</b>	<b>DC Total Spend over Contract Term</b>	<b>Sourcing Strategy</b>	<b>Public Services (Social Value) Act 2012</b>	<b>Risk Category</b>
Banking Services	Corporate / Cllr Tony Ferrari	Aidan Dunn	8 years	£1,200,000	Tender	No	Low

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## Cabinet

Procurement over £5m Report:  
Electricity and Gas Procurement

Date of Meeting: 5 November 2019

Portfolio Holder: Cllr Ray Bryan  
Lead Member for Highways, Travel and Environment  
Cllr Tony Ferrari  
Lead Member for Finance, Commercial and Assets

Local Member(s): All

Lead Officer: Aidan Dunn  
Executive Director of Corporate Development (S151)

### **Executive Summary:**

Dorset Council (DC) and its partner organisations, principally schools, spend over £7m a year on electricity and gas supplies. Gas and electricity market prices are highly volatile and price movements of more than 10% in a week are not unprecedented. The Pan Government Energy Project recommended that “all public sector organisations adopt aggregated, flexible and risk-managed energy procurement” such as the framework contracts provided by Professional Buying Organisations (PBOs).

Since 2009, on the advice of Procurement, the former sovereign Councils have each procured electricity and gas for themselves and partner organisations through LASER, a PBO established by Kent County Council (KCC). Following the formation of Dorset Council, these contracts have been converged into single contracts for electricity and gas. LASER provides energy procurement and contract management on behalf of its public sector members. LASER currently procures energy for over 200 public organisations including 130 local authorities, representing over £450m of energy contracts every year. It has just completed the procurement\* to appoint the energy providers for the period October 2020 to September 2024. *\*In accordance to Public Contract Regulations 2015 (PCR15).*

The Council needs to decide now whether to continue to procure its energy via LASER for the new contracts commencing in 2020. This decision is needed now because LASER forward buys energy in advance in order to secure optimum energy prices, by taking maximum advantage of market opportunity.

LASER acts like a ‘buying club’, whereby DC joins together with other authorities and the tender of prices with energy suppliers takes place based on energy supplies worth £450m (approximately 2% of the UK’s non-domestic energy demand) rather than with just the Council’s £3.2m (£7.1 including partners). The approach is compliant with procurement regulations (PCR15). LASER provides the aggregated, flexible, and risk-managed approach recommended by Government, and expertise in energy-buying for local authorities.

A small number of alternative PBOs provide a similar framework to LASER, adhering to Government guidance for public bodies. As part of this review process, other PBOs were

considered. The main alternatives to LASER, such as Crown Commercial Services (CCS), West Mercia Energy (WME), Eastern Shires Purchasing Organisations (ESPO), Yorkshire Purchasing Organisations (YPO) and North Eastern Purchasing Organisations (NEPO) have been investigated. They all provide a compliant route to procurement in line with Government Guidance.

Of these, several are smaller than LASER, buying significantly lower aggregated volumes, and therefore not going to market as frequently. They are not as well-resourced in energy buying as other PBOs. Smaller PBOs do not necessarily buy sufficient volume for the employment of independent buying advisors to be viable, and as a result tend to be supplier-led. They may also have less separation of the buying and audit functions. Furthermore, contract length varies between PBOs. LASER's next framework provides flexibility to pre-select a contract duration between 1 and 4 years. This is especially attractive to partner organisations, such as schools, thereby increasing the Council's portfolio and buying power.

Analysis of other PBOs shows a high degree of variability in customer service – with LASER scoring well. Given the large number of individual energy supply accounts that the Council manages, this is especially important. With regards pricing, forward purchasing strategies can only be assessed through benchmarking of past performance. This is covered in more detail below, but independent benchmarking undertaken has shown LASER to be an effective option.

Independent benchmarking of LASER's performance has been carried out by the Major Energy User's Council (MEUC) – an independent consumer organisation representing large energy users in the public sector, industry and commerce. Based on the MEUC's benchmark figures for the 2018/19 period, LASER delivered an outturn price 4.5% below the MEUC members average for gas and 10.4% below the MEUC members average for power. Both gas and power Purchase in Advance (PIA) baskets out turned a price significantly below the broader market average.

Comparing the past performance of PBOs is not straight forward and has shown to be unreliable or to come with such margins of error as to make difficult a meaningful comparison. This is due to the large number of variables between different tariffs/contracts and distribution areas, affecting the multiple components of pricing within a unit rate / standing charge, some of which are bundled as part of the unit rate, others of which are itemised separately. Further to this, analysis of past performance has been found to yield different results depending on the time frame chosen. The Council has taken steps to compare the historic performance of PBOs and other procurement options via independent organisations including, the Association of Public Sector Excellence in Energy (APSE Energy), the Mid West Energy Group, South West Audit Partnership and London Energy Project. These have supported the proposed action to utilise the LASER framework.

With the caveat that past performance is no guide to future performance, between 2013 and 2017, LASER estimate their prices for wholesale energy alone (amounting to an annualised figure of £3,182K and accounting for less than half of the delivered energy costs) to be 2% lower than average market prices, equating to avoided costs to DC of £59.4k per annum; and 22% below maximum market prices, equating to avoided costs to DC of £687k. Whilst actual savings on the commodity element of pricing are impossible to state, comparison with these two values provides a good indicator and it is worth noting that use of a non-risk managed procurement approach such as standard spot pricing does leave an energy user vulnerable to the highest end of market pricing if its procurement decisions are forced to be made at market peaks in the absence of forward buying. In addition to these savings in commodity, it is estimated that the LASER contracts also delivered a further £293k of savings per year to DC. Using the commodity savings figure against average market pricing, this takes total estimated annual savings to £353K.

Based on current consumption, under the new framework, LASER’s procurement only management fees would be approximately £53k (less than 1%) per annum (subject to CPI increases). This will be offset by approximately 2% fees which Dorset Council levies to partner organisations to cover the costs for added value services delivered as part of the contract management (including monitoring of energy consumption for reduction purposes, price checking and validation, and query management).

LASER was originally established by Kent County Council for members of the Central Buying Consortium (CBC). Dorset Council is a member of CBC and DC Procurement represent Dorset on the management board, at a national level in terms of procurement, and as such DC has influence with LASER which they would not have with other PBOs or national frameworks.

LASER remains the preferred PBO of the CBC members and there is a consensus across all local authorities currently using LASER to remain with LASER for the 2020-2024 period. This consensus view supports our proposal, and the recommendation of DC Procurement, that there is compelling reason to stay with LASER at this point in time. Further to this, an in-depth independent review of Dorset County Council’s Energy Procurement Strategy was undertaken by South West Audit Partnership in 2017, which found that current “arrangements are adequately controlled, with Internal controls... in place and operating effectively and risks against the achievement of objectives... well managed.”

Within the contracts there are several different purchasing options which balance cost against risk. These include purchase in advance (PIA) and purchase within period (PWP), plus four additional options. Since this is a technical issue, the Cabinet is asked to delegate the decision as to which option to select to the Executive Director Corporate Development (S151) and Executive Director for Place.

**Equalities Impact Assessment:**

N/A

**Budget:**

Based on current market pricing, Dorset Council (including partner organisations signed up to our contracts) spends approximately £7.1 million per annum on electricity and gas, made up of the following components (see table overleaf):

	<b>Electricity Contract Approx. Annual Value</b>	<b>Gas Contract Approx. Annual Value</b>	<b>Combined Contract Approx. Annual Value</b>
Dorset Council Corporate Estate and Assets	£1,300,000	£400,000	£1,700,000
Dorset Council Street Lighting	£1,500,000	£0	£1,500,000
<b>Dorset Council subtotal</b>	<b>£2,800,000</b>	<b>£400,000</b>	<b>£3,200,000</b>
Tricuro Estate and Assets	£300,000	£150,000	£450,000
Schools and Academies	£2,600,000	£850,000	£3,450,000
Other Partner Organisations (e.g Town Councils)	£50,000	£0	£50,000

<b>Partner organisations</b>	£2,950,000	£1,000,000	£3,950,000
<b>Total Annual Contract Value</b>	£5,750,000	£1,400,000	£7,150,000

VAT on energy costs is reclaimable and has been excluded from the above figures. A reduced rate of VAT of 5% can be applied to certain supplies, including those serving VA Schools, Academies and other charities, as well as certain residential care facilities. With this reduction in VAT comes an exemption from the Climate Change Levy which serves to lower energy costs. This process of applying for exempt status is managed by the Council.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

**Current Risk: HIGH**

Financial / Climate - Failure to enter gas and electricity supply contracts runs the risk of facing out of contract pricing, which can attract premiums in excess of 100%. Locking into certain contracts can also penalise future energy reductions, making them uneconomical and effectively blocking significant potential future cost and carbon reduction activities. Furthermore, failure to enter supply contracts in advance, minimises the window for forward buying and with that market opportunity.

**Residual Risk: LOW**

As per findings of 2017 SWAP Audit of Dorset County Council’s Energy Procurement Strategy/ Procedures

**Climate implications:**

The LASER energy supply frameworks have been drawn up to serve public sector organisations, many of whom have declared a climate emergency. As such, they have been specifically designed to provide a large degree of flexibility to the customer, within the contracted period, to allow a range of actions to be taken that will reduce its carbon emissions. Under the LASER framework a green tariff can be selected in advance of the 2020 supply period start – or at any point thereafter for subsequent supply years within the contract. There is currently much debate around the additionality and Climate Change benefits of such an approach however<sup>1</sup>, and the LASER framework also provides significant flexibility to take further decisive and ambitious action to reduce the Council’s carbon emissions in line with any recommendations from the Climate Change Executive Advisory Panel (CCEAP). A closer look at the key flexibilities of the LASER framework is given below:

**Flexibility to reduce purchased energy volumes significantly:** One of the most effective means of reducing carbon emissions is to reduce grid imported energy consumption significantly (through investment in energy efficiency projects and/or self-supply from on-site renewable energy installations). Many energy supply contracts contain punitive terms (‘take or pay clauses’) which penalise customers for significant reductions in purchased volumes (typically in excess of 10% volume variation). Due to the flexible procurement strategies employed by LASER, their large portfolio and longer-term supply periods, it is able to absorb variances in volumes and in doing so critically provide the flexibility for the customer to reduce its purchased consumption significantly. This is considered to be a major benefit of

<sup>1</sup> <https://www.regen.co.uk/we-need-to-talk-about-green-energy-tariffs/>

the LASER contract over alternative arrangements, paving the way for decisive action on energy and carbon reduction.

**Flexibility to utilise/purchase energy directly from renewable energy installations.**

Another means of reducing an organisation’s carbon emissions is to purchase renewable energy directly from a known off-site installation (e.g. a solar farm in Dorset or anywhere else in the country). The LASER framework has been set up to facilitate such arrangements via specialist flexible mechanisms such as sleeving or Power Purchase Agreements. LASER is actively promoting collaboration between its customers to increase development and subsequent benefits from new renewable energy installations. This may range from providing land, to investing in an installation, to selling renewable energy to other customers or to simply committing to purchase renewable energy from an installation. The end result of this is additional renewable energy generation – as is urgently needed to mitigate against further climate change. Critically, energy purchased under such arrangements can be seen as additional and is therefore less likely to be challenged if reported as zero carbon.

**Flexibility to purchase a green tariff:** A third potential course of action to address the climate emergency is to purchase electricity via a “green tariff”. Under such tariffs, for every Megawatt hour (MWh) of electricity purchased for a customer, the supplier also purchases a Renewable Energy Guarantee of Origin (REGO) certificate, which is issued by Ofgem for every MWh of renewable electricity fed into the grid. As such REGOs are traded in a secondary market to the main energy commodity at a fraction of the price. In its assessment of the value of green tariffs, Ofgem stated that it has seen no evidence that green tariffs “could materially support the production of renewable energy over and above what is already in place.”<sup>2</sup> Further to this there is a lack of consistency and clarity in guidance for organisations reporting their carbon emissions. The Government’s latest guidance for its own departments specifically precludes counting energy purchased through a green tariff as zero carbon<sup>3</sup>. This would appear to limit the benefits of adopting such green tariffs. That said, under the LASER framework a customer may choose to pay a relatively small premium to adopt a green tariff. This can be selected in advance of the contracted period or prior to any given supply year within the contract, if considered appropriate by the CCEAP (e.g. as a short-term measure or following updated Government guidance).

**Other Implications:**

Proposed arrangements allow partner organisations, including Tricuro, maintained schools and academies and Town Councils to access DC’s contracts and associated pricing. A 2019 Association for Public Service Excellence (APSE) Energy study showed that larger LA volumes of energy achieved lower pricing. Partner organisations can also benefit from contract management services, price checking and validation, query management and associated services, provided by DC.

**Recommendation:**

It is recommended that the Cabinet:

1. **Approves** the delegation of authority to the Executive Director for Corporate Development (S151) and the Executive Director of Place to enter into appropriate Customer Access Agreements through the LASER framework agreement for the

<sup>2</sup> [www.ofgem.gov.uk/system/files/docs/2018/05/appendix\\_13\\_-\\_renewable\\_tariff\\_exemption.pdf](http://www.ofgem.gov.uk/system/files/docs/2018/05/appendix_13_-_renewable_tariff_exemption.pdf)

<sup>3</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/585344/greening-government-commitments-overview-reporting-requirements-2016-2020.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/585344/greening-government-commitments-overview-reporting-requirements-2016-2020.pdf)

supply of electricity, gas and ancillary services.

2. **Approves** the delegation of authority to the Executive Director for Corporate Development (S151) and the Executive Director of Place to procure and award a call off contract under a LASER framework agreement for the council's (including partners) gas and electricity supplies for a term of up to four years for the period 2020-2024.
3. **Approves** the delegation of authority to decide on the preferred in-contract purchasing option to the Executive Director for Corporate Development (S151) and the Executive Director of Place.

**Reason for Recommendation:**

Procurements over £5m are subject to individual reports (Cabinet 04-06-19 refers) and cabinet is required to approve all key decisions relating to these.

The Council and partners currently have significant spend per year in relation to supplies of electricity and gas which is subject to fluctuation due to the high volatility in electricity and gas wholesale markets. These wholesale market price movements are subject to market sentiment, socio-economic and geo-political events.

Approval of the recommendations to continue with an aggregated, risk managed and flexible purchasing arrangement for the supplies of electricity and gas will lead to cost avoidance. It will also critically provide enough flexibility for future estate transformation projects and investments aimed at reducing costs and climate impacts.

**Appendices:**

Appendix 1 – Importance of Maintaining an Effective Purchasing Window  
Appendix 2 – External Major Energy Users Council (MEUC) Benchmarking

**Background Papers:**

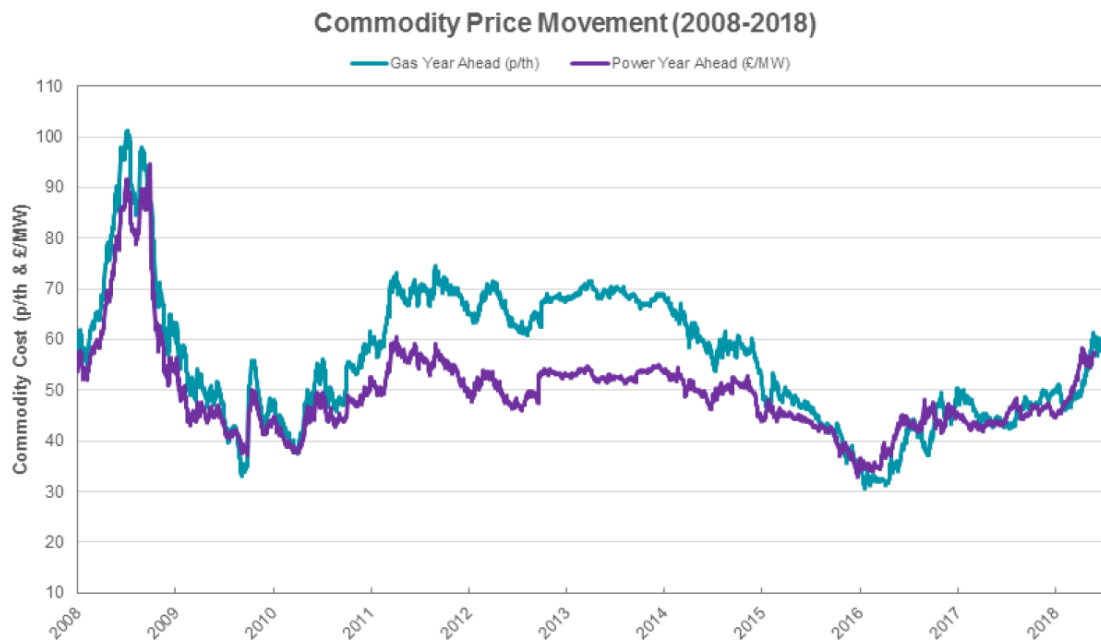
N/A

**Officer Contact:**

Name: Max Bishop, Energy Officer – Assets, Estates and Property  
Tel: 01305 225230  
Email: max.bishop@dorsetcouncil.gov.uk

## Appendix 1 – Importance of Maintaining an Effective Purchasing Window

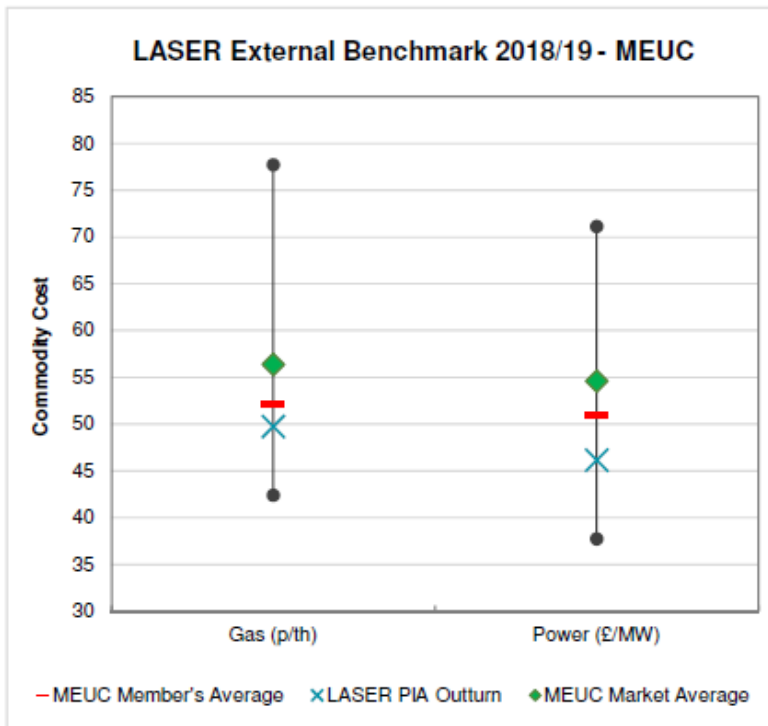
The capability to forward purchase energy ahead of the supply period is a key part of any risk managed energy strategy. Having the option to secure electricity and gas volume for the period October 2020 to September 2024 well in advance of delivery is vital in protecting the Council and its partners against potential wholesale market price changes. The following graph shows how volatile historic gas and electricity market prices have been.



## Appendix 2 - External Major Energy Users Council (MEUC) Benchmarking

**2018/19**

	Gas (p/th)	Power (£/MW)
High Market Price	77.72	71.09
Low Market Price	42.39	37.75
MEUC Member's Average	52.07	50.92
LASER PIA Outturn	49.78	46.11
MEUC Market Average	56.38	54.61
% Difference	-4.40%	-9.44%







## Cabinet

### Transforming Cities Fund

Date of Meeting: 5<sup>th</sup> November 2019

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment

Local Member(s): Cllr Andrew Parry, Cllr Cathy Lugg, Cllr Mike Parkes, Cllr Julie Robinson, Cllr Rod Adkins, Cllr Janet Dover, Cllr Maria Roe, Cllr Shane Bartlett, Cllr David Morgan, Cllr Beryl Ezzard, Cllr Ryan Holloway, Cllr Bill Pipe, Cllr Andrew Starr, Cllr Alex Brenton

Director: John Sellgren, Executive Director of Place

#### **Executive Summary:**

The Transforming Cities Fund is an opportunity to secure very significant capital funding to increase the delivery of sustainable travel infrastructure in the South East Dorset area. A bid is being worked up between Dorset Council and BCP jointly with the Department for Transport through a co-development process.

A successful bid will facilitate an accelerated delivery of a coherent network of pedestrian and cycle route improvements on key corridors along with bus journey time reliability enhancements.

It will help provide people with real choices on how to travel without a car and assist in the reduction of carbon emissions and other vehicle related particulates which impact negatively on air quality. A safe and coherent network will impact positively on people's health and wellbeing, provide greater independence and reduce the traffic burden presented by short to medium length trips.

The key corridors focus on major employment growth sites will further provide for sustainable economic growth in the region enabling non-car access to some of our largest employment sites.

This report is to inform Cabinet of progress to date regarding the DfT TCF process and to seek delegated authority to the Executive Director for Place and Executive Director (Corporate Development S151) to submit a Strategic Outline Business Case (SOBC) to the Department for Transport (DfT) at the end of November with the aim of securing TCF funding.

It also informs Cabinet of proposed next steps regarding both the TCF and the associated Local Cycling and Walking Infrastructure Plan (LCWIP) processes.

#### **Equalities Impact Assessment:**

There are no equalities implications arising from this report

This decision was not considered to require an EQIA through the screening process. If successful, the TCF bid will accelerate delivery of schemes similar to those that are already being delivered elsewhere. Each of these schemes, or package of schemes, will undergo an EQIA as part of our standard development procedure.

**Budget:**

If successful, the bid will generate a significant increase in capital funding for sustainable transport scheme delivery over three years from April 2020 to April 2023. Associated delivery costs will also be allowed for within the bid.

In order to maximise the chance of success some match funding has been allocated to the bid. This includes Section 106 monies held for specific schemes and £450,000 of Local Transport Plan (LTP) funding in each of delivery years 2 (2021/2) and 3 (2022/3). The total Local Transport Plan annual Integrated Transport Block funding for Dorset is c. £1.9 million.

LTP funds have been used to prepare the draft SOBC submitted in June and have been committed to work up to a full SOBC for submission at the end of November.

Schemes that will benefit from a successful bid will continue to be worked up between November and April 2020 using LTP funding in order to better prepare for the delivery phase.

In the event that the bid is unsuccessful, little of the above investment will be wasted as the work being undertaken will prepare for delivery of necessary schemes while providing much of the information and detail required to obtain further external funding for delivery should this bid be unsuccessful.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: MEDIUM

Residual Risk LOW (Delete as appropriate)

**Climate implications:**

A successful bid will accelerate the delivery of infrastructure aimed at increasing levels of walking and cycling as well as improving journey time reliability on key bus corridors. All of these will help to provide travel options to people and reduce the amount of car journeys made on the network and consequently the amount of CO<sup>2</sup> and other greenhouse gasses into the atmosphere.

**Other Implications:**

Physical Activity. The schemes that will be delivered aim to provide an active travel alternative for people undertaking regular trips including to employment and education. Regular walking or cycling has been shown to have a very positive impact on people's physical and mental health including through reduced cardiovascular problems, reduced obesity, reduced diabetes risk and reduced risk of some cancers.

**Recommendation:**

It is RECOMMENDED that the Cabinet delegates authority to the Portfolio Holder for Highways, Travel and the Environment to submit a Strategic Outline Business Case (SOBC), jointly with BCP, to the Department for Transport (DfT) following consultation with the Executive Director for Place and Executive Director (Corporate Development S151).

It is RECOMMENDED Cabinet approves the development of the programme contained within the SOBC submission to Full Business Case(s) detail utilising LTP funding.

It is RECOMMENDED that the Cabinet notes the proposed next steps regarding both the Transforming Cities Fund (TCF) process.

**Reason for Recommendation:**

The delegations are designed to:

Allow maximum flexibility in meeting the strict DfT timeline for submission with appropriate BCP approvals in place. The submission deadline is 6pm on 28 November 2019.

Ensure that if/when TCF funding is awarded to the SE Dorset City Region it would be ready to present Full Business Case(s) to demonstrate that funding is being invested in the most effective way and furthermore that scheme delivery could be progressed sooner.

**Appendices:**

Appendix A – Map of the South East Dorset city region / TCF area

Appendix B – Extract from initial Expression of Interest to DfT

Appendix C – Details of draft SOBC content

Appendix D – Indicative revised TCF schedule

**Background Papers:**

**Officer Contact:**

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## 1 Background

- 1.1 In spring 2018 the Department for Transport (DfT) announced the Transforming Cities Fund (TCF) which has the following objective(s):

*Encourage an increase in journeys made by low carbon, sustainable modes (proposals which include cycling and walking will be viewed more favourably where they have been derived and prioritised using the Local Cycling and Walking Infrastructure Plan (LCWIP)).*

*The fund also aims to support wider cross-cutting priorities including: Improving access to work and delivering growth, Encouraging the use of new mobility systems and technology as part of the Grand Challenge on the Future of Mobility, tackling air pollution and reducing carbon emissions, delivering more homes, delivering apprenticeships and improving skills.*

- 1.2 The TCF application guidance stated that there was £1.1billion available nationally and that to be eligible for shortlisting cities or city regions had to have minimum workday populations in excess of 400,000 and submit an EOI setting out the case for investment.
- 1.3 To meet the threshold locally a 'South East Dorset City Region' which covers all BCP Council and urban extensions into the Dorset Council area was identified that had a workday population in excess of 400,000. Refer to Appendix A for plan showing the extent of the SE Dorset City Region. In the summer of 2018 BCP Council in partnership with Dorset Council submitted an EOI for TCF funding to DfT.
- 1.4 The EOI indicated that 8 Sustainable Transport Corridors, 7 Cycling Corridors, Transport Hubs and Technology & Network Management Improvements totalling £150m (cost) could be improved/created across the SE Dorset City Region to ease congestion and contribute to the goals set out by DfT. Appendix B contains extracts from the original EOI as a summary.
- 1.5 Initially the SE Dorset City Region was not one of 10 shortlisted by DfT but during the 2018 Autumn Statement additional funding was added to the TCF pot, increasing it to £1.22billion. As a result, the number of cities or city regions that could be shortlisted was increased from 10 to 12. In January 2019 following an interview at DfT the SE Dorset City Region was shortlisted as 1 of 2 additional city regions added to the DfT TCF programme.
- 1.6 In March 2019 a conference was hosted by DfT to launch the TCF programme which set out the processes that cities and city regions need to follow to secure funding. The process in summary is set out in the following activity schedule:

Month	Activity	Status
March 2019	DfT visit to SE Dorset City Region	Completed

April 2019	DfT Co-development call	Completed
May 2019	DfT Co-development call	Completed
June 2019	Submit Draft SOBC to DfT	Completed
July 2019	DfT appraise Draft SOBC and feedback	Received
August 2019	Face to face meeting with DfT at DfT	Completed
September 2019	DfT co-development call	Completed
October 2019	DfT visit to SE Dorset City Region	Pending
November 2019	Submit SOBC to DfT	Pending
December 2019	DfT appraise SOBC	Pending
January 2020	DfT SOBC 'Challenge Session' at DfT	Pending
February 2020	Preparation of Full Business Cases	Pending
March 2020	DfT TCF funding announcement*	Pending
April 2020 to March 2023	Delivery of SOBC content**	Pending

Notes:

\*this date is indicative and has been interpreted from recent DfT communications.

\*\*DfT has indicated that schemes/programmes within TCF programmes will need to be locally assured by the preparation and independent assessment of Full Business Cases.

- 1.7 Unlike many DfT funding streams and programmes in the instance of TCF the DfT are co-developing 3-year programmes (2020/21 to 2022/23) with shortlisted cities and city regions.
- 1.8 As can be seen in the activity schedule (refer to section 1.6) a Draft Strategic Outline Business Case (SOBC) was submitted to DfT on 20 June 2019 and subsequently a face to face feedback session was facilitated at DfT on 20 August 2019.
- 1.9 To develop the Draft SOBC interventions along routes identified in the EOI were ranked by completing an Early Sifting Appraisal Tool (EAST) process in line with Government's 'Green Book' Business Case Development guidance and a requirement of the DfT TCF guidance.
- 1.10 In addition to the above in line with the TCF guidance the routes identified in the EOI were also audited using the Local Cycling and Walking Infrastructure Plan (LCWIP) process. Note: the TCF guidance states: 'proposals which include cycling and walking will be viewed more favourably where they have been derived and prioritised using the Local Cycling and Walking Infrastructure Plan (LCWIP)'.
- 1.11 LCWIPs are a strategic approach to identifying cycling and walking improvements required at local level. They form part of the government strategy to increase the number of trips made on foot or by cycle. The key outputs of LCWIPs are:
- a network plan for walking and cycling which identifies preferred routes and core zones for further development
  - a prioritised programme of infrastructure improvements for future investment

- a report which sets out the underlying analysis carried out and provides a narrative which supports the identified improvements and network.
- 1.12 Having previously received government support funding, BCP is more advanced with its LCWIP process than Dorset Council. For this reason, the BCP LCWIP project was expanded into the Dorset Council area to provide some of the necessary information to support the TCF bid. Dorset Council now has an officer in place to produce LCWIPs for the Dorset Council area and they are currently concentrating on the TCF area to support the bid process.
- 1.13 Via the co-development calls DfT requested that city regions submit 3 levels of ask for TCF funding within the Draft SOBC. For the SE Dorset City Region Draft SOBC the 3 levels of ask were as follows:
- Low = £73m
  - Medium = £99m
  - High = £117m
- 1.14 A summary of the Draft SOBC content and more detail on the process followed to derive the content can be found in appendix C of this report.
- 1.15 Following DfT assessment of all Draft SOBCs nationally it has advised that when all the low-level asks were added together, they exceeded the level of funding available by several hundreds of millions of pounds. It has subsequently requested that all city regions review the level of ask in the Draft SOBC submissions in advance of submitting the final version.
- 1.16 Officers are currently working with partners to develop a revised TCF SOBC complete with programme that responds to the feedback received to date from DfT.
- 1.17 As part of the co-development of an updated TCF programme officers have also been working with partners to establish revised levels of local contribution to the TCF programme. I.e. sums that partners will commit to invest in their infrastructure/fleet/ systems/marketing etc. as a match to the TCF funding.
- 1.18 An indicative plan and schedule of a revised TCF programme has been included in appendix D of this report. It should be noted that this plan and the costs therein are very high-level estimates and that dependent on further work, feedback received during upcoming co-development calls, strategic transport modelling, appraisal, meetings with partners and the upcoming DfT visit to the city region. The content is likely to change.
- 1.19 The deadline for the final version of the SOBC is 6pm on 28 November 2019, hence, it is for this reason that delegated authority is being sought in advance of this deadline to enable officers to work with partners and respond to DfT advice right up to the deadline thereby allowing the bid to be as high quality as is possible within the time constraints and increasing the likelihood of success.

- 1.20 To ensure the TCF programme can be delivered it is recommended that, following submission of the SOBC in November 2019, that the Council assumes that it will receive significant TCF funding and in the interim commit to developing the TCF programme from SOBC (high level) to Full Business Case (detailed) level. The rationale for this is that if/when TCF funding is awarded to the SE Dorset City Region it will need to prepare FBC(s) to provide local assurance to the DfT that funding has been invested in the most effective way.
- 1.21 A key part of the development of the programme to FBC stage would be engagement and consultation on the proposals locally.

## **2 Summary of financial implications**

- 2.1 The submission of the final SOBC would indicate to government that, if it provides the TCF funding for the proposals set out in the SE Dorset SOBC, then Dorset Council would match fund the programme utilising a proportion of LTP funding.
- 2.2 To develop the SOBC, the SE Dorset City Region received £50k from DfT. Costs incurred up to the development of the Draft SOBC stage were circa £150k. Most of this cost was on specialist consultancy resource that was utilised to develop the strategic and economic elements of the submission.
- 2.3 Estimated fees associated with developing the final SOBC from draft are in the region of £300k. Of the £450k total, circa £380k is for specialist external support from BCP Council's engineering framework consultancy. It should however be noted that the SE Dorset Region is split across Dorset Council and BCP Council and, hence, these costs will be shared based on value of works applied for within respective Council boundaries. The scheme proposals are weighted more heavily within the BCP area and BCP will therefore fund the greater proportion of this work.

## **3 Summary of legal implications**

- 3.1 The Council's Constitution allows the Leader and cabinet to delegate functions to appropriate officers.

## **4 Summary of human resources implications**

- 4.1 A key part of the SOBC development process for the TCF is the management case. This is currently being prepared and will set out in detail the resource requirements for delivery of the TCF funded programme across all disciplines (i.e. legal, communications, engagement/consultation, procurement, design, programme management etc.).
- 4.2 Based on existing levels of funding within the Dorset Council section of the SE Dorset City Region it is likely that TCF funding would increase the capital investment by 4 or more times.

- 4.3 Quadrupling the amount of capital investment from TCF would inevitably lead to a significant demand for resource. The Council has existing consultancy and contractor frameworks in place to assist with filling this resource gap. All works would contribute to capital assets and therefore would be chargeable to the TCF award.
- 4.4 The final TCF SOBC would need to account for all costs associated with programme management of the TCF and for any additional resource that is required to support it.

## **5 Summary of environmental impact**

- 5.1 The proposed programme is designed to promote sustainable travel.
- 5.2 All proposals would be developed to minimise the impact of the construction of any works. This would include early contractor involvement to ensure that construction methods minimise the impact of construction on the environment.

## **6 Summary of public health implications**

- 6.1 The proposed programme is designed to promote sustainable and active travel which should reduce harmful emissions, facilitate increased physical activity and provide better connected communities thereby improving health and wellbeing.
- 6.2 The proposed programme should also improve road safety, thereby creating a safer environment for all.

## **7 Summary of equality implications**

- 7.1 Equalities implication screening has indicated that a full assessment is not required at this stage.
- 7.2 The proposals all promote sustainable travel and as such will likely enhance the lives of persons with protected characteristics.
- 7.3 Equalities screening will need to be revisited once the programme content is confirmed to assess any implications during design and construction of the proposals. Each scheme or package of schemes will undergo further Equalities Impact Assessment.

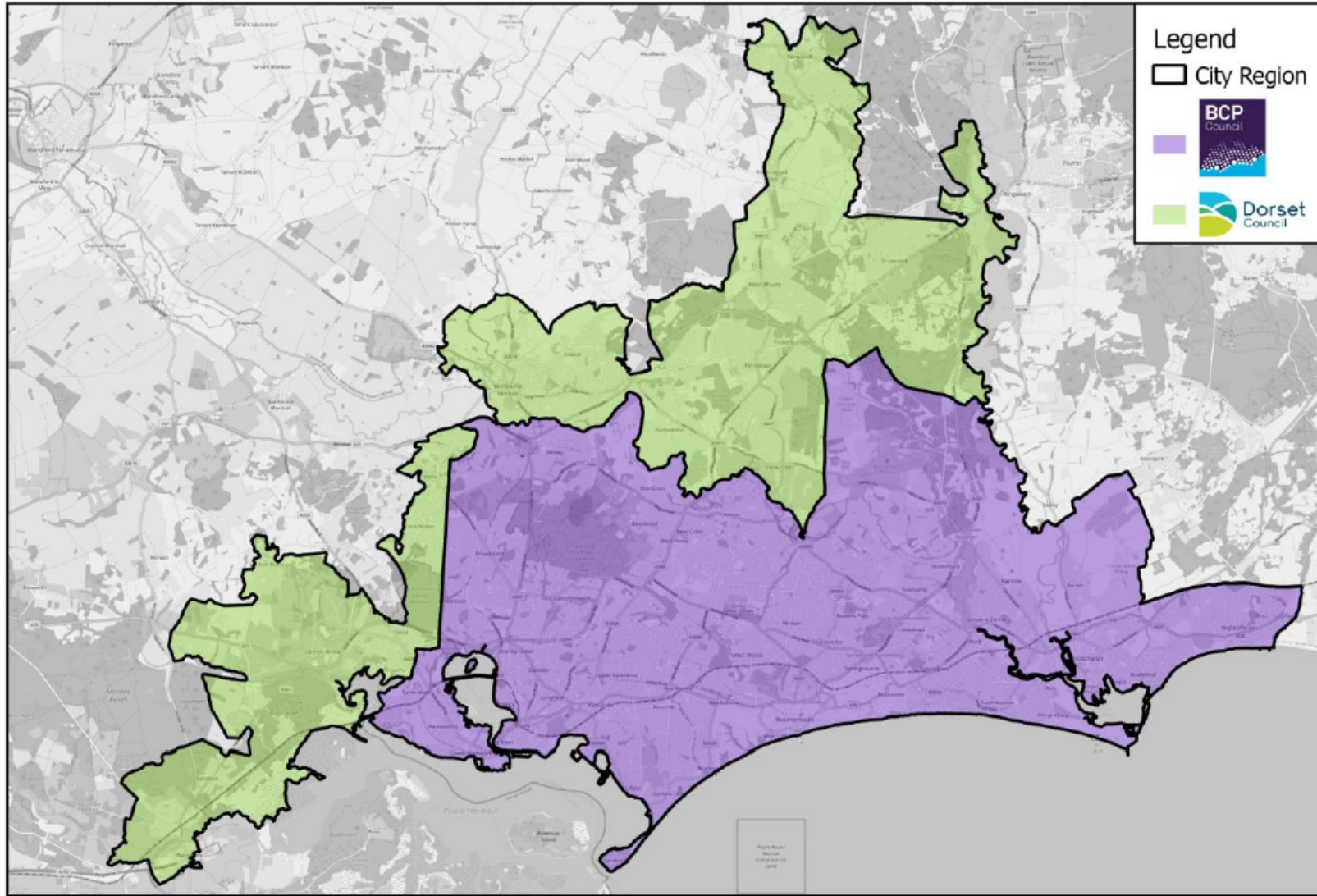
## **8 Summary of risk assessment**

- 8.1 Not delegating authority would likely result in the SE Dorset City Region TCF award decreasing.
- 8.2 If DfT decided not to award any TCF funding to the SE Dorset City Region then the feasibility work undertaken to date and planned during the stage leading up to the submission of the final SOBC would not be abortive as the Council would have plans/proposals developed for LTP investment and other potential sources of funding.



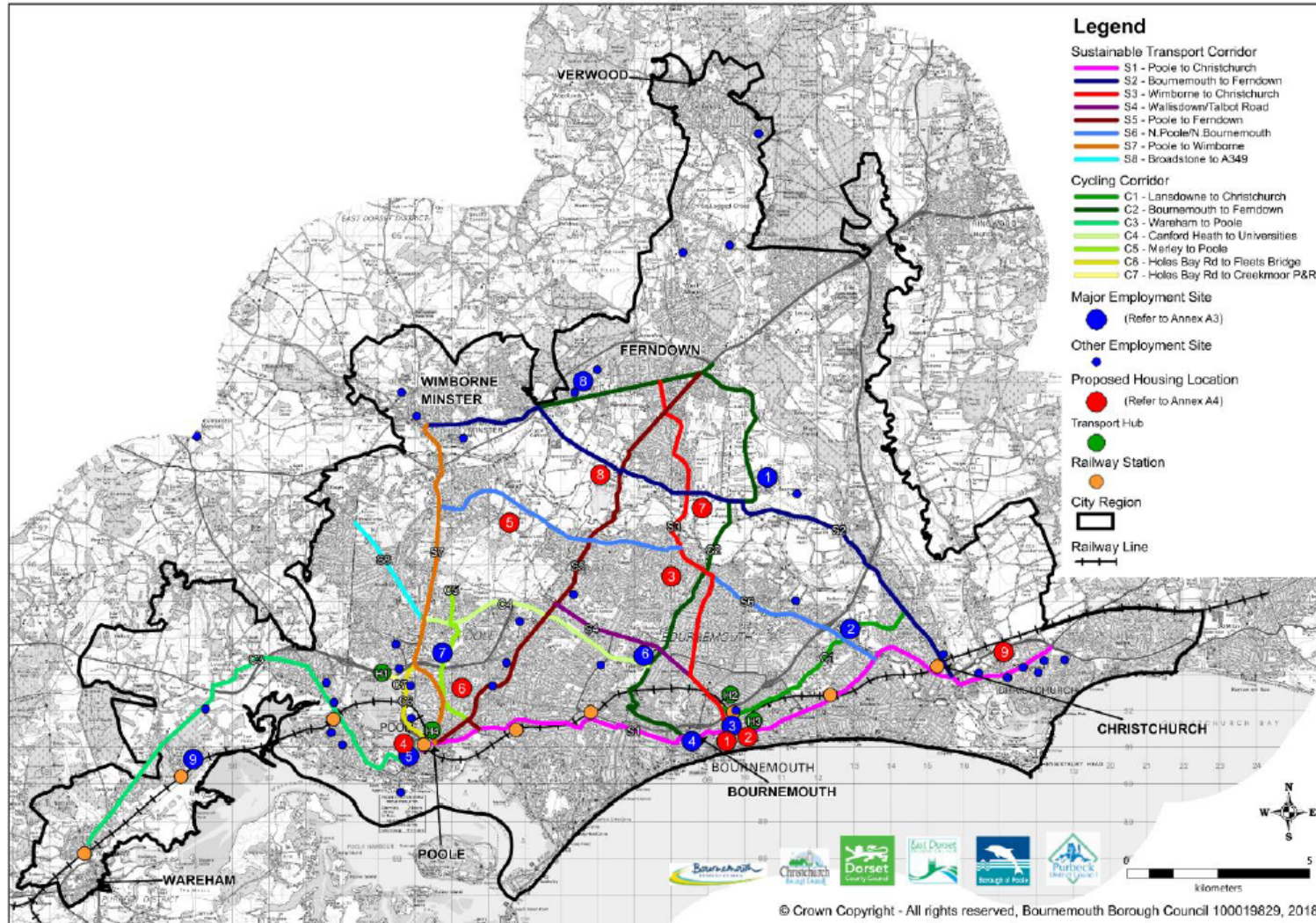
- 8.3 Proposed schemes along the TCF corridors have been developed in line with TCF objectives and the principles outlined in the Bournemouth, Poole and Dorset Local Transport Plan. These schemes have been developed to feasibility level to date and therefore have not been fully consulted upon at a local level.
- 8.4 To ensure that local views are considered when developing the programme, it is recommended that consultation locally is undertaken as part of the process of developing schemes from feasibility to outline design as part of the Full Business Case (FBC) development.

Appendix A – Map of TCF area



## Appendix B – Summary of SE Dorset City Region TCF EOI

Plan from EOI showing corridor extents/types – please turn over for cost schedules.





## Appendix B – cont'd: EOI schedule of interventions and costs (1 of 2):

Sustainable Transport and Digital Corridors (bus, cycle & technology enabling)					
High speed, direct bus routes – to include better bus facilities, safer cycle facilities, public realm improvements and rationalisation of on-street car parking. Highways communication fibre cabling to enable bus priority, traffic management and other intelligent transport systems (ITS), real time information, connected vehicle technology and potentially autonomous vehicle testing and other 'Smart City' technologies.					
Ref.	Road No.	Scheme/Initiative	Indicative Cost £m	Source	Description/Purpose
S1	A35	Poole to Christchurch Sustainable Transport Corridor	5.00	SEDMMTS (2012)	Provides better bus and cycle connectivity between Poole, Bournemouth & Christchurch. £17m previously funded from LSTF. Additional work to include additional cycle/walking/urban realm improvements and rationalisation of on-street car parking.
S2	A347/ C321/ A341	Bournemouth to Ferndown/(Wimborne) Sustainable Transport Corridor	20.00	SEDMMTS (2012)	Enables direct bus services and cycle routes between Bournemouth and Ferndown/(Wimborne). Will serve existing residential areas, proposed significant new housing, including at Parley, and industrial estates. Reduction in parking partially offset by provision of new additional off-street parking facilities.
S3	B3073	Wimborne to Christchurch/(Bournemouth) Sustainable Transport Corridor	8.00	SEDMMTS (2012)	Enables direct bus services and cycle routes between Wimborne and Christchurch/(Bournemouth). Will serve existing residential areas, proposed new housing at Parley & Longham industrial estates (incl Aviation Park) and Airport.
S4	A3049/ A347	Wallisdown Road/Talbot Avenue Sustainable Transport Corridor	15.00	SEDMMTS (2012) / 2015 Growth Deal/ 2017 NPIF.	Links Bournemouth University and Arts University to Lansdowne (halls of residence) and Bournemouth town centre. Will serve proposed development at Talbot Village. Addresses high cycling casualty rate. £3.33m already received through Growth Deal and NPIF.
S5	B3068/ A348	Poole to Ferndown Sustainable Transport Corridor	15.00	SEDMMTS (2012)	Enables direct bus services and cycle routes between Poole and Ferndown. Will serve existing residential areas, proposed new housing at Bearwood and Longham and major industrial estates. £6m funding available through Growth Deal.
S6	A341/ A3060	North Poole/North Bournemouth Sustainable Transport Corridor	24.00	SEDMMTS (2012)	Enables direct bus services and cycle routes across along Magna Road, Wimborne Road (pt) Castle Lane West and Castle Lane East. This serves Merley, Bear Cross Northbourne and Charminster. It will also serve Bournemouth Hospital, JP Morgan, existing and proposed employment at Wessex Fields and potential significant new housing adjacent to the corridor. Addresses air quality issue at Cooper Dean Flyover.
S7	A341/ A349/A35	Poole to Wimborne Sustainable Transport Corridor	5.00	New scheme	Enables direct bus services and cycle routes between Poole and Wimborne.
S8	B3074	Broadstone to A349 Sustainable Transport Corridor	2.00	New scheme	Enables direct bus services and cycle routes between Broadstone and A349. Enhanced to include additional cycle/walking/urban realm improvements and rationalisation of on-street car parking.
Direct Strategic Cycle Routes					
High quality, direct on & off road dedicated cycle lanes; continuous footways/cycleways across minor junctions; cycle signage; cycling information, safety improvements.					
Ref.	Road No.	Scheme/Initiative	Indicative Cost £m	Source	Description/Purpose
C1	Off Road	Lansdowne (Bmth) to Christchurch Major Cycle Route	1.00	Enhances existing route	Links Bournemouth Town Centre to Christchurch. Serves Bournemouth rail and bus stations, AFC Bournemouth, JPM Morgan, Bournemouth Hospital, Wessex Fields employment site, including proposed new sites and Christchurch.
C2	A347/ Off Road	Bournemouth to Ferndown/(Wimborne) Major Cycle Route	7.00	New scheme	Links Bournemouth town centre, universities, major urban and outer urban residential areas in Bournemouth and Ferndown; new housing at Parley Cross and major employment at Bournemouth Aviation Park and Ferndown. Boundary Road/Bournemouth Aviation Park/Ferndown Major Cycle Route. Upgrades Bourne Valley Greenway.
C3	A351/ A350	Wareham to Poole Major Cycle Route	1.00	Enhances existing route	Completes final gaps in cycle network between Wareham and Poole
C4	A3049	Canford Heath (Poole) to Universities Major Cycle Route	1.00	Enhances existing route	Links significant existing housing at Canford Heath with Bournemouth University and the Arts University. Upgrades existing Bourne Valley Greenway. Connects in with cycle route on to Bournemouth town centre.
C5	Off Road	Merley to Poole Major Cycle Route	0.50	Enhances existing route	Links Merley to Poole town centre, rail and bus stations and Nuffield Industrial Estate.
C6	A350	Holes Bay Road to Fleets Bridge Cycle Route Improvements	0.25	Enhances existing route	Links Poole Town Centre to Fleets Bridge. Serves various industrial estates including the Nuffield Industrial Estate.
C7	A350	Holes Bay Road to Creekmoor P&R Cycle Link	0.25	Enhances existing route	Links Poole town centre Creekmoor Park & Ride for Park and Cycle.

## Appendix B – cont'd: EOI schedule of interventions and costs (2 of 2):

<b>Transport Hubs</b>					
Travel interchanges, accessibility, cycling, walking and urban realm improvements					
Ref.	Road No.	Scheme/Initiative	Indicative Cost £m	Source	Description/Purpose
H1	A35 Park & Ride	Creekmoor Park & Ride	2.00	Enhances existing provision	Enhancement of existing Park & Ride site. Allows for interchange to high speed bus services and cycle links into Poole.
H2	B3064/A338	Lansdowne (Bmth) Travel Interchange	4.00	Growth Deal Scheme	New travel interchange between car/train/bus/ walking and cycling. Enables full Lansdowne Business District Scheme to be completed.
H3	Place	Bournemouth Rail and Bus Station Connectivity	8.00	Growth Deal Scheme	Improve walking links between the rail and bus stations and the major business centre at the Lansdowne. Supports completion of full Lansdowne Business District Scheme.
H4	Place	Poole Rail and Bus Station (new) Connectivity	8.00	Growth Deal Scheme	Links the rail and bus stations to Poole Town Centre. Contributes towards new Poole Bus and Rail Stations. Supports the Poole Town Centre (North) Growth Deal scheme
H5	General	Electric bus charging facilities	4.00	New scheme	Electric bus charging facilities to enable the roll-out of electric buses.
H6	Place	Accessibility improvements around transport hubs	2.00	Enhances existing provision	Improve walking and cycling facilities around and within rail stations
H7	Place	Provision of cycle storage at key transport hubs	0.50	Enhances existing provision	Provision of cycle lockers at key rail stations, the Creekmoor Park & Ride site and outer areas.
H8	Place	Provision of cycle hire at key transport hubs	0.50	Enhances new scheme	Provision of cycle hire (including electric bikes) at key rail stations, the Creekmoor Park & Ride site and outer areas.
H9	Place	Provision of cycle parking at key locations	0.50	Enhances existing provision	Provision of safe and secure cycle parking facilities at key locations
H10	General	Cycle grant scheme for businesses	1.50		Grants to businesses towards provision of cycle storage; pool bike schemes; shower and drying facilities and potential central bike hubs on major industrial estates. Will require match-funding.
<b>Technology &amp; Network Management Improvements</b>					
Comprehensive Smartphone travel app including payment and joint ticketing systems; real time and predictive traffic management system; new central traffic control facility (part of a future Smart City data centre); and connected & autonomous vehicle technology.					
Ref.		Scheme/Initiative	Indicative Cost £m	Source	Description/Purpose
T1	Technology	Transport Joint Ticketing System and Travel App	4.00	SEDMMTS (2012)	Smartphone/card transport ticketing system and comprehensive travel app covering buses, trains, bike hire; car share; car clubs, incentivisation of sustainable travel, real-time information and electronic ticket purchasing. Maximises outcomes from sustainable transport interventions.
T2	Technology	Network Management System	2.00	SEDMMTS (2012) (3a pt)/ New scheme	Enables real-time, proactive, control room management of the highway network
T3	Technology	New Traffic Control Room	3.00	SEDMMTS (2012) (3a pt)/ New scheme	Enables real-time, proactive, control room management of the highway network
T4	Technology	Intelligent Transport Systems and Connected Vehicles	5.00	New scheme	Utilising ITS and latest connected vehicle technology on major corridors to optimise route choice and journey timings on the network - typically to provide priority for buses and emergency vehicles.

## Appendix C – Process followed to develop programme from EOI to Draft SOBC

1. The original Expression of Interest had a technology bias and DfT feedback at March 2019 workshop was that TCF proposals should be more walking, cycling, bus and rail focussed.
2. Considering this feedback, a refreshed DRAFT SE Dorset City Region TCF vision was created and used to inform various task groups and consultants (WSP) that had been appointed to prepare the Draft SOBC. The Draft vision is as follows:

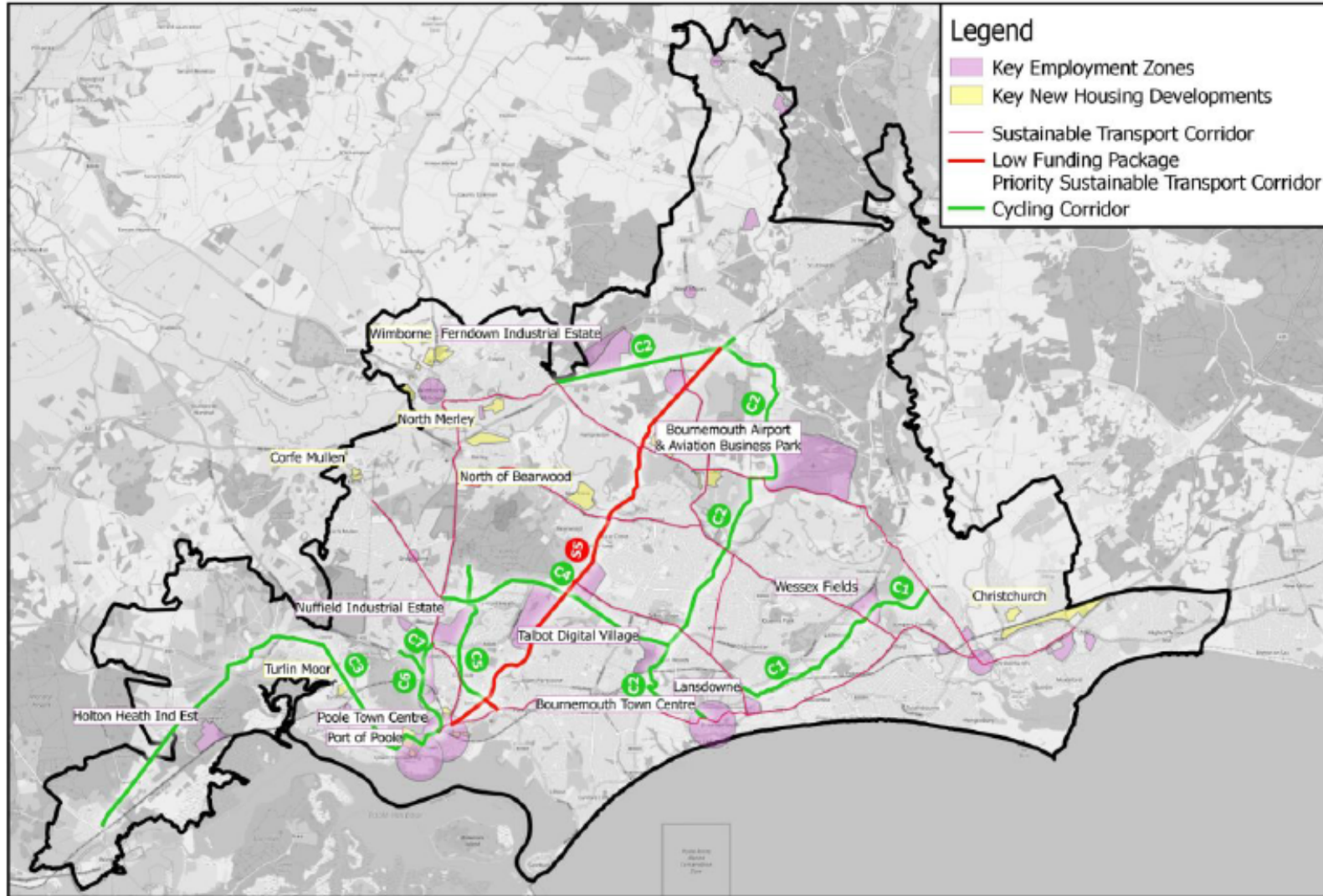
*Transform the sustainable transport offer within the SE Dorset City Region to provide better access for all to work and education, boost productivity, enabling housing delivery, reduce air pollution, carbon emissions and reduce the number of local journeys made by car.*

3. The objectives and goals behind the vision were used to create 9 task groups covering the following areas/disciplines.
  - a) Sustainable Transport Corridors (15no. corridors from EOI 8 described as sustainable corridors plus 7 cycle corridors).
  - b) Wayfinding
  - c) Sustainable Work Places
  - d) Bike share
  - e) Bus and Rail (including E-buses)
  - f) Network management
  - g) Traffic and Parking
  - h) Policy
  - i) Travel app

Note: there was no specific air quality/climate change work group due to the outputs of these workstreams contributing positively to these areas.

4. The task groups were thoroughly briefed/empowered and reported back and the outputs from these groups was fed into the Draft SOBC process to create a programme level Benefit Cost Ratio (BCR) to satisfy DfT that investment in the SE Dorset City Region would result in positive benefit(s).
5. Alongside and included within the task groups was stakeholder engagement with key partners including; Morebus, Yellow Buses, South Western Railway, Network Rail and Beryl. Meetings/correspondence was undertaken to ascertain from these partners what their likely contributions would be to a SE Dorset City Region TCF programme to inform the Draft SOBC.
6. Through these task groups officers with partners reviewed the proposals scheduled in the original EOI and applied government's Early Sifting Appraisal Tool (EAST) process in line with Government's 'Green Book' Business Case Development which was a stipulation of the DfT TCF guidance.
7. The outcome of the process and with consideration of the request of DfT for 3 levels of ask was the 3 following Draft SOBC TCF programmes:

### Low Level Funding Package

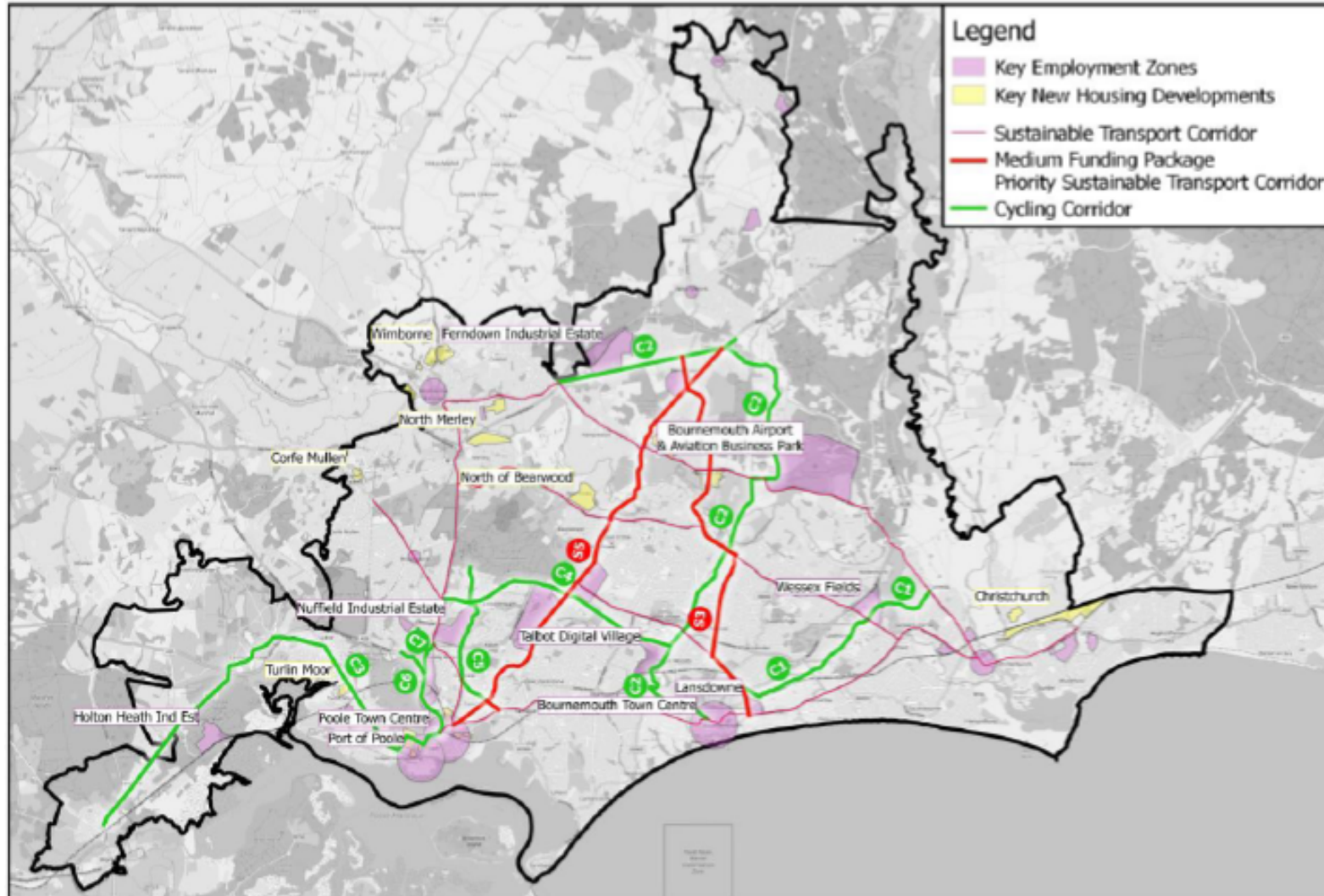


**Summary of low ask:**

<b>Packages</b>	<b>Sub-packages</b>	<b>Sub-package costs [£]</b>	<b>Package costs [£] (TCF ask)</b>
Sustainable Transport Corridors	S5 - Poole to Ferndown	£20,670,000	£20,670,000
Cycling Corridors	C1 - Lansdowne to Christchurch	£2,640,000	£21,543,252
	C6 - Holes Bay to Fleetsbridge	£3,204,045	
	C5 - Merley to Poole	£2,643,017	
	C4 - Canford Heath to University	£2,825,000	
	C7 - Holes Bay Road to Creekmoor P&R	£2,841,190	
	C3 - Wareham to Poole	£2,220,000	
	C2 - Bournemouth to Ferndown	£5,170,000	
Transport Hubs	New Bus Station and associated off-site bus depot element of the Heart of Poole development scheme	£23,700,000	£27,125,000
	Wayfinding	£440,000	
	E Bus	£1,260,000	
	Work Place Facilities	£1,500,000	
	Beryl Bikes	£1,225,000	
Network Management	Travel App	£750,000	£3,248,500
	Real time network management monitoring system	£1,690,000	
	Enhancement of UTMC systems and standardisation across boundaries to ensure compatibility of new systems	£143,500	
	Bus priority within signals	£75,000	
	Variable message signs	£140,000	
	HGV management system – Longham	£250,000	
	Linking of DC and BCP Council Network Management to Highways England Network	£200,000	
	<b>Sub-total (low)</b>		<b>£72,586,752</b>



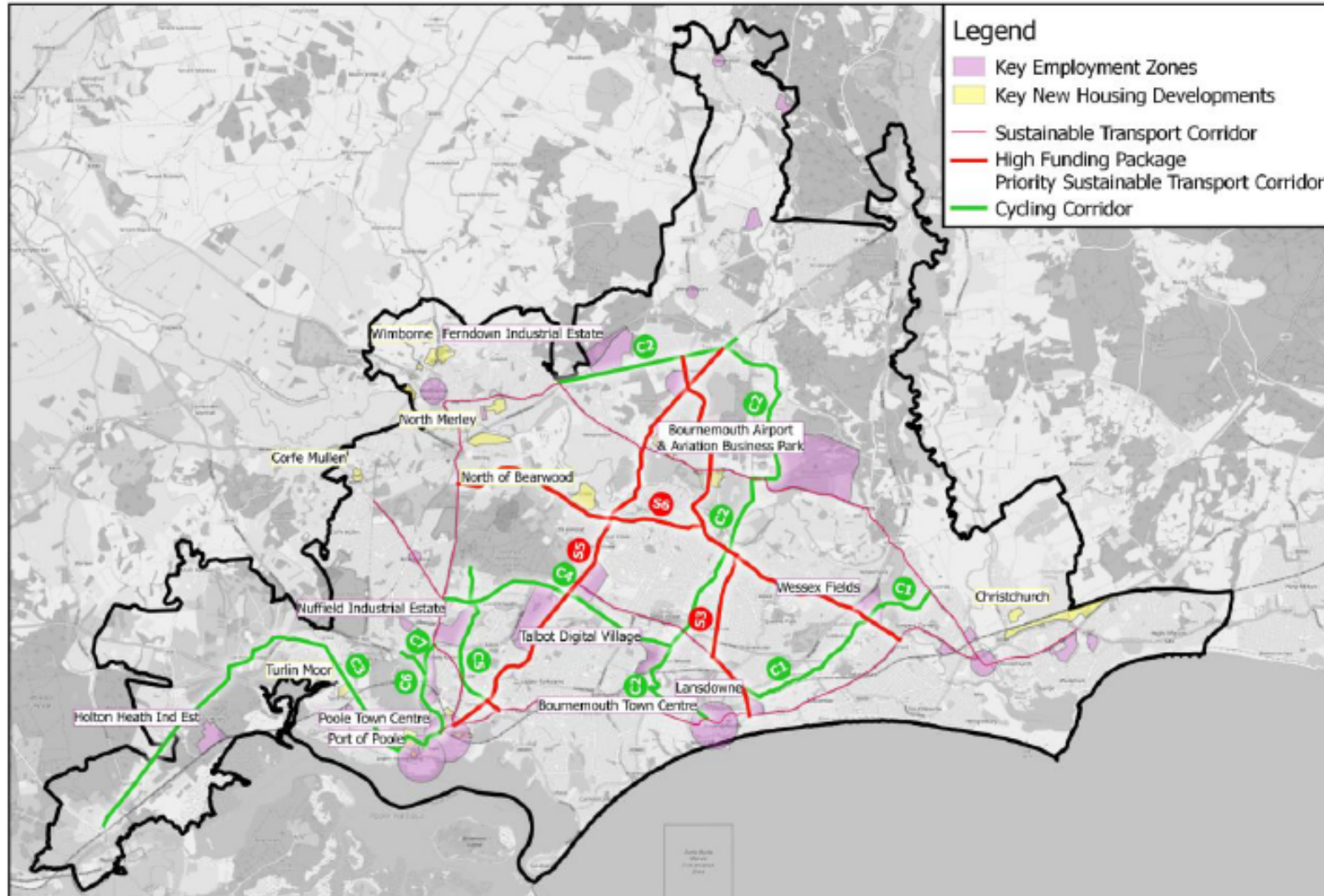
### Medium Level Funding Package



**Summary of medium ask:**

<b>Packages</b>	<b>Sub-packages</b>	<b>Sub-package costs [£]</b>	<b>Package costs [£] (TCF ask)</b>
Sustainable Transport Corridors	S5 - Poole to Ferndown	£20,670,000	£44,545,780
	S3 - Bournemouth to Ferndown	£23,875,780	
Cycling Corridors	C1 - Lansdowne to Christchurch	£2,640,000	£21,543,252
	C6 - Holes Bay to Fleetsbridge	£3,204,045	
	C5 - Merley to Poole	£2,643,017	
	C4 - Canford Heath to University	£2,825,000	
	C7 - Holes Bay Road to Creekmoor P&R	£2,841,190	
	C3 - Wareham to Poole	£2,220,000	
	C2 - Bournemouth to Ferndown	£5,170,000	
Transport Hubs	New Bus Station and associated off-site bus depot element of the Heart of Poole development scheme	£23,700,000	£28,485,000
	Wayfinding	£990,000.00	
	E Bus	£1,260,000.00	
	Work Place Facilities	£2,000,000.00	
	Beryl Bikes	£1,535,000.00	
Network Management	Travel App	£1,000,000	£4,343,500
	Real time network management monitoring system	£2,535,000	
	Enhancement of UTMC systems and standardisation across boundaries to ensure compatibility of new systems	£143,500	
	Bus priority within signals	£75,000	
	Variable message signs	£140,000	
	HGV management system – Longham	£250,000	
	Linking of DC and BCP Council Network Management to Highways England Network	£200,000	
		Sub-total (medium)	£98,917,532

### High Level Funding Package

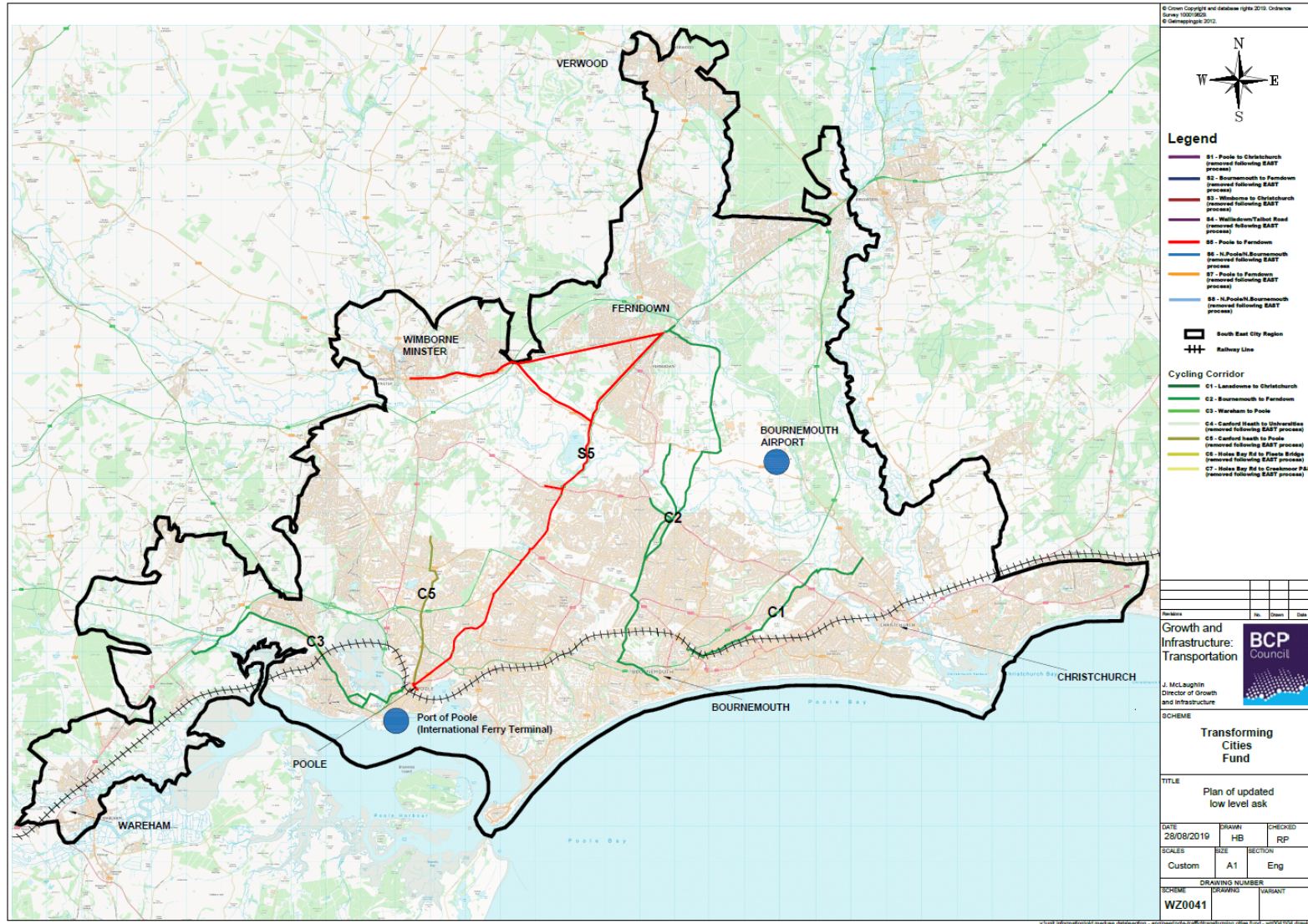


**Summary of high ask:**

<b>Packages</b>	<b>Sub-packages</b>	<b>Sub-package costs [£]</b>	<b>Package costs [£] (TCF ask)</b>
Sustainable Transport Corridors	S5 - Poole to Ferndown	£20,670,000	£60,619,249
	S3 - Bournemouth to Ferndown	£23,875,780	
	S6 - North Poole to North Bournemouth	£16,073,469	
Cycling Corridors	C1 - Lansdowne to Christchurch	£2,640,000	£21,543,252
	C6 - Holes Bay to Fleetsbridge	£3,204,045	
	C5 - Merley to Poole	£2,643,017	
	C4 - Canford Heath to University	£2,825,000	
	C7 - Holes Bay Road to Creekmoor P&R	£2,841,190	
	C3 - Wareham to Poole	£2,220,000	
	C2 - Bournemouth to Ferndown	£5,170,000	
Transport Hubs	New Bus Station and associated off-site bus depot element of the Heart of Poole development scheme	£23,700,000	£30,255,000
	Wayfinding	£1,750,000.00	
	E Bus	£1,260,000.00	
	Work Place Facilities	£2,500,000.00	
	Beryl Bikes	£2,045,000.00	
Network Management	Travel App	£1,250,000.00	£4,593,500
	Real time network management monitoring system	£2,535,000.00	
	Enhancement of UTMC systems and standardisation across boundaries to ensure compatibility of new systems	£143,500.00	
	Bus priority within signals	£75,000.00	
	Variable message signs	£140,000.00	
	HGV management system – Longham	£250,000.00	
	Linking of DC and BCP Council Network Management to Highways England Network	£200,000.00	
		Sub-total (high)	£117,011,001



Appendix D – Indicative SE Dorset City Region TCF Plan and schedule of proposed content as at September 2019 (post DfT session on the Draft SOBC submission).



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**Summary of DRAFT SE Dorset City Region TCF ask:**

<b>Packages</b>	<b>Sub-packages</b>	<b>Sub-package costs [£]</b>	<b>Package costs [£] (TCF ask)</b>
Sustainable Transport Corridors	S5 - Poole to Ferndown	£25,420,000	£25,420,000
Cycling Corridors	C1 - Lansdowne to Christchurch	£2,640,000	£12,673,017
	C2 - Bournemouth to Ferndown	£5,170,000	
	C3 - Wareham to Poole	£2,220,000	
	C5 - Merley to Poole	£2,643,017	
Transport Hubs	New Bus Station and associated off-site bus depot element of the Heart of Poole development scheme	£23,700,000	£24,700,000
	Wayfinding	£1,000,000	
Network Management	Bus priority within signals	£75,000	£325,000
	HGV management system – Longham	£250,000	
		<b>Sub-total (high)</b>	<b>£63,118,017</b>

Note – costs in this table are likely to change during development of the SOBC due to updated (more accurate) feasibility drawings and quantities being available since submission of the Draft SOBC.

The DRAFT programme above has been derived following a re-assessment of the Draft SOBC proposals in line with DfT feedback to date.

DfT has made it very clear that it wants the focus to be on infrastructure and that as such the following items should be provided by either the market or primed locally by local authorities (i.e. utilising LTP, developer contributions or CIL etc.):

- Bike hire scheme expansion and inclusion of E-bikes
- E-bus technology
- Travel app

- Network management for wider network
- Anything else that isn't infrastructure based

Further to the above, DfT has indicated that it is supportive of the following:

- Construction of a new bus station in Poole
- Development of the Sustainable Transport Corridor 5 (combination of walking, cycling, bus, network improvements) as it directly links the new bus station to the largest industrial estate (Ferndown) via other employment sites and passes through and close to existing and planned areas of housing.
- Implementation of the Cycle Corridors, albeit there were too many.

The schedule only lists schemes that could be funded from TCF funding. In addition to the items scheduled the Council would also match the programme with LTP and developer contributions. DfT generally expect to see at least 10% local contribution when awarding funding to areas, in some DfT competitions the level of match is used to compare/rank applications. It is therefore recommended that the Council(s) commit match funding from the LTP/developer contributions. For Dorset Council this could be as follows:

<b>Year</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>Indicative Dorset Council LTP contribution to TCF programme</b>	£0	£450,000	£450,000	<b>£900,000</b>

Note: BCP has indicated that it could contribute £4.5million of LTP funding over the 3 year period along with several millions from developer contributions.

Note: Several millions of pounds of match funding have been allocated in Dorset from other sources such as S106 and other grants.

On basis that c. 80% of the proposed expenditure would be within BCP Council, and that the TCF project covers the entire BCP Local Transport Plan funding area, then the ratio of BCP Council to Dorset Council LTP contribution is considered appropriate. The BCP Council LTP Integrated Transport Block award annually is £3,078,000. The Dorset Council LTP Integrated Transport Block award annually is £1,971,000 per annum.

The LTP match could either contribute to the TCF schemes scheduled on the previous page or towards additional schemes that encourage walking, cycling, bus and rail usage including those elements of the Draft SOBC TCF programme that DfT has indicated that it will not fund (i.e. cycle corridors C4, C6 and C7, E-bus, workplace facilities, expansion of cycle hire, travel app (multi-operator and or capped cost ticketing), network management etc.). This would be assessed once updated costs are available for the schemes included in the indicative revised TCF ask and during the programmed co-development conversations with DfT including upcoming visit of the DfT TCF team to the SE Dorset City Region (October 2019) and 'Challenge Session' (January 2020).





**Dorset  
Council**

## Cabinet

Procurement over £5m Report:  
Temporary Staff and Consultants

Date of Meeting: 5 November 2019  
Lead Member: Cllr Peter Wharf  
Lead Member for Corporate Development and Change  
Cllr Tony Ferrari  
Lead Member for Finance, Commercial and Assets  
Local Member(s): All  
Lead Officer: Aidan Dunn,  
Executive Director for Corporate Development (S151)

### **Executive Summary:**

Within the workforce of Dorset Council there is a diverse and broad range of skills and expertise, much of which has been built up over many years. There are however, occasions when specialist skills or expertise, which do not exist within the Council's own workforce, are required or there are time restraints or other external factors that require external capacity. This report is seeking the approval to procure and award the following requirements which are in relation to employing external capacity:

- Consultancy for Specialist Professional Services
- Supply of Temporary Agency Staff

Currently these are contracted individually however it is appropriate to consider these requirements together to reflect that both are subject to IR35\* implications and both represent routes to bring in resource when capacity is lacking in the Council, due to lack of appropriate of in-house technical expertise or otherwise.

\*Intermediaries legislation (IR35) requires that employment status of a contractor must be ascertained before appointment as stipulated by HMRC.

### **Equalities Impact Assessment:**

N/A

### **Budget:**

Expenditure on Temporary Staff and Consultants is driven by business need and varies on an annual basis. The expenditure is funded from service budgets. The proposed contract(s) is for 4 years and it is anticipated that cumulative expenditure during that time will exceed £5M, hence the need for cabinet approval.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

**Current Risk:** LOW

**Residual Risk:** LOW

**Climate implications:**

External advisors, consultants and other external workforce such as temporary staff are required to comply with any internal Dorset Council policies or best practice to mitigate any climate implications.

**Other Implications:**

None

**Recommendation:**

The Cabinet is asked to consider the contents of this report and give approval for the procurement and award of the following provisions:

- Consultancy for Specialist Professional Services
- Supply of Temporary Agency Staff

**Reasons for Recommendation:**

Cabinet is required to approve all key decisions with a financial consequence of £500k or more, and procurements over £5m are subject to individual reports (Cabinet 04-06-19 refers).

The spend of both provisions are at a level that requires the Council to seek competitive tender stipulated by the Council's own Contract Procedure Rules and UK Law, i.e. Public Contract Regulations 2015. The Council will be in an unlawful position if it does not comply.

**Appendices:**

N/A

**Background Papers:**

N/A

**Officer Contact:**

Name: Dawn Adams, Senior Procurement Officer

Tel: 01305 221271

Email: dawn.adams@dorsetcouncil.gov.uk

## **1. Purpose**

- 1.1 Within the workforce of Dorset Council there is a diverse and broad range of skills and expertise, much of which has been built up over many years. There are however, occasions when specialist skills or expertise, which do not exist within the Council's own workforce, are required or there are time restraints or other external factors that require external capacity.
- 1.2 This report is seeking the approval to procure and award the following requirements which are in relation to employing external capacity:
- Consultancy for Specialist Professional Services
  - Supply of Temporary Agency Staff
- 1.3 Currently these are contracted individually however it is appropriate to consider these requirements together to reflect that both are subject to IR35\* implications and both represent routes to bring in resource when capacity is lacking in the Council, due to lack of appropriate of in-house technical expertise or otherwise.

*\*Intermediaries legislation (IR35) requires that employment status of a contractor must ascertained before appointment as stipulated by HMRC.*

## **2. Consultancy for Specialist Professional Services**

### **2.1 Background**

- 2.1.1 Following a competitive tender exercise, a national framework for the provision of a single supplier Vendor Neutral Managed Services for Specialist Professional Services was established on 1<sup>st</sup> December 2015 by North East Procurement Organisation (NEPO).
- 2.1.2 The former Dorset County Council was named by NEPO the OJEU Contract Notice [2015/S 109-198397].
- 2.1.3 Cabinet approval was secured on 26<sup>th</sup> September 2016 (minutes 134.1) for:
- The Council to participate fully in the NEPO framework
  - The use of framework for procuring external advisor services should become the Council's default position so that alternative options are used only on an exceptional basis where there are clear business reasons
  - Changes to be made to the Council's Guidance on Engaging Consultancy Services to reflect the expectation that the NEPO framework route is followed.
- 2.1.4 The Council established a formal contract, following direct call-off from the framework, on 21<sup>st</sup> September 2017. The contract is due to expire on 16<sup>th</sup> March 2020 but has provision to extend a further 6 months, making a potential final expiry date of 16<sup>th</sup> September 2020.
- 2.1.5 The former District Councils did not hold any formal contracts for the provision for consultancy therefore there has been no requirement for convergence and the former Dorset County Council contract transferred as the corporate contract to Dorset Council.

### **3. Supply of Temporary Agency Staff**

#### **3.1 Background**

- 3.1.1 Following a competitive tender exercise, a national framework for the provision of a single supplier Neutral Vendor Managed Services for Agency Staff was established on 11th April 2015 by Eastern Shire Purchasing Organisation (ESPO).
- 3.1.2 The OJEU Contract Notice [2014/S 243-428147) stated that ESPO is a defined Central Purchasing Body as defined by the EU Combined Procurement Directive 2004/18/EC, and as such the framework agreement is open for use by Local Authorities.
- 3.1.3 DCC established a formal contract, following direct call-off from the framework, on 13th April 2016. The contract is due to expire on 12th April 2020, with no further provision to extend.
- 3.1.4 The former District Councils held contracts for the provision of temporary staff with Comensura. The contract held by Dorset Council Partnership (DCP) naturally expired on 30 November 2018 and DCP requirements were then transferred into what was the contract held by Dorset County Council. As from 1st April 2019, all requirements converged into this contract as Dorset Council.
- 3.1.5 85% of the agencies with the Neutral Vendor are those that are termed as Small Medium Enterprises (SMEs).

### **4. Neutral Vendor Managed Services**

- 4.1 Each of the current contract provisions are with separate single providers under a Neutral Vendor Managed Service.
- 4.2 This type of service is where a single provider takes responsibility for the Council's requirements under a contract, as opposed to the Council managing a selection of individual agencies. This involves the provider operating a tiered structure of agencies to deliver the services. Commonly used terms for this approach include managed services, master vendor and hybrid models.
- 4.3 Consideration will be needed on whether to opt again for a Neutral Vendor Managed Services however it should be recognised that managed services not just reduce costs but provides:
  - A single point of contact
  - Streamlining of invoicing (consolidated billing)
  - Management reporting
  - Standardised, accurate and transparent fees
  - Performance-based tiering of agencies to encourage service quality
  - Consistent compliance around employment checks and safeguarding
  - Support in addressing legislative requirements such as the Agency Worker Directive and application of IR35
  - Access to multiple agencies to ensure sufficient capacity and supply
  - A greater opportunity for 'local' and SME service providers within the managed services supply chain
  - Ability to direct award preferred provider via the managed service provider but equally managed service provider has the ability to carry out further competition; as directed by the Council.

4.4 Expenditure/Fee Split: A majority percentage of the expenditure is pass on to the agencies by the Neutral Vendor and the small remainder percentage is retained by the Vendor as a fee.

## 5. Considerations

5.1 **Do Nothing:** It is not an option for the Council to do nothing as the spend is at a level which requires the Council under Public Contract Regulations 2015 to secure contract(s) to replace existing; it will be unlawful not to do so.

5.2 **Contracting Models:** The Commercial and Procurement team to work with stakeholders in Human Resources, and wider business areas, to decide on future contracting model which will include options of:

5.2.1 Establishing a framework following open tender procedure, potentially:

- A framework for Temporary Agency Staff with multiple agencies
- A framework for Consultants with multiple agencies
- A framework for both Temporary Agency Staff and Consultants with multiple agencies

5.2.2 Establishing a framework with a single provider as a Neutral Vendor following open tender procedure, potentially:

- A framework with a single Neutral Vendor for Temporary Agency Staff
- A framework with a single Neutral Vendor for Consultants
- A framework with a single Neutral Vendor for both Temporary Agency Staff and Consultants

5.2.3 Establishing a term contract with a single provider as a Neutral Vendor from a national framework (a framework that has already been subject to competitive tender by a Central Purchasing Body, potentially:

- A contract with a single Neutral Vendor for Temporary Agency Staff
- A contract with a single Neutral Vendor for Consultants
- A contract with a single Neutral Vendor for both Temporary Agency Staff and Consultants
- Opportunity to explore benefits to be gained by having one single provider for both Temporary Agency Staff and Consultants

5.2.4 Note: Use of Dynamic Purchasing System is not an option because it does not allow for direct award call-offs, and the requirement to only do further competition would be impractical because of the potential to respond immediate capacity issues.

## 5.3 Single Provision for both Temporary Agency Staff and Consultants

5.3.1 As discussed above, the Project Team to explore benefits and opportunities to be gained by having one single provider for both Temporary Agency Staff and Consultants.

Advantages initially identified:

- Management of IR35 risk
- Opportunity to improve terms in respect of expenditure / fee split

## 6. Cost of Change

6.1 The Project Team to take into consideration the costs that would incur in changing providers, such as the cost of re-tendering, re-implementation, re-training users on to a new system, internal disruption, etc, at a time of both transition and transformation of internal workforce.

**7. Review Guidance for Engaging External Advisers, Consultants and other External Workforce**

7.1 The Project Team will review the existing guidance and governance in respect of engaging external resources which will need to reflect the following aims and principles:

- Minimise spend (including expenses) and maximise value
- Transfer knowledge and capability where appropriate
- Reduce future dependency on external resource
- Monitor and assess the performance of external resources to ensure value for money
- Ensure external resources complete with relevant Government Regulations and the Council's Constitution, particularly the Contract Procedure Rules
- Set standards, structure and governance to enable transparency and enhanced reporting



## Cabinet Committee

Dorset Council – People Strategy

Date of Meeting: 5<sup>th</sup> November 2019

Portfolio Holder: Cllr P Wharf, Deputy Leader/Corporate Development and Change

Director: Aidan Dunn, Executive Director, Corporate Development

### **Executive Summary:**

In our first year as Dorset Council, we have brought together six councils, with separate workforces, together into one safe and legal organisation.

It is important that we now set out our strategic approach to how we will become an employer of choice, both for our current employees and for our employees of the future.

The People Strategy attached to the report at Appendix 1 is presented to Cabinet for adoption. The Strategy has been and has also been created alongside our draft Corporate Plan and draft Values.

### **Equalities Impact Assessment:**

An Equalities Impact Assessment (EqIA) has been completed, and is attached as appendix 3.

**Budget:** Many of the actions need no further investment to bring them to realisation. Projects which require additional investment will be considered on a case by case basis.

### **Risk Assessment:**

Having considered the risks associated with this decision, the risk ratings are as follows

Current risk: MEDIUM

Residual risk: LOW

The detail of the risks that have been identified are contained within this report within Figure 1.

### **Climate implications:**

No negative impacts have been identified by delivering a People Strategy for Dorset Council. There are a number of areas where the outputs of the People Strategy could help to support our climate emergency commitments:

- Following Dorset Council's declaration of a climate emergency, this can be incorporated into our induction and on boarding processes, so that all new employees are aware of our commitment to this important issue
- Awareness of Dorset Council's climate emergency, and awareness of progress, can be measured through the proposed employee engagement platform
- In collaboration with the Climate Change Executive Advisory Panel, work can be undertaken to engage employees through Dorset Council's employee forum

**Other Implications:**

No other negative implications have been identified, however, it's important to note that through the transformation programme, and the 'Employer of Choice' theme, there are a number of dependencies which will have been identified and will be developed further. Examples of dependencies include:

- Property and assets – close link to the People Strategy, developing a positive workplace culture and how we will work in the future to increase collaboration and productivity
- Established transformation programmes within People: Children's and Adults Services
- Employees at all levels, will contribute to our culture shaping programme and how we live and demonstrate our values and behaviours

Both of these dependencies will be managed through the corporate transformation programme to align approaches and outputs.

**Recommendation:**

1. That Cabinet reviews the People Strategy and accompanying documentation as set out in Appendix 1 and agrees its adoption
2. That the equality impact assessment set out in Appendix 3 be noted and Cabinet members suggest any additional activity required to ensure that our approach is as inclusive as possible
3. That in consultation with the Executive Director, the Portfolio Holder for Corporate Development is delegated authority to make changes to the strategy which might occur as a result of the scrutiny process.

**Reason for Recommendation:** To consider Dorset Council's People Strategy, which sets out the strategic approach to becoming an employer of choice, developing the skills and approaches and organisational culture needed to be a successful organisation.



**Appendices:**

Appendix 1 – People Strategy  
Appendix 2 – Action Plan  
Appendix 3 – Equalities Impact Assessment

**Background Papers:****Officer Contact:**

Name: Ann-Marie Barlow  
Tel: 01305 838123  
Email: [ann-marie.barlow@dorset.gov.uk](mailto:ann-marie.barlow@dorset.gov.uk)

**1. Background**

1.1 Dorset Council came into being on 1 April 2019 to:

- Protect frontline services by reducing costs
- Give Dorset a stronger voice nationally, helping to attract business investment, government funding and support local economic growth; and
- Better meet the needs of the communities by bringing all services together

1.2 Dorset Council brought together six predecessor organisations into one, safe and legal organisation on 1 April 2019. Work now needs to take place to define what our strategic ambition is as an employer, becoming an employer of choice.

**2. Developing our Strategy**

2.1 Developing a healthy organisational culture will be critical to our success. The culture of Dorset Council will have a direct impact on our reputation and the achievability of improved outcomes for residents, businesses and visitors to Dorset.

2.2 In preparation for the organisation being formed on 1 April 2019, work began with employees to understand what they would like to bring with them into Dorset Council, and importantly, what they would like to leave behind. This early work helped to formulate a series of core behaviours, a behavioural framework and latterly our draft values.

2.3 In addition to a behavioural framework, work has taken place to define a series of organisational values and a transformation programme, with one of the key themes being 'Employer of Choice'.

2.4 Building on this work, a People Strategy is now ready to be presented to Cabinet for decision. The process for developing this strategy has been to:

- Work with employees to define what an employer of choice means to them

- Meet with managers across the organisation to understand their ambitions and potential challenges to becoming an employer of choice
- Engage with recognised trade unions
- Engage with partners
- Undertake national research
- Seek feedback through the recent peer review

2.4 An Equalities Impact Assessment (EqIA) has been developed. The EqIA process has brought forward mainly areas where the impact of the People Strategy has been assessed as positive. There are three areas where the impact is unclear and the approach to developing further understanding of these are detailed in the assessment's assessment (appendix 3)

2.5 Through the conversations that have taken place with managers, a workforce profile has been developed, to pull together, at an organisational level, upcoming activity that will impact on the workforce.

### **3 Dorset Council's People Strategy**

3.3 Based on the insight we have gathered from engaging with a variety of stakeholders (as detailed in 2.3) the People Strategy is structured under six themes:

- Becoming an employer of choice
- Developing our people
- Engaging our people
- Supporting our people
- Rewarding and recognising performance
- Creating a positive workplace culture

3.4 The strategy also references our draft values, these draft values alongside our core behaviours should underpin everything we do, and are integral to the culture we aspire to achieve.

3.5 Under each theme is a series of commitments. The strategy has been developed with a clear action plan, with milestones, accountabilities and measures of success to make sure that we act on our commitments.

### **4 How will we deliver the strategy**

4.3 It is recognised that the nature of this work is significant, challenging and transformational. It has been recognised that for much of this work to be successfully achieved, dedicated resource needs to be in place to help deliver on our strategic ambitions, over a sustained period of time.

4.4 The recent peer review has highlighted that this strategy is ambitious and will need to be resourced effectively. As part of the transitional structures for Dorset Council, a strategic Organisational Development function has been introduced,

and will be in place from January 2020. This function will help to deliver the actions of the strategy, alongside key stakeholders.

4.5 Resource is being put into place to help to deliver this work, but this strategy must be owned and led by the organisation. To help support this, the strategy action plan will inform the organisational transformation programme, specifically the employer of choice theme, and will be reported on and measured regularly.

4.6 Risks to delivery have been identified as detailed below. These will be developed and regularly reviewed alongside the transformation programme.

Figure 1.

<b>Risk</b>	<b>Description</b>	<b>Mitigation</b>
Employee engagement	We are a changing organisation, and change has happened and is happening at pace. There is a risk to employees experiencing 'change fatigue', resulting in reduced employee engagement.	The action plan sets out how we will work towards becoming an employer of choice, and deliverables to help us engage employees in our journey.  The action plan has been prioritised taking into account this risk.
Delivery	As a large organisation, it's understandable that some areas need to prioritise workforce development. There is a risk to delivery of the People Strategy if this work is not joined up.	All workforce related change activity will be managed through Dorset Council's proposed transformation programme, under the 'Employer of Choice' theme. This will help to identify dependencies and manage these effectively.  There will also need to be a focus on building strong, collaborative, relationships across the organisation to make sure our People Strategy is embedded and owned across the organisation.
Delivery	As reflected in the recent Peer Review feedback, this strategy is ambitious and covers a five year period. It's important that this is resourced effectively.	Resourcing will be managed through the newly formed Organisational Development service, with risks and issues being reported regularly through the corporate transformation programme.  Should gaps in resourcing be identified, this will be escalated through to SLT as early as possible.

## 5. Next steps

5.1 The People Strategy was scheduled to be discussed at the Audit and Governance Committee, with an extended invite to the Corporate Scrutiny Committee Chair and Executive Chair. This item had to be rescheduled, and will now take place on 7<sup>th</sup> November.

5.2 The final version of the strategy and detailed action plan will be made available on our website.

5.3 A communications plan is being developed and will inform further engagement work with employees, partners and key stakeholders.

# Our People Strategy

2019 - 2024



# Introduction

In April 2019, Dorset Council was formed, bringing six councils together, into one. Our draft vision is for Dorset to be a great place to live, work and visit. Our employees can contribute towards delivering this vision, as we seek to create a modern, efficient, twenty first century council.

We want to strive for excellence now, and in the future, and we can only do this with the right people on this journey with us. That is why we set out to create our People Strategy.

The way we lead, manage and behave is fundamental to how people view Dorset Council. It has a direct impact on the services we provide, both to our external customers and to ourselves as internal customers. The People Strategy sets out our commitments to enable our values as a council.

## Our Draft Values

- we are an advocate for Dorset on a local, national and global stage
- we work together with our communities and our partners to make things happen
- we put people first and design services around their needs now and in the future
- we are open, accessible and accountable
- we use time and money wisely
- we value people and build on their strengths

Our People Strategy sets out our ambition to be an employer of choice, where we can do our jobs well and make a difference to the people of Dorset. We

have worked with employees to understand what an employer of choice means to us, and this is what we have heard:

### We want the council to be a place where we:

- recognise that our colleagues are the organisation's greatest asset
- find our work rewarding and can see the difference we make to the lives of Dorset residents
- are supported to develop ourselves, enhance our skills and increase our knowledge
- value diverse backgrounds, skills and personalities
- treat each other as equals with respect
- develop a positive working culture that is flexible, responsive and enhances the health and wellbeing of our employees
- have access to the resources and support we need to do our work effectively
- take responsibility for our work and the outcomes we deliver
- listen to others' views and we recognise their contribution
- work as one team to achieve our shared goals



# Our core behaviours

We have worked with our employees to develop our core behaviours. Our values are **why** we are here and our core behaviours give us a shared language to define **how** we work together

## Responsibility

We act with integrity. We are honest and we don't attribute blame when something goes wrong. We are all part of the solution.

## Respect

We are aware of our impact on others. We treat people fairly and have high expectations of ourselves and others, and value differences in approaches and opinions. We instigate and lead through positive behaviour.

## Recognition

We appreciate and value the contribution of individuals and teams for work well done. We lead by taking time to provide feedback and share lessons learned and achievements to support the organisation's development. We celebrate commitment and success.

## Collaboration

We work with colleagues, residents and partners to achieve the best possible outcomes. We feel confident to share ideas, we listen and respect other points of view and set this example to each other. We value the power in combining our personal qualities, skills and experience to achieve a shared goal.



Responsibility • Respect • Recognition • Collaboration



# Having a people strategy

What do we want to achieve by having a people strategy?

A [2019 Glassdoor study](#) revealed that 77% of people consider a company's culture before applying, and 56% say that culture is more important than salary when it comes to job satisfaction.

Having a people strategy helps us to set out our ambitions as an employer about how we can create a positive workplace culture, and become an employer of choice. We want our employees to feel valued, and to feel part of one organisation, one team.

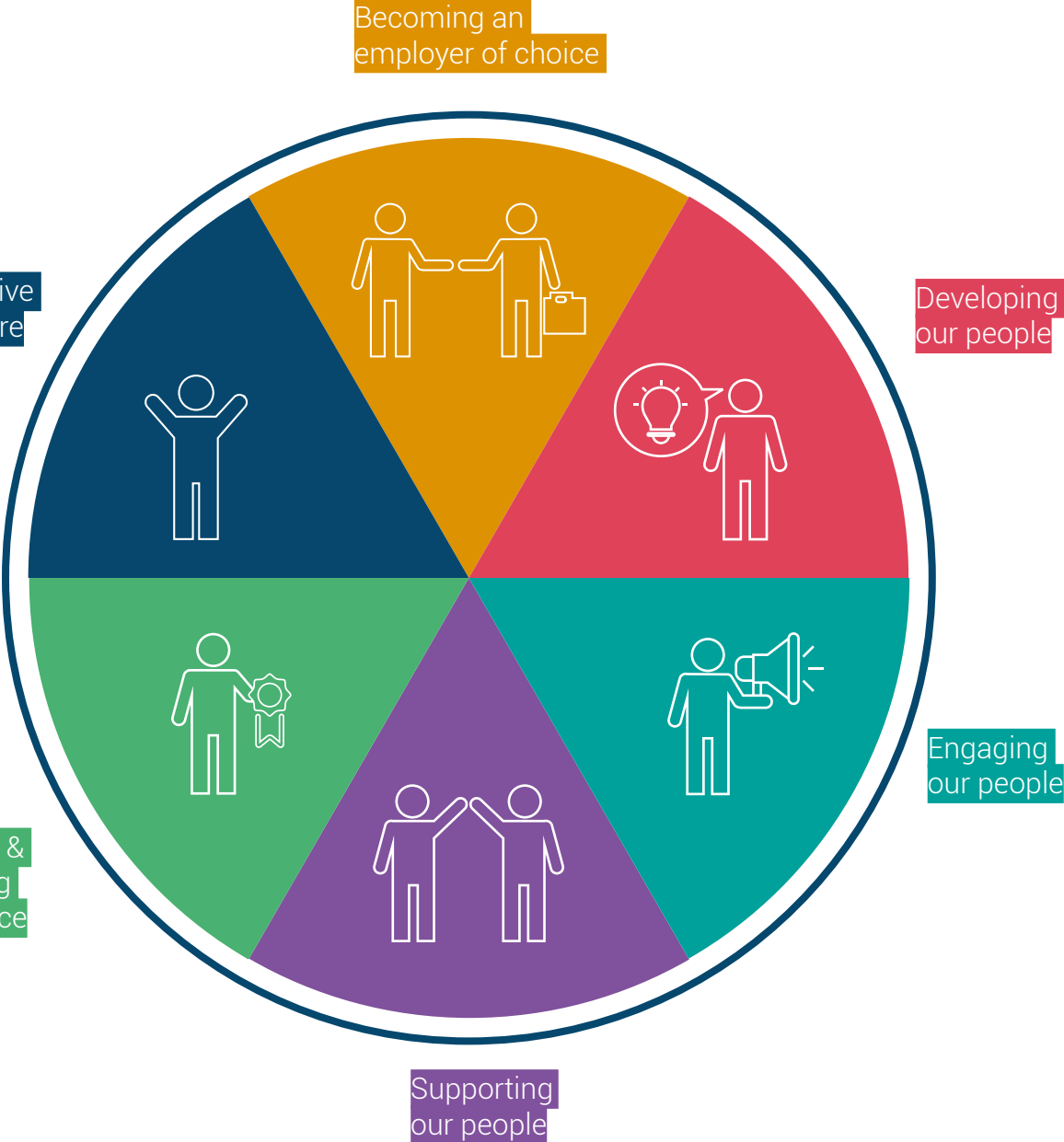


one  
team





# People Strategy Goals



# Becoming an employer of choice

As one of the largest employers in Dorset, we want our employees to want to work with us because we are an employer of choice, not necessity.

We need to take time to understand our employee journey, how we attract people, have a recruitment a process that works for all and develop our individual and team strengths. When we do say goodbye, we do it well, understanding how we can continue to make improvements.

the profile of our organisation, enabling us to forecast what roles we need to recruit to, where we need to address skills shortages and where our challenges are in recruiting and retaining employees

## Our employer of choice commitments are:

- develop an impactful approach to welcoming new employees and make sure that everyone receives the information, resources and support they need to perform well
- promote and proactively work towards enabling a diverse and healthy workforce across all levels of our organisation, acting as a role model for all Dorset employers
- develop a clear brand that communicates our values and aids successful recruitment
- make sure all employees can work efficiently and productively as possible, equipped with the digital skills to use modern technology and become digital champions in the workplace and community
- review and modernise our approaches to recruitment and retention, to make sure that we attract and retain valued employees and can deliver on our digital ambition
- make sure the organisation has terms and conditions that reflect business need and the ambitions of a modern organisation
- develop a workforce plan that helps us to understand



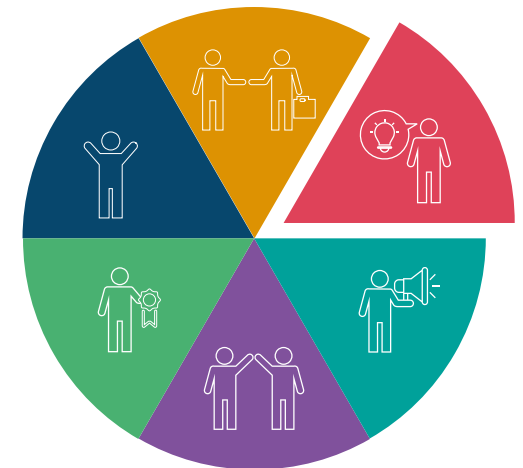


# Developing our people

As we develop as an organisation, we want to make sure that we continually facilitate the learning and development of our employees so they are empowered to take an active role in their development.

## Our learning and development commitments are:

- maximise the use of the apprenticeship levy to develop our existing employees, and attracting our employees of the future
- develop a dedicated programme of learning to help us to provide great customer experiences. We will also promote using a strengths based approach when working with our customers, to help them shape solutions with us
- develop a coaching and mentoring culture
- create Leadership and Management development programmes unique to what we want to achieve in Dorset Council
- Understand the skills and capabilities we need to become a digital council, equipping people to work together to design and continuously improve service provision, and embrace new technology such as robotics and artificial intelligence
- work across our sites to bring learning and development conversations to our employees' daily working environment through personal development plans, learning masterclasses and group learning events
- encourage learning and development to be part of the way we work, through dedicated learning days
- when we do need to bring in external expertise, we commit to making sure that we learn from others' knowledge and skills so that we build and develop our workforce resilience



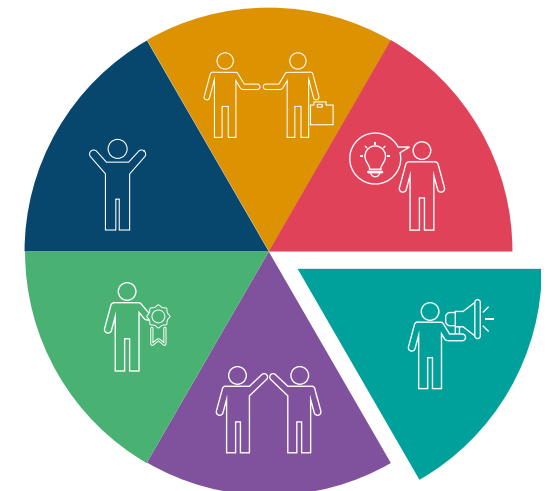
# Engaging our people

We want our employees to be engaged; they are our most important resource and we value them. Engaged employees are more likely to be highly motivated and more productive.

In a large and diverse organisation like Dorset Council, we need to put mechanisms in place to encourage feedback so that our employees have a voice and can help to shape how we work together now, and in the future.

## Our commitments to engaging our people are:

- facilitate meaningful 'big conversations' through our employee forum, which is open to all employees of Dorset Council
- continue our commitment to developing strong working relationships with recognised trade unions, to help us shape our culture together based on best practice and compliance with negotiated agreements
- establish a leadership forum, to bring together our people leaders on a regular basis
- undertake regular, valuable, two-way engagement, through a range of internal communications channels
- seek feedback on a regular basis, evaluating it and sharing this back to the organisation in a timely manner, with clear messaging about how we are using this feedback to make improvements
- engage employees in how we spend our learning and development budget





# Supporting our people

We want to create an environment where employees can maintain good health and resilience and develop a positive work / home life balance. A healthy, productive and motivated workforce benefits the experience of the people we are here for, our customers, residents and communities.

## Our commitments to supporting our people are:

- work with our employees and partners to create a strategic employee wellbeing programme, incorporating the [Five Ways to Wellbeing](#)
- revisit policies to ensure practice is supporting workplace wellbeing
- ensure safety is prioritised in the workplace, risks to employees are managed effectively and all relevant information is shared
- make sure employees can access a range of initiatives and services aimed at maintaining good physical and mental health, helping them remain in work and achieve their potential, regardless of any health issues
- develop opportunities for our leaders to grow knowledge and skills to manage wellbeing issues in the workplace
- build understanding and reduce stigma of mental health conditions through awareness programmes and initiatives





# Rewarding and recognising performance

We are committed to our core behaviours and our organisational values. These help us to provide a consistent shared approach to how we work, and a set of organisational standards we expect to see when we are working with each other, and our customers.

It's important that we celebrate when things are going well, and it's also important that we provide a safe environment to have respectful conversations when things aren't working as we would like. We want to create an environment where we work on solutions together.

Recognising when our behaviours and values are being demonstrated consistently will help our employees to feel valued and motivated. This is an important factor in recruiting and retaining the right people for Dorset Council, as well as providing the best possible services for our communities.

## Our commitments to reward and recognising performance are:

- launch and develop an Employment Offer with employees, which enables a personal and flexible approach to employee benefits
- develop a strategic approach to identify and develop those who are performing exceptionally well with a talent management and succession programme, so that we develop our leaders of the future in-house where possible
- with a flatter management structure, provide more ways for employees who are working towards leadership roles, to develop the skills and experience they need to succeed in the future

- Review our approach to performance management, moving towards regular developmental and performance conversations, being focused on outcomes rather than process







# Creating a positive workplace culture

We believe that 'the way we do things around here' impacts on how well we work together. We are committed to empowering our employees at all levels within the organisation to be innovative and develop our services together. To do this well, we need to provide an environment which enables us to perform at our best.

## Our commitments to creating a positive workplace culture are:

- work together to design a culture shaping programme which will seek to understand who we are as an organisation, how the way we work influences our culture, and understand how we can be at our best
- develop an organisational approach to how we work and make the best use of our office accommodation to enable innovation, collaboration and flexibility
- create a fun place to work where can encourage innovation, continually learn from what we do and collaborate with others to get the best results
- embed our core behaviours into our policies, processes and everything we do
- undertake regular culture snapshots through our surveys, acting on areas which prohibit a healthy and positive workplace culture

- work with managers and employees to help build successful teams
- share success stories across the organisation, recognise and celebrate what we do well and share that learning across the organisation



# Success measures

- employees feel the council is an employer of choice, as indicated by employee surveys
- improved job performance, as indicated by a range of key performance indicators
- our Employee Offer is being accessed and positive feedback is received by employees
- positive impact on line management relationships
- increased sense of trust and fairness in the organisation (employee surveys)
- proportion of employees who leave their current roles, are doing so because they have been promoted internally or externally
- increased number of apprenticeships and a higher engagement of other learning opportunities
- increased formal coaching programmes initiated within the organisation
- reduced skills gaps (skills gap analysis reports)
- employees feel that the organisation recognises and values the importance of their wellbeing (employee surveys)
- employees feel able to talk about their emotional health and ask for support, should they need it (employee surveys)
- we provide a range of flexible working options to encourage a healthy work/home life balance
- higher engagement with health and wellbeing initiatives
- reduction in absence levels
- proportion of recruitment that is successful
- positive reception and feedback on our employer brand
- employees are satisfied with the range of Learning and Development opportunities available to them (employee surveys)



# People Strategy Action Plan

## 2019 – 2024

### Theme: Employer of Choice

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 1.1.0	We will promote and proactively work towards enabling a diverse workforce across all levels of our organisation, acting as a role model for Dorset employers	Using the score on the Equalities Framework for Local Government, our working practices are continually improved to support equality and diversity  Managers clearly understand and promote flexible working options, based on an individual's needs	Work with colleagues to create an OD/EDI action plan	January 2020	March 2020	OD
			Use Stonewall Diversity Index framework to review all EDI activity in the organisation	April 2020	March 2021	OD
			Build on Stonewall action plan for all other EDI activity	March 2020	March 2021	OD
			Review accreditations for disability confident and other EDI initiatives	March 2020	March 2021	OD
			Develop and embed employee-led networking focus groups	October 2019	October 2020	OD, Wellbeing
			All employees are provided with opportunities to develop an understanding of their own biases and they are supported to eliminate the negative impact these may have on others	September 2020	September 2021	L&D, OD
			Promote flexible working practices throughout the organisation, in order to attract and retain a diverse range of employees	April 2020	April 2022	HR, OD
PS 1.2.0	Linking to our reward and recognition strategy, develop an employer brand to understand our reputation as an employer and how we can become more attractive to potential employees in the future	Celebrating organisational success with events that recognise key milestones and achievements	Plan and deliver a 'Our First Year' celebration with employees, partners and the community	November 2019	April 2020	OD, Communications, SLT
		Potential applicants see Dorset Council as an Employer of Choice, leading to an increase in job applications from suitable candidates,	Consult and engage with employees to develop an employer brand. Create focus groups for different organisational demographics (e.g. new starters, established employees etc.) to understand: <ul style="list-style-type: none"> <li>• What do we want to be known for?</li> <li>• What makes us proud to work here?</li> </ul>	September 2020	November 2020	OD & Communications

		increasing our recruitment fill rates to 75% and reducing our time to fill vacancies to an average of 25 days or less	<ul style="list-style-type: none"> <li>What benefits do we offer?</li> </ul>			
			Develop a brand strategy to include social media presence and approach to engaging prospective employees.	November 2020	December 2020	OD & Communications
			Work closely with communications team and utilise engagement platforms to develop framework for measuring impact of employer brand.	November 2020	December 2020	OD & Communications
PS 1.3.0	Review our HR policies and processes to make sure that we are enabling and facilitating our ambition to be an employer of choice.	Our policies and processes are aligned with our goal to become an Employer of Choice.	Conduct an internal policy review, considering EDI work plans	April 2021	March 2022	HR & OD
PS 1.4.0	Review and modernise our approaches to recruitment and retention, to make sure that we attract and retain valued employees.	<p>We have a Dorset Council workforce plan in place which will be used at a strategic and directorate level to ensure we are modern and agile in our approach to workforce development.</p> <p>People leaders in the organisation understand the context of the external environment and how this impacts on workforce planning. We spot and manage retention issues quickly, leading to a decrease in our turnover rate from our current rate of 14.31% to below 13%.</p>	<p>Review of recruitment processes to include:</p> <ul style="list-style-type: none"> <li>Analysis and review of current processes.</li> <li>Data gathering and insight into how we recruit and effectiveness of this.</li> <li>Analysis of shifting demographics in the workforce and how this may affect priorities for future potential applicants.</li> <li>Develop a modern and responsive approach to attracting future employees.</li> <li>Identify recruitment challenges, and establish targeted approaches to mitigate against current challenges, forecasting future challenges too.</li> </ul>	April 2020	April 2021	HR & OD
			<p>Design an approach to retention, to include:</p> <ul style="list-style-type: none"> <li>Analyse turnover rates at an organisational, directorate and service level</li> <li>Through pulse surveys, focussed feedback conversations, HR advisory insight and trade union insight, identify employee and manager 'frustration points'</li> <li>Establish the gaps between employee and manager 'frustration points'</li> <li>Develop approaches to alleviating frustration points</li> <li>Undertake targeted work in areas where there is a turnover of from 13%</li> </ul>	September 2020	September 2021	HR, OD, Trade Unions & Line Managers
PS	Ensure Dorset Council has	We are able to recruit to	Engagement with recognised trade unions,	September	December	HR

1.5.0	terms and conditions that reflect business need and the ambitions of a modern organisation.	roles at the first attempt	employees and senior managers to understand the areas of focus and outcomes to be achieved	2019	2019	
		Employees value the terms and conditions offered as demonstrated via survey feedback	Identification of options for change, including incorporation of examples of best practice and learning from other organisations	January 2020	March 2020	HR
		A low proportion of leavers indicate terms and conditions of employment as being the reason for leaving the organisation	Negotiation of changes with recognised trade unions and further engagement with the wider workforce	June 2020	September 2020	HR
			Implementation of changes to contracts of employment	June 2020	September 2020	HR
PS 1.6.0	Develop an impactful approach to welcoming new employees to Dorset Council to make sure that employees at all levels receive the information and support they need to perform well.	New employees understand what is expected of them and know where they can find the guidance and resources they need. There is a decrease in helpline calls in the support functions, as employees know how to solve their queries independently.	Establish an impactful corporate induction programme to welcome new colleagues, to include: <ul style="list-style-type: none"> <li>• Induction booklet</li> <li>• Induction session</li> <li>• Establish future networking opportunities for employees</li> <li>• Establish effective and impactful on boarding process</li> <li>• Comprehensive ICT training and support</li> <li>• Role of a manager within the organisation</li> </ul>	October 2019	March 2020	OD & L&D

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 2.1.0	Maximising the use of the apprenticeship levy to develop our existing employees and attract our employees of the future	There is an increased number of apprenticeships and a decrease in the size and number of skills gaps	Establish strategic apprenticeship board	October 2019	December 2019	L&D, OD & SLT
			Develop strategic programme of activity to maximise the impact of apprenticeship levy spend, targeting areas where we have identified current and future skill shortages	January 2020	March 2021	L&D, Strategic Apprenticeship Board
PS 2.2.0	Developing a coaching and mentoring culture	Coaching and mentoring is part of how we work, and how we approach our approach to development on a day to day basis	Undertake a review of our approach to coaching and mentoring to date and design a strategic plan for developing our approach to coaching and mentoring	March 2020	August 2020	L&D
			Design and deliver a series of coaching masterclasses for our leaders and managers, encouraging coaching skills to be incorporated into 1-2-1's and performance development conversations	March 2020	March 2024	L&D
			Incorporate coaching into our leadership and management development programme	October 2019	February 2020	L&D, OD
			Design and deliver a series of coaching masterclasses for employees	March 2020	March 2024	L&D
			Incorporate coaching skills and tools into our customer service development for frontline employees	April 2020	April 2024	L&D, OD, Customer Services
			Extend our in-house coaching network, developing this through further opportunities to undertake a formal qualification	April 2020	April 2024	L&D
PS 2.3.0	Creating Leadership and Management development programmes unique to what we want to achieve in Dorset Council	We have programmes in place that are designed around the challenges we may face now and in the future, so that we are well prepared and can confidently and consistently lead	With employees, design and develop a leadership and management development programme.	October 2019	February 2020	L&D, OD
			Maximise apprenticeship levy funding to provide a range of leadership and management apprenticeship options.	October 2019	February 2020	L&D, OD, Strategic Apprenticeship Board
PS 2.4.0	Engaging employees in how we spend our learning and development budget	We have a strategic approach to learning & development driven by the evolving ambitions for our	Undertake an organisational learning needs analysis	April 2020	April 2021	L&D
			Design and develop an approach to capturing feedback about our learning and development activity, reviewing our process and approaches	February 2020	February 2021	L&D

		workforce	regularly in line with feedback received			
			Engage our employees in our learning priorities and how we can deliver these priorities to maximise impact and investment through internal surveys	May 2020	December 2024	L&D
PS 2.5.0	Being agile in our approach, working across our sites to bring organisational development conversations to our employees' daily working environment through engagement sessions, personal development plans, learning masterclasses and group learning events	We see an increase in performance, as evidenced by Key Success Indicators. Employees understand the career opportunities available to them. There is an increase in retention, due to clear and flexible career paths. Employees are highly capable and feel empowered to do their jobs well	Introduce learning roadshows on a regular basis which will consist of: <ul style="list-style-type: none"> <li>• A programme of development masterclasses</li> <li>• 1-2-1 coaching conversations</li> <li>• 1-2-1 career development plans</li> <li>• Gathering feedback on our approach to learning and development and how we can shape this together</li> </ul>	February 2020	July 2020	L&D
PS 2.6.0	Encouraging learning and development to be part of the way we work, through dedicated learning days	Employees feel empowered to take advantage of the learning and development opportunities on offer	Agree framework for 'learning and development days'; an entitlement to take time to improve knowledge and skills that would positively impact on personal and professional development	January 2023	March 2023	L&D, OD, SLT
PS 2.7.0	When we do need to bring in external expertise, we commit at an organisational level that we make sure that we learn from others' knowledge and skills so that we build and develop our workforce resilience.	Over time, more contracts provide for knowledge sharing between consultant and client officers  As a requirement, knowledge sharing is included in our procurement processes	Design and develop in-house consultancy masterclass, to grow our own in-house consultants to build their skills and approaches	June 2020	March 2022	L&D
			Provide guidance to those involved in the procurement of specialist services as to how a knowledge sharing approach could be incorporated into new contracts at the procurement stage	April 2020	March 2021	Procurement, OD
PS 2.8.0	Understand the skills and capabilities we need to become a digital council, equipping people to work together to design and continuously improve service provision, and embrace new technology	Digital skills and capabilities are incorporated into our learning and development approaches and our recruitment and performance processes	Align our digital strategy ambitions with our recruitment processes, so that we recruit employees with the digital skills and behaviours required for roles	September 2021	September 2022	OD, Digital
			Promote a digital culture throughout the organisation through a digital champions network and other development opportunities	February 2021	February 2024	L&D, OD, Digital
			Flexible working opportunities are promoted in	April 2022	April 2024	HR, Digital

	such as robotics and artificial intelligence	We have a technologically confident and skilled workforce	our recruitment and selection process, to widen the pool of available applicants, retain employees and increase diversity			
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## Theme: Engaging Our People

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
Page 106 3.1.0	Facilitate meaningful 'big conversations' through our employee forum, which is open to all employees of Dorset Council	Employees are empowered to challenge existing practices and ideas in a respectful, collaborative manner. Their feedback is used to shape corporate policies and strategies	Design forward plan for employee forum with employees and Heads of Service	January 2019	March 2020	OD
			Design and develop an approach for forum members to work with accountability as 'change agents' or similar	October 2020	January 2021	OD
			Measure impact of employee forum, report on this on a bi-annual basis to SLT	January 2019	March 2020	OD
			Establish and embed terms of reference for the employee forum.	October 2019	December 2020	OD
PS 3.2.0	Continue our commitment to developing strong working relationships with recognised trade unions, to help us shape our culture together based on best practice and compliance with negotiated agreements	Ongoing demonstration of effective engagement to enable organisational issues to be identified and resolved  No formal disputes or industrial action	Facilities Agreement signed and in place	October 2019	March 2020	HR
			Commitment to regular meetings with trade unions in line with the agreed governance arrangements	Ongoing		Natalie Adam
PS	Establish a leadership	Change is embraced	Establish forum and forward plan	October	December	OD

3.3.0	forum, to bring together our people leaders on a regular basis	through effective and visible leaders communicating and reinforcing the direction of travel		2019	2019	
PS 3.4.0	Undertake regular, valuable, two-way engagement	Channels and processes are in place to increase two way engagement opportunities  Employees are satisfied with our approach to engagement and see this	Develop internal communications strategy	July 2019	December 2019	Communications
			Develop forward plan for employee briefings and content	October 2019	February 2020	OD and Communications
			Develop new channels to enable two-way engagement	October 2019	October 2020	OD and Communications
REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 4.1.0	Work with our employees and partners to create a strategic employee wellbeing programme, incorporating the NHS recommended Five Ways to Wellbeing	Employees feel the organisation cares about their wellbeing, as evidenced by employee surveys	Develop a strategic wellbeing programme	January 2020	May 2020	Wellbeing
4.2.0	Review policies and ensure practice is supporting workplace wellbeing	Employees are confident that the organisation's policies and practice create a supportive working environment where they are enabled to be productive and do their job well  Policies and practice visibly align to workplace wellbeing guidelines	Using the strategic wellbeing programme, review our policies and practices relevant to health and wellbeing to ensure they align with our strategic vision and evidence-based workplace wellbeing guidelines	June 2020	June 2021	Wellbeing, OD
PS 4.3.0	Ensure safety is prioritised in the workplace, risks to employees are managed effectively and all relevant information is shared	Health and safety practices are well communicated and employees report that they are confident that the organisation has the right processes and	Have a clear and accessible process in place for the organisation to record high risk areas for frontline employees	October 2019	March 2020	Customer Services, Assurance Service

**Theme:  
Supporting Our People**

		practices in place				
PS 4.4.0	Embed mental health awareness into our leadership and management development programmes	Employees feel able to talk about their emotional health and ask for support should they need it.  Managers feel confident to address issues around mental health confidently	Incorporate mental health awareness into leadership and management development, with this being a mandatory requirement of all managers in Dorset Council	June 2020	May 2021	OD, L&D, Wellbeing
PS 4.5.0	Build an understanding and reduce stigma of mental health conditions through awareness programmes and initiatives	Employees feel that the organisation recognises and values the importance of their wellbeing  Employees feel able to talk about their emotional health and ask for support should they need it  We provide a range of flexible working options, to encourage a healthy home / work life balance	Develop a mental health champions programme to encourage employees to: <ul style="list-style-type: none"> <li>Develop knowledge and confidence to signpost people with the most common mental health issues to the right support</li> <li>Develop an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing</li> </ul>	October 2019	January 2020	Wellbeing

## ng and Recognising Performance

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 5.1.0	Develop an employment offer for Dorset Council	We have a personal and unique offer that is affordable and reflects our ambition to be an Employer of Choice	Develop and launch an Employment Offer with employees, which enables a personal and flexible approach to employee benefits, whilst bringing an underlying consistency for employees of Dorset Council	April 2022	April 2024	HR, OD,
PS 5.2.0	Develop a strategic approach to identify, attract and develop talent	We have a transparent and accessible talent management framework	Develop a talent development framework	April 2020	April 2021	OD
			Define a series of core principles to help make sure our approach and decisions are transparent	April 2020	June 2021	OD
			Diversity considerations are built into our talent development programme	April 2020	April 2021	OD
			Identify leadership skills of the future and design and deliver learning and development initiatives to	April 2020	September 2021	L&D, OD



			support this			
			Identify approach to secondments and stretch assignments for employees to develop experience and competencies required for key roles	September 2021	January 2022	OD, HR, L&D
			Talent and succession development groups are put in place to provide a forum to challenge and develop our approach so that it continues to be transparent and accessible	April 2021	June 2021	OD
PS 5.3.0	Develop a strategic approach to succession planning so that we identify and develop our leaders of the future in-house where possible	We have a succession planning programme in place to help us to identify early on where we need to develop our leaders of the future  Business intelligence is used to inform workforce planning and talent and succession programmes feed into how we plan for the future	Develop systems to capture information about employee aspirations and potential, which will feed into development and support plans	April 2020	April 2022	HR, OD
			Provide our leaders and managers with the skills to have regular career and development conversations	September 2021	June 2022	OD
			Undertake analysis of roles within the organisation and where our succession planning priorities should focus on which will include a mix of leadership roles and technical business critical roles at all levels	September 2020	September 2021	HR, OD
			Undertake competency and skills gap analysis to help us to plan and develop succession planning	April 2020	September 2021	HR, OD
5.4.0	Review our approach to performance management, moving towards regular developmental and performance conversations	We have a meaningful and impactful approach to performance development and employees and managers value this	Developing and embedding a corporate approach to developing our people, which will: <ul style="list-style-type: none"> <li>• Enable healthy and productive conversations about performance.</li> <li>• Identify internal talent and growth opportunities.</li> <li>• Identify strengths and how to apply and maximise these</li> <li>• Give real time feedback</li> </ul>	July 2019	April 2020	OD

## Theme: Creating a positive workplace culture

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 6.1.0	Design a culture shaping programme which will seek to understand who we are as an organisation, how the way we work influences our culture, and understand how we can be at our best	There is a high level of trust and collaboration between employees and leadership	Develop a culture shaping programme to include: <ul style="list-style-type: none"> <li>Engaging employees, managers, leaders and political leaders in assessing our culture (shared assumptions)</li> <li>Developing 3-5 year culture change programme</li> <li>Building #OneTeam for Dorset</li> </ul>	January 2020	May 2020	OD
PS 6.2.0 Page 110	Develop an organisational approach to how we work and make the best use of our accommodation to enable innovation and collaboration	We have good understanding of how our accommodation should work to maximise innovation and collaboration	Undertake workspace analysis to include service delivery and co-location requirements. Linked with the council's Asset Management Plan	April 2020	September 2021	Assets, Estates & Facilities Management
			Work with employees and managers to design a series of workplace protocols	April 2020	June 2020	OD
			Align our workplace protocols with our culture shaping programme, the asset management plan and the corporate landlord model.	June 2020	June 2022	OD, IT, Assets & Estates
			Undertake targeted work with teams to help them prepare for changes to the way that they work	June 2020	June 2022	OD
PS 6.3.0	Embed our core behaviours into our policies, processes and everything we do	Our core behaviours influence how we work on a daily basis, reflected in clear alignment to our business as usual processes	Embed our core behaviours into HR processes, in particular those that contribute to the employee journey:  Attract Recruit Develop Retain	April 2020	September 2021	HR, OD
			Incorporate our core behaviours into policy reviews	April 2021	March 2022	HR, OD
PS 6.4.0	Undertake regular culture snapshots through our surveys, acting on areas which prohibit a healthy and positive workplace culture	We have a clear approach to capturing qualitative and quantitative feedback about our culture	Develop a work plan for culture snapshot surveys	January 2020	June 2020	OD
			Align the feedback we receive with our culture shaping programme, undertaking targeted work where needed	April 2020	April 2024	OD

PS 6.5.0	Working with managers and employees to help build successful teams	We have tools and support in place to help managers and employees build successful teams	Establish a corporate approach to building successful teams, to include: <ul style="list-style-type: none"> <li>• Core behaviours</li> <li>• Lencioni's Five Functions of a Cohesive Team</li> <li>• Understanding team dynamics</li> <li>• Develop a toolkit and support offer from OD professionals to help bring teams together successfully in Dorset Council.</li> </ul>	October 2019	March 2020	OD
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## Equality Impact Assessment (EqIA)

Before completing this EqIA please ensure you have read the EqIA Guidance Notes

<b>Title</b>	People Strategy		
<b>Date assessment started:</b>	16 September 2019	<b>Version No:</b>	1
		<b>Date of completion:</b>	11 October 2019

### Type of Strategy, Policy, Project or Service:

Is this Equality Impact Assessment (please put a cross in the relevant box)

Existing:	<input type="checkbox"/>	Changing, update or revision:	<input type="checkbox"/>
New or proposed:	<input checked="" type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

Is this Equality Impact Assessment (please put a cross in the relevant box)

Internal:	<input type="checkbox"/>	External:	<input type="checkbox"/>	Both:	<input checked="" type="checkbox"/>
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### Report Created By:

<b>Name:</b>	David Patrick
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<b>Members of the assessment team:</b>	Susan Ward-Rice – Diversity and Inclusion Officer Ann-Marie Barlow – Interim Head of OD Tamsyn Harwood – Organisational Development Co-ordinator Veronique Moorcroft – HR Business Partner

## Step 1: Aims

<p><b>What are the aims of your strategy, policy, project or service?</b></p> <p>This Equality Impact Assessment (EqIA) relates to Dorset Council's People Strategy.</p> <p>As we are now six months into our new council, together as Dorset Council, we want to be able to set out our ambition to be an employer of choice, where we can do our jobs as effectively as possible to make a difference to the people of Dorset, and enable us to engage and retain happy and enthusiastic employees. Our People Strategy will help us achieve this.</p> <p>The strategy will present the vision for the organisation, our narrative in terms of what kind of council we (as the workforce) want to be and a reminder of the core behaviours, which were developed in collaboration with employees.</p> <p>The strategy will aim to present in a clear, relatable and succinct way, what the goals for the organisation are, in terms of its people: -</p> <ul style="list-style-type: none"> <li>• Becoming an employer of choice</li> </ul>
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- Developing our people
- Engaging our people
- Supporting our people
- Creating a positive workplace culture
- Rewarding and recognising performance

Underneath each of the goals is a narrative in terms of what is meant by each heading, but more importantly the commitments the organisation (including the workforce) will commit to, in order to achieve the goals. As such, the strategy provides a framework for employees and prospective employees to understand our commitments to delivering against its agreed values.

Our commitments explore ways in which the organisation will support the goals of the strategy (for example, reviewing HR policies and processes to make sure we are enabling and facilitating our ambition to be an employer of choice), as well as the ways that employees should take responsibility to support the strategy goals (for example, engaging in two-way engagement, through a range of engagement channels).

Though the strategy will undoubtedly focus on who we want to be as an organisation, ultimately affecting our workforce, one of our goals is to become an employer of choice. With that we need to be recruiting and retaining the best people for Dorset Council. As such, there is an expectation that the People Strategy will also be public facing.

#### **What is the background or context to the proposal?**

Having come together as one organisation, a joined-up People Strategy provides the organisation with a clear, holistic and joined up plan for its workforce, current and future, for the next five years.

An initial HR & OD workshop with an external facilitator identified some key themes of what Dorset Council could look like as an employer of choice. From there an initial project group was set up to consider the key themes from this in more detail. However, the team appreciated the importance of ensuring that the workforce as a collective had a voice to contribute to the People Strategy and who we want to be as an employer.

On 20 June 2019, we held an employee forum session on what it would mean to be an employer of choice. The employee forum is made up of employees from across the council, covering a multitude of council services and locations.

We also held 12 sessions called Developing our People Strategy, in which we opened the sessions up to everyone across the organisation. We had over 100 employees attend and take part in the sessions. These were held across the county, covering Wimborne, Dorchester and Sturminster Newton.

## **Step 2: Intelligence and Communication**

### **What data, information, evidence and research was used in this EqIA and how has it been used to inform the decision-making process?**

- Data for employees will be included in the demographic information available within Dorset Council.

- Data will be included in the demographic information available for residents of Dorset.
- Engagement will take place with members of the assessment group and Trade Union representatives.
- Consultation will take place with employee support groups within Dorset Council from the former sovereign councils.
- Consultation will take place from the relevant/time dependant Diversity Action Group (DAG)

**What data do you already have about your service users, or the people your proposal will have an impact on?**

The People Strategy is ultimately for internal use – allowing our people to understand the ways in which we aim to be an employer of choice. However, in being that employer of choice, we want to recruit and retain the best people for Dorset Council. As such, the people the proposal would have an impact on are both internal and external.

Internal EqIA data

The data contained within this EqIA for internal analysis relates to non-school's employees, as the People Strategy does not encompass those working in schools. The data below was collected as part of an EqIA completed in August of this year. It relates to all employees of Dorset Council, held on the HR Payroll systems, SAP and ResourceLink. [Please see the EqIA here.](#)

Disability	
Category	Overall workforce (%)
Disabled	2.88
Not disabled	55.31
Prefer not to say	7.66
Not declared	34.15
<b>Total</b>	<b>100</b>

Sex	
Category	Overall workforce (%)
Male	38.73
Female	61.27
<b>Total</b>	<b>100</b>

Age	
Category	Overall workforce (%)
13 – 15	0.27
16 – 24	7.04
25 – 39	23.11
40 – 49	22.53
50 – 59	29.92
60 – 64	10.43
65+	6.70
<b>Total</b>	<b>100</b>

Ethnicity	
Category	Overall workforce (%)
White British	66.36
White Irish	0.04
White Other	2.18
BAME	1.13
Mixed Race	0.04
Prefer not to say	8.54
Not declared	21.71
<b>Total</b>	<b>100</b>

Sexual Orientation		Religion / Belief	
Category	Overall workforce (%)	Category	Overall workforce (%)
Heterosexual	37.13	Christian	15.14
Lesbian / Gay	0.58	Buddhist	0.14
Bisexual	0.16	Hindu	0.02
Other	0.27	Jewish	0.02
Prefer not to say	7.04	Muslim	0.02
Not declared	54.82	Other	0.72
<b>Total</b>	<b>100</b>	No religion	10.99
		Prefer not to say	4.02
		Not declared	68.93
		<b>Total</b>	<b>100</b>

External EqIA data

The data contained within this EqIA for external analysis was obtained through:

<https://apps.geowessex.com/stats/AreaProfiles/UnitaryAuthority/dorset-council>

Age	%
All Persons (Count)	375,051
0 - 15 Years Old	16
16 - 64 Years Old	55.8
65+ Years Old	28.3

Disability	%
All Usual Residents (Count)	365,153
Day to Day Activities Limited a lot	8.4
Day to Day Activities Limited a little	11.4

Marriage/Civil Partnership	%
All Residents, 16 years + (Count)	305,307
Married	54.2
Same Sex Civil Partnership	0.2



<b>Race &amp; Ethnicity</b>	<b>%</b>	<b>Religion or Belief</b>	<b>%</b>	<b>Poverty</b>	<b>%</b>
All Residents (Count)		All Residents (Count)	365,153	Household not deprived in any dimension	45.2
White British & Northern Irish	95.6	Christian	65.1	Household deprived in 1 dimension	34.4
White: Gypsy or Irish Traveller	0.1	Buddhist	0.3	Household deprived in 2 dimensions	16.9
Other White	2.3	Hindu	0.1	Household deprived in 3 dimensions	3.2
Mixed/Multiple Ethnic Groups	0.8	Jewish	0.1	Household deprived in 4 dimensions	0.3
Asian/Asian British	0.9	Muslim	0.3		
Black/African/Caribbean/Black British	0.2	Sikh	0	<b>Military</b>	
				Households where the Household Representative Person is a member of Armed Forces (Count)	4,491
Other Ethnicity	0.1	Other Religion	0.5		
		No Religion	25.4		
		Religion Not Stated	8		
<b>Sexual Orientation</b>	<b>%</b>	<b>Sex</b>	<b>%</b>		
All (Count)	297,603	All Persons (Count)	375,051		
Living as a Same Sex Couple / Civil Partnership Same Sex	0.63	Male	48.9		
		Female	51.1		
<b>What engagement or consultation has taken place as part of this EqIA?</b>					
As detailed above, engagement and consultation has taken place in the form of:					

<ul style="list-style-type: none"> <li>• Facilitated workshop with HR &amp; OD colleagues of Dorset Council – 9 July 2019</li> <li>• Facilitated employee forum session – 20 June 2019</li> <li>• Facilitated workshops with employees from across the organisation – August 2019</li> <li>• Feedback on the strategy from People Strategy working group, members of the Senior Leadership Team and Communications – August/September</li> <li>• People Strategy information meeting with Trade Unions to discuss emerging themes from the strategy (GMB attended) – 24 September 2019</li> <li>• The People Strategy will be submitted to SLT for review on 21 October 2019, with Cabinet on 4 November 2019.</li> <li>• Trade Union colleagues from Unite, GMB and UNISON were given opportunity to comment on this EqIA.</li> </ul>
<b>Is further information needed to help inform this proposal?</b>
Yes. Guidance from the Diversity Action Group to identify any suggested actions for the Action Plan.
<b>How will the outcome of consultation be fed back to those who you consulted with?</b>
E-mail responses Workshop engagement

### Step 3: Assessment

Who does the service, strategy, policy, project or change impact?

- If your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option. Please cut and paste the template accordingly.

For each protected characteristic please choose from the following options:

- Please note in some cases more than one impact may apply – in this case please state all relevant options and explain in the ‘Please provide details’ box.

Positive Impact	<ul style="list-style-type: none"> <li>• Positive impact on a large proportion of protected characteristic groups</li> <li>• Significant positive impact on a small proportion of protect characteristics group</li> </ul>
Negative Impact	<ul style="list-style-type: none"> <li>• Disproportionate impact on a large proportion of protected characteristic groups</li> <li>• Significant disproportionate impact on a small proportion of protected characteristic groups.</li> </ul>
Neutral Impact	<ul style="list-style-type: none"> <li>• No change/ no assessed significant impact of protected characteristic groups</li> </ul>
Unclear	<ul style="list-style-type: none"> <li>• Not enough data/evidence has been collected to make an informed decision.</li> </ul>

Age:	Positive Impact
What age bracket does this affect?	All
Please provide details:	The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.

	<p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also has a goal of ‘Developing our people’ with a commitment to maximising the use of the apprenticeship levy to develop existing employees and attract the right employees of the future. By utilising the apprenticeship levy, we are able to develop people of any age within the workforce. Apprenticeships are no longer just for young people starting their careers. Apprenticeships now give the opportunity for people to develop their skills, creativity and talent by either recruiting new staff at the rate for the job, or through maximising career development opportunities for current employees.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their age.</p>
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Disability:	Positive Impact
Does this affect a specific disability group?	All
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’. As Dorset Council, 2.88% of our workforce have identified themselves as disabled. This figure is significantly lower than the Dorset average and so it is unlikely this figure is fully reflective of the workforce. More work needs to take place to ensure that the system data fully reflects the organisation’s demographic. By enabling a more diverse workforce, we are hoping that our work to increase our presence as an employer of choice will encourage more people with disabilities to join our team over the coming years.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on any employees with a disability that may impact on their day to day working. Working in a more collaborative, flexible and innovative environment means that we can use our office space and technology to enable more positive working conditions and options for those that can benefit from it.</p>

	<p>Part of this work to review our working practices also includes our responsibility to support reasonable adjustments to working environments, practices and hours, to name just a few examples. These all implemented to support those with disabilities in work.</p> <p>Dorset Council is committed to supporting those with disabilities, as an employer with Disability Confident status. We are seeking to progress to be inclusive of employees and applicants with a disability, by being a Disability Confident Employer. Over the next few years we want to be role models for Dorset employers by achieving Disability Confident Leader status.</p> <p>We have an in-house employee wellbeing service, linking with external providers Steps 2 Wellbeing, to provide talking therapy services to the workforce. There is a wide programme of work to embed a Mental Health Network across Dorset Council, raising awareness of mental health issues both in and out of the workplace. Further work is also taking place to develop the employee networks and support groups from the predecessor councils to create a new format and purpose for Dorset Council. As part of that piece of work, we are continuing to roll out Mental Health First Aid Training, to ensure that there is a substantial level of awareness that can be built on year on year. This is all to increase awareness on hidden disabilities and provide a better education around neuro diversity to recognise the positive benefits diversity can bring to the workplace.</p> <p>The strategy is designed in a way to use easy to read language, be a visual document and be accessible for the workforce. We are working with our communications and graphics team to ensure that the language is simple and meets requirements. Part of this is also to create a graphic depicting the main strategy goals. This means that the goals for the organisation can be seen in a way easy to interpret, without the full written document. When the strategy is launched, presentations will take place at employee briefings to help anyone with hidden disabilities who may be struggling to understand or interpret the People Strategy.</p> <p>The People Strategy will be relevant equally to all employees, regardless of any disability they may live with, or not.</p>
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<p>Gender Reassignment &amp; Gender Identity:</p>	<p>Positive Impact</p>
<p>Please provide details:</p>	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p>

	<p>The council participates in the Stonewall Workplace Equality Index; this is a benchmarking tool for employers to understand how they are progressing in making a more inclusive workplace for those identifying as LGBTQ+. Part of this includes ensuring that there is sufficient guidance for employees undertaking gender reassignment, as well as guidance for managers and colleagues of those individuals. Included in this will be policy reviews to ensure that family friendly and other policies avoid use of gender-specific language. Forming part of the work to ensure this is used throughout the council is to also encourage the use of pronouns i.e. they/their/them rather than him/her.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on any employee going through gender reassignment.</p> <p>The People Strategy will be relevant equally to all employees, regardless of any gender, or non-gender, they identify with.</p>
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Pregnancy and maternity:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. Therefore, equality of opportunity for pregnant employees, those on maternity leave and new parents will be key to ensuring we have a diverse workforce. Promotion of the Dignity at Work policy will contribute to ensuring a positive workplace culture where discriminatory behaviour will not be tolerated, towards this group or any other protected characteristic.</p>

Race and Ethnicity:	Positive Impact
Please provide details:	The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide

	<p>employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’. Promotion of the Dignity at Work policy will contribute to ensuring a positive workplace culture where discriminatory behaviour will not be tolerated, towards this group or any other protected characteristic.</p> <p>The strategy seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their race or ethnicity.</p>
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Religion or belief:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The strategy commitment to supporting our employees includes revisiting policies and practices to support employees to genuinely feel they can be who they are and feel confident in a supportive environment. As such, this may include a review of the network groups across the organisation.</p> <p>The strategy seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation.</p> <p>The People Strategy will be relevant equally to all employees, regardless of any religion or belief they may, or may not, hold.</p>

Sexual orientation:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p>

	<p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The council participates in the Stonewall Workplace Equality Index; this is a benchmarking tool for employers to understand how they are progressing in making a more inclusive workplace for those identifying as LGBTQ+. Following the index submission, the organisation will receive feedback and we will be able to develop a positive action plan. Included in this will be policy reviews to ensure that family friendly and other policies avoid use of gender-specific language. This will mean that families with same sex couples are not marginalised or excluded by the use of gender-specific language.</p> <p>The strategy seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their sexual orientation.</p>
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Sex:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. We recognise that there are areas where there is gender inequality and the people strategy will seek to recognise this and address any negative impacts of a gender-imbalanced environment, by encouraging a positive workplace culture around diversity.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their sex.</p>

Marriage or civil partnership:	Positive Impact
Please provide details:	The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide

	<p>employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities.</p> <p>The strategy also seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation. The family friendly policies will also be reviewed to ensure that there is no gender-specific language, making sure that they are inclusive of same sex couples.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their marriage or civil partnership status.</p>
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Carers:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The strategy commitment to supporting our employees includes revisiting policies and practices to support employees to genuinely feel they can be who they are and feel confident in a supportive environment. As such, this may include a review of the network groups across the organisation.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on those who may need to juggle work and home commitments in their role as a carer, making it more achievable to work in a flexible environment. The main struggle the</p>



	<p>organisation faces with this is ensuring that flexible working is applied consistently across the workforce, obviously recognising the fundamental needs of the service. Family friendly policies will also support carers in their lives outside of work.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their role as a carer.</p>
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Rural isolation:	Unclear
Please provide details:	<p>Work would be needed to identify the impact the people strategy would have on those affected by rural isolation.</p> <p>The strategy is essentially a roadmap for the 'people' element of organisation, so has a strong internal focus. Internally, we promote our flexible working options, with many in roles that allow it to work remotely when the business can allow. In times of adverse weather, employees are encouraged to not put themselves at risk, particularly those who live in rural areas, utilising local office space.</p> <p>We need to not only consider isolation in it's plainest form, but about the causes of the isolation – what are contributing factors and how can they be addressed? Understanding the impact of isolation for the workforce should form part of the action plan. The isolation of employees geographically as we as technologically will also be considered alongside the assets and office space reviews taking place. The People Strategy will compliment this piece of work as we consider our ways of working (i.e. dispersed, agile, remote working) for Dorset Council.</p> <p>However, to be an employer of choice, we need to be considering our offer as part of our recruitment and retention strategy. As such, the focus for ensuring attraction for those suffering rural isolation would be addressed as part of that piece of work, supported in turn by this strategy. In terms of our recruitment, this work may include consideration of where we advertise our roles, how candidates access the adverts, interview expenditure and accessibility to interviews. It may also include what support we offer candidates in preparation for applying or being interviewed for roles.</p>

Single parent families:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that 'we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers'. The Stonewall Equality Index assessment will enable us to consider an action plan to review our family friendly policies. This will include</p>

	<p>language review to avoid gender-specific language, supporting single parents.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on those who may need to juggle work and home commitments in their role as a single parent, making it more achievable to work in a flexible environment. The main struggle the organisation faces with this is ensuring that flexible working is applied consistently across the workforce, obviously recognising the fundamental needs of the service.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their role as a single parent.</p>
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Poverty (social & economic deprivation):	Unclear
Please provide details:	<p>Work would be needed to identify the impact the people strategy would have on those affected by social and economic deprivation.</p> <p>The strategy is essentially a roadmap for the 'people' element of organisation, so has a strong internal focus. However, to be an employer of choice, we are looking to create a single positive culture for the organisation, which would have a positive aspect on those affected internally by social deprivation. When thinking externally, there needs to be a consideration of our employment offer to be an employer of choice. Using our ethos, behaviours and wellbeing elements in our online presence starts to paint a picture of who we are as an organisation, enabling us to attract those who may not have had success with other employers. This would form part of our recruitment and retention strategy. As such, the focus for ensuring attraction for those in poverty would be addressed as part of that piece of work, supported in turn by this strategy.</p> <p>This work may include consideration of where we advertise our roles, how candidates access the adverts, interview expenditure and accessibility to interviews. It may also include what support we offer candidates in preparation for applying or being interviewed for roles.</p>

Military families/veterans:	Unclear
Please provide details:	<p>Work would be needed to identify the impact the people strategy would have on military families and veterans.</p> <p>Internally, there would be a positive impact in a new shared culture that supports the wellbeing of its employees and provides a consistent ability to work in a more agile way, allowing those affected</p>

	<p>by conditions such as Post-traumatic Stress Disorder (PTSD) to work in a supportive environment.</p> <p>The Employee Wellbeing Service are continually promoting the Mental Health First Aid programme, embedding Mental Health First Aiders into the organisation. This, alongside the Mental Health Network, will be working to raise the profile of hidden illnesses in the organisation.</p> <p>The council is signed up to the Armed Forces Covenant, which is a promise by the nation to ensure 'that those who serve, or have service in the armed forces, and their families, are treated fairly'.</p> <p>Externally, our offer as an employer is to be an employer of choice. As such, using our ethos, behaviours and wellbeing elements in our online presence starts to paint a picture of who we are as an organisation, enabling us to attract those who may not have had success with other employers. We also need to be considering our offer as part of our recruitment and retention strategy. This work may include consideration of where we advertise our roles, how candidates access the adverts and what support we offer candidates in preparation for applying or being interviewed for roles.</p>
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## Step 4: Action Plan

Provide actions for **positive**, **negative** and **unclear** impacts.

If you have identified any **negative** or **unclear** impacts, describe what adjustments will be made to remove or reduce the impacts, or if this is not possible provide justification for continuing with the proposal.

Issue	Action	Person(s) responsible	Deadline	How will it be monitored?
Action plans	Create and finalise Action Plan to accompany the People Strategy to measure success.	David Patrick	13 November (launch of People Strategy)	Self-measured by employees against actions, SLT reviews and OD team project reviews.
Rural Isolation	Review our recruitment and retention approach to encourage those in rurally isolated areas to apply. This includes how and where we are encouraging candidates to apply.	David Patrick / OD team	Ongoing	Link in to recruitment and retention review.
Rural Isolation	Work to understand causes of isolation. Utilisation of a new engagement platform could address this	David Patrick	Ongoing	Link in to recruitment and retention review.

## Step 5: EqIA Sign Off

Officer completing this EqIA:	David Patrick	Date:	11 October 2019
Equality Lead:	Susan Ward-Rice	Date:	21 October 2019
Directorate Board Chair:	Rick Perry	Date:	11 October 2019



## Cabinet

Dorset Council Draft Transformation  
Plan 2020-2024

Date of Meeting: 5 November 2019

Cabinet Members: Cllr Peter Wharf, Cabinet Member for Corporate Development and Change

Local Member(s): All

Lead Officer: Aidan Dunn, Executive Director of Corporate Development

### **Executive Summary:**

This report presents the draft of Dorset Council's Transformation plan (attached at appendix 1). It sets out the objectives of transformation, the timescales, proposed budget, proposed governance structure, design principles and anticipated benefits.

The Plan has been developed with portfolio holders, shared with the Resources Scrutiny Committee (30 September) and facilitated by officers. The Plan will continue to be developed over the next three months, including an all-councillor workshop, before going to full council on 13 February 2020, along with the budget and whole-council plan, as a key component of Dorset Council's first ever business plan.

Transformation should ultimately be self-funding, as long-term savings cover the cost of change, but a short-term investment fund is needed to initiate the projects within each transformation programme. £5million has been earmarked from funds made available by predecessor councils converging, which Cabinet is asked to agree.

Expectations on the Council's transformation activity are difficult to overstate. Not only must it contribute significantly to the funding deficit, it must do so in a way which meets the aspirations of local residents, businesses and public sector partners, and the expectations set out in the Future Dorset proposal. The governance of the plan is critical to ensuring benefits are realised, savings are delivered and projects meet their objectives. A proposed governance structure is show in section 2.

Councillors are asked to approve the draft plan at appendix 1, in accordance with the funding, governance and next steps outlined below.

### **Equalities Impact Assessment:**

An assessment of the impact of the plan is attached at appendix 2.

### **Budget:**

A transformation fund of £5million has been created to fund initial transformation activity. Details of the fund and proposed criteria are shown below.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: High

Residual Risk: High

The council has a corporate risk, identified as high, which is 'failure to adequately manage the financial position leads to an overspend which is untenable in the medium term'. The proposals contained within the report aim to mitigate it by providing the resourcing needed to deliver transformation, and the governance required to oversee its delivery.

**Climate implications:**

None identified in this report.

**Other Implications:**

None identified.

**Recommendation:** That the Cabinet:

1. Approves the draft Transformation Plan attached at appendix 1.
2. Approves the creation of a £5million transformation fund, and the allocation criteria detailed in section 3.
3. Delegates to the Transformation Board as an Executive Committee of the Cabinet (comprising the Leader, the Cabinet Member for Corporate Development and Change, and the Cabinet Member for Finance) responsibility for:
  - a. Oversight of the Transformation Plan; and
  - b. Allocation of the transformation fund according to the criteria.
4. Approves the proposed governance arrangements for transformation activity particularly the role of the Transformation Board and its accountability to Cabinet.
5. Notes the equality impact assessment and suggests any additional activity required (appendix 2).

**Reason for Recommendation:**

To ensure Dorset Council's first transformation plan delivers on its expectations.

**Appendices:**

1. Draft Transformation Plan
2. Draft Equality Impact Assessment

**Background Papers:**

Draft Council's Draft Plan 2020-24 (Item 7, Cabinet, 1 October 2019)

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## 1. Background

- 1.1 The Future Dorset proposal for local government reorganisation made it clear that LGR was never intended to stop at changing administrative boundaries, or even at creating a new council. LGR was intended to act 'as a catalyst to deliver a 21<sup>st</sup> century model of local government...to develop transformed operating models to deliver savings and improvements far in excess of simply reorganising'<sup>1</sup>. Furthermore, PwC estimated that transformation could release recurring annual savings of as much as £66million across both unitary councils in Dorset.
- 1.2 The council's response to these aspirations is set out in its first ever transformation plan, attached at appendix 1. Further work is needed to develop the plan, as detailed below, and a final version will be presented to full Council, along with the budget and council plan, on 13 February 2020.

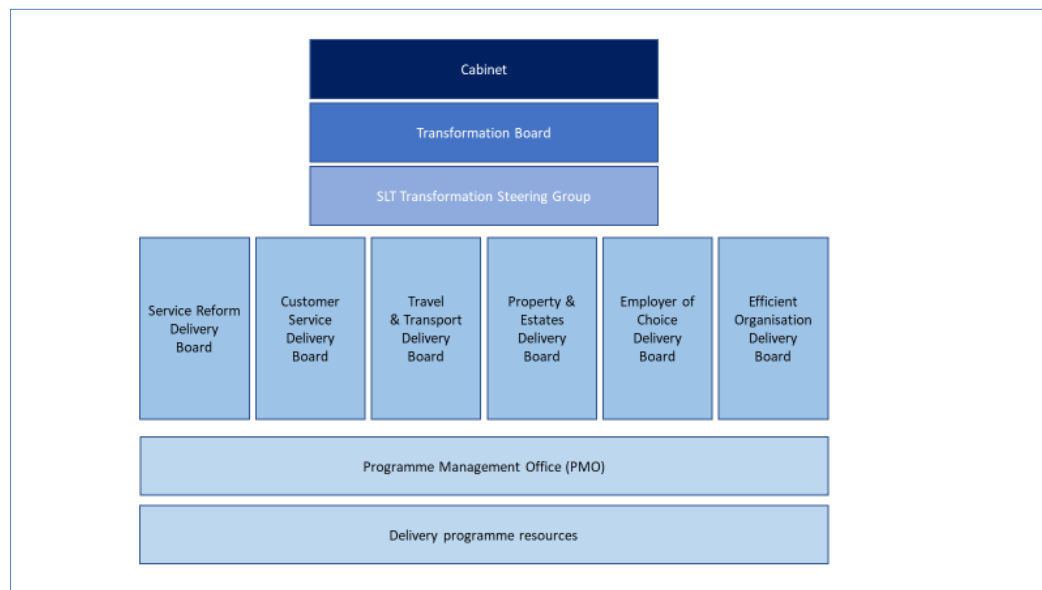
## 2. Dorset Council's Draft Transformation Plan: Overview

- 2.1 The transformation plan is a four-phase programme to be delivered over 5 years. Phase 1 – discovery – concluded on 30 September. The draft Council plan adopted by Cabinet on 1 October identified six transformation themes, which are:
- **One council service reform** - *rethinking our services and using co-design with our customers and partners*
  - **Customer service** - *understanding customer experience and making services accessible*
  - **Property and estate** - *delivering services in the right place by making best physical and financial use of our estate*
  - **Travel and transport** - *improving integrated travel options for residents of all ages and in all communities*
  - **Employer of choice** - *working together to maximise our workforce potential, shape our culture and help our people adapt to, and engage in, change*
  - **Efficient organisation** - *modernising the way we work so we are leaner, digital and modern in the way we deliver services across the council*

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<sup>1</sup> Case for Change: Local Government Reorganisation in Dorset (pgs 9-10), PwC, December 2016

- 2.2 In terms of governance, it is proposed that the Transformation Board oversees the transformation plan on behalf of Cabinet, as shown below.



- 2.3 The transformation plan was discussed at Resources Scrutiny Committee on 30 September. The medium-term financial plan – one of the three elements of the business plan – is due to be scrutinised at their meeting in November, and at time of writing, another meeting is expected to be scheduled for January 2020.

### 3. Transformation Fund

- 3.1 £5million of reserves from within the current budget framework has been repurposed to create a transformation fund, which Cabinet is asked to agree.
- 3.2 In terms of criteria, it is proposed that successful applications to the fund must:
- Deliver the priorities for Dorset Council
  - Fundamentally change systems, processes, people or technology across the whole organisation to improve outcomes for residents
  - Be able to deliver the proposal straight-away
  - Be costed and financially viable
  - Demonstrate cross-council working
  - Evidence the rationale using robust data and customer insight/research
- 3.3 Given the pressure on the budget, it is also proposed that priority be given to proposals that deliver the most immediate financial savings.
- 3.4 Applications will be assessed and shortlisted by senior officers, who will identify areas of alignment, seek opportunities to join up similar work for whole-council benefit and consider resourcing.
- 3.5 It is proposed that final allocation of the fund sits with the Leader, the Cabinet Member for Corporate Development and Change, and the Cabinet Member for Finance (the Transformation Board) in consultation with the Executive Director of Corporate Development.



## Draft Council plan

- 3.6 The Monitoring officer has advised that the creation of the £5M transformation fund and the agreement of the criteria to be applied in making decisions about the allocation of the fund amount to key decisions by the Cabinet. Subsequent allocations from the fund by the Transformation Board (applying the criteria agreed by the Cabinet) will not amount to further key decisions requiring publication in the Cabinet's forward plan.

## 4. Next Steps

- 4.1 The transformation plan will continue to be developed over the next three months, and activity will include:
- A councillor workshop in December
  - An initial round of the transformation fund
  - Further meetings with lead members
  - Further project development
  - An employee workshop
  - Discussion at Scrutiny Committee
  - Feedback as part of the whole-council plan conversation
- 4.2 Feedback from these activities will inform the development of the plan before it goes to full council on 13 February, along with the council plan and budget.
- 4.3 An equality impact assessment has been undertaken and attached at appendix 2. This process will inform the EqIA of the business plan as a whole, and will accompany the final suite of documents to full council on 13 February.



Version:	V2.0
Date:	10 October 2019

## 1. Introduction

This document sets out the council's Transformation Plan 2019-2024. It has been written by officers as an internal guide for colleagues and Councillors about how the transformation of the new Council will be prioritised, funded, governed and measured.

## 2. Background

On 1 April 2019, employees and Councillors delivered a 'safe and legal' new council for Dorset, four years after LGR was first discussed. A final audit of the process was undertaken in May, and the Shaping Dorset Council programme formally closed on 30 April.

The Future Dorset proposal made it clear that LGR was never intended to stop at changing administrative boundaries however, or even at creating a new organisation. LGR was intended to 'act as a catalyst to deliver a 21st century model of local government...to develop transformed operating models to deliver savings and improvements far in excess of simply reorganising'.

Our ambition 'to design, build and implement a system of local government that is streamlined, entrepreneurial, agile, innovative, ambitious and sustainable' is undiminished, and we still have 'the potential to be used as the template for the development of new councils elsewhere in the country'<sup>2</sup>. Furthermore, PwC estimated that recurring annual savings of £66 million would be possible from transformation and reorganisation (across both unitary councils in Dorset).

More recently, the Council commissioned a Corporate Peer Review, which reiterated the importance of the council's transformation plan. Amongst other things, the review recommended that:

- The transformation plan should be phased, with initial activity focussed on financial savings for 2020-21 and a clear read-across to the medium term financial plan
- Attention is needed on *building, resourcing and sustaining* transformation, to secure the benefits we need
- The transformation plan (indeed all activity) needs to sit within the context of a wider Dorset 'brand' (how we want our residents, staff, partners and stakeholders to experience and perceive the council).

The council's response to these aspirations is to develop this plan in more detail, and a final version will be presented to full Council, along with the budget and council plan, on 13 February 2020.

## 3. Purpose and Objectives of the Transformation Plan

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<sup>2</sup> Case for Change: Local Government Reorganisation in Dorset' (pages9-10). PwC, December 2016.

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The Council's objective with this transformation plan is to bring whole-council projects into a coherent, joined-up approach to change, that meet the council's priorities, as set out in the Dorset Council Plan, and achieve our financial targets in the medium-term financial plan. This will enable wider benefits to be realised than if managed through traditional directorate silos. This will also provide bigger opportunities, by linking similar objectives in different services to maximise benefits across the system, and make better use of the investment in terms of people, time, money and other resources required to effect change.

The Council Plan will be achieved through a combination of transformation projects and business as usual activities, and we need to differentiate between them. Transformation projects are formalised and governed through programme delivery boards and a Transformation Steering Group, and the business as usual activities are managed through directorate plans governed by directorate management teams (DMTs) and overseen by the senior leadership team (SLT). Both sets of plans are in development and will be finalised and adopted before 1 April 2020.

#### **4. What transformation means for Dorset Council**

The standard definition of transformation is "fundamentally changing the systems, processes, people and technology across a whole organisation to achieve measurable improvements in efficiency, effectiveness and stakeholder satisfaction"

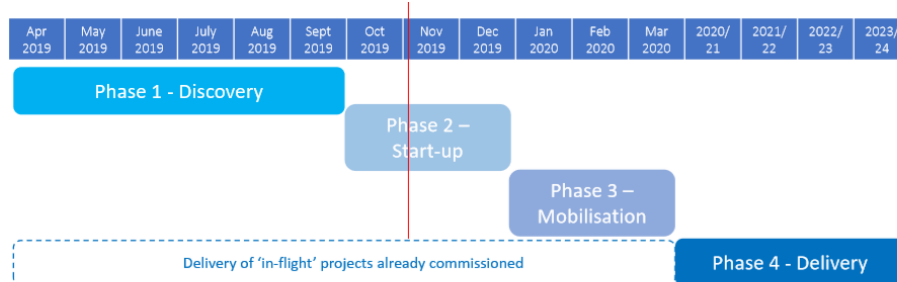
For Dorset Council this means fundamentally changing the way we deliver our services and the way we operate, to achieve our council priorities within our financial constraints. It means approaching this as a whole system change, applying solutions that meet the needs of our residents as a whole.

The transformation plan operates alongside business as usual (BAU) projects or activities set out in directorate plans, both contributing to the achievement of the Council's priorities. A BAU project or activity is one that contributes to the achievement of a service or directorate plan, has no cross-council implications, and does not need transformation investment or resourcing.

#### **5. Transformation Phasing**

The transformation plan is a four-phase programme delivered over 5 years. This diagram set out the activities within each phase that are required to enable the council to deliver its first programme of transformation in 2019-24.

## Transformation Plan Timeline



- **Phase 1 - Develop objectives and one central picture of current and proposed change**  
Determined all change activity being undertaken at the point of the councils merging. Added transformation propositions from a financial modelling exercise.
- **Phase 2 – Define and set-up the programmes**  
Six programmes defined and delivery board for each set-up. Transformation fund of £5m made available for bids to aid the realisation of benefits. Governance of the new whole-council programme approach developed. Further details in transformation document circulated previously
- **Phase 3 – Mobilisation**  
Delivery plans developed, resources assigned and project teams assembled. Overall dependencies mapped.
- **Phase 4 – Deliver transformation**  
In 4 stages: year 1 - 2020/21, year 2 - 2021/22, year 3 - 2022/23, year 4 - 2023/24

Discovery was undertaken from 1 April 2019, with an exercise to determine all the change activity that was being undertaken at the point of the councils coming together. This elicited a list of around 250 projects and ideas and began to present a single view of:

- Legacy projects already in flight from a previous council
- Tactical projects initiated post day 1 as a direct result of the Shaping Dorset Council programme
- Transformation projects identified by a legacy council but put on hold pending LGR
- Transformation projects identified by the Shaping Dorset Council programme for initiation post day 1

This phase concluded on 30 September, and on 1 October the Cabinet agreed a transformation plan based on the following six themes:

- **One council service reform** - rethinking our services and using co-design with our customers and partners
- **Customer service** - understanding customer experience and making services accessible
- **Property and estate** - delivering services in the right place by making best physical and financial use of our estate
- **Travel and transport** - improving integrated travel options for residents of all ages and in all communities
- **Employer of choice** - working together to maximise our workforce potential, shape our culture and help our people adapt to, and engage in, change
- **Efficient organisation** - modernising the way we work so we are leaner, digital and modern in the way we deliver services across the council

The legacy projects have been mapped into these programmes with an acknowledgement that during phase 2 start-up, each programme's scope would be refined accordingly.

[Type here]

Phase 2 will be delivered from 1 October – 31 December 2019 with the set-up of six programmes. The following start-up activities will be undertaken for each new programme board:

- Sponsor assigned
- Board membership agreed
- Roles and responsibilities confirmed
- Terms of reference agreed
- Monthly meetings diarised
- Review of other corporate meetings to remove duplication and free up officer time

The following activities will be undertaken to refine the scope of each programme:

- Review legacy projects and recommend the closure of any projects that do not meet the new priorities and/or are don't represent best value
- Review legacy projects and consolidate as required
- Liaise with other programmes if there are projects in the current scope which would be better managed in another programme
  - Identify other transformation projects to be included in scope

To initiate the proposed change, a transformation fund of £5m will be available for applications to aid the realisation of financial, customer and efficiency benefits. Priority will be given to applications that give a return on investment in 2020/21.

During phase 3 detailed plans will be developed and approved which will include individual projects, resources, risks and issues, dependencies. It is worth noting that some work is underway, and this will continue under the governance of the new programme. The set up and mobilisation phases bring it all together into a co-ordinated programme.

The Peer Review emphasised the need to adequately resource and sustain transformation activity. Assigning resource now is complicated because, as a corporate function, the council's new Programme Management Office (PMO) is within the scope of Tranche 2 so people will not be confirmed in post until late November. What is clear, looking at the proposed structure for the PMO, is that two programme managers and six project managers will not be sufficient to deliver all of the transformation activity, and so the detailed planning will include identifying resource within services, and quantifying the need to supplement capacity from external sources.

## **6. Scope**

To deliver the transformation objectives, the programmes listed below will be set up. Each will include a set of projects that will meet its objectives. Each programme will have a sponsor accountable to the Transformation Steering Group, and who will chair a delivery board made up of senior officers from the relevant services. The delivery board will be responsible for its scope, plan, resource, budget and benefits. The programme management office (PMO) will support all delivery boards and manage the interdependencies, budget and risks across the whole transformation plan and track progress of the consolidated plan.

### **i. One council service reform**

Rethinking our services and using co-design with our customers and partners

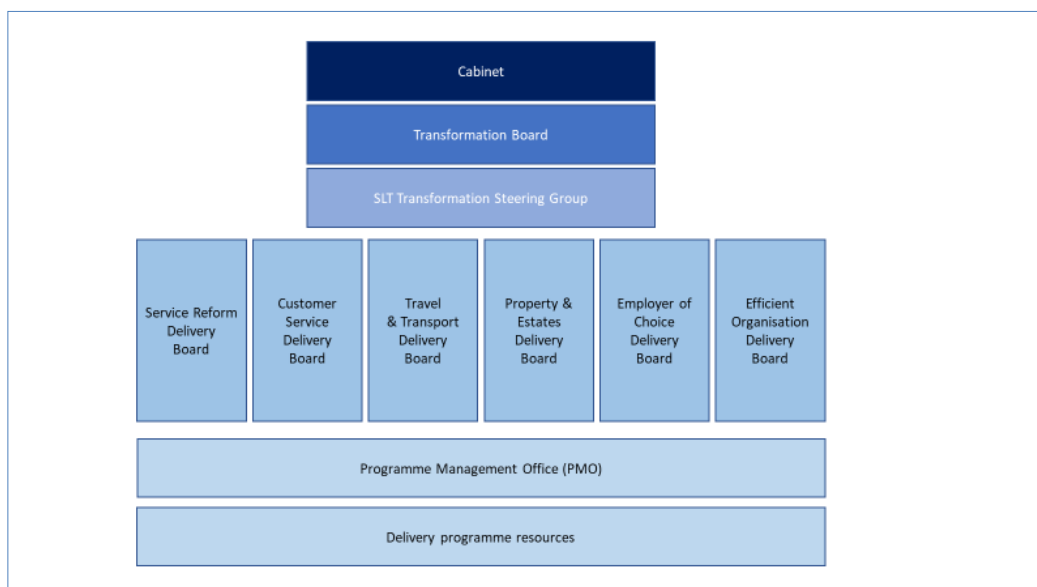
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- ii. **Customer service**  
Understanding customer experience and making services accessible
- iii. **Travel and transport**  
Improving integrated travel options for residents of all ages and in all communities
- iv. **Property and estates**  
Delivering services in the right place by making best physical and financial use of our estate
- v. **Employer of choice**  
Working together to maximise our workforce potential, shape our culture and help our people adapt to, and engage in, change
- vi. **Efficient organisation**  
Modernising the way we work so we are leaner, digital and modern in the way we deliver services across the council

## 7. Governance

The Councillor Transformation Board oversees the transformation plan on behalf of Cabinet. It directs the Transformation Steering Group, which oversees progress of the overarching plan, acts as the escalation route for strategic risks and issues, provides advice and direction to the programmes, and manages key stakeholders. It provides assurance of quality and objectives, tracks overall investment and realisation of benefits. It Makes key decisions for scope, investment, risk management.

Each programme delivery board governs the detailed progress of its projects, manages the resources and monitors its risks and issues. Cabinet members will also be invited to sit on the Programme boards to observe and support.



## 8. Transformation Plan benefits

Benefits are grouped in three categories; financial, efficiency and customer. Benefits need to be measurable, validated through the programme benefits realisation process and approved by the Transformation Steering Group. Each programme delivery board

[Type here]

will set out its own benefits profile delivered by the projects within its scope, and report progress to the Transformation Steering Group, who will track overall progress towards meeting the five year £40m budget gap, alongside savings delivered through BAU activities. The financial oversight will ensure benefits are incorporated into the council's overall budget monitoring.

**Financial benefits** are quantified in terms of money saved that contribute towards closing the council's budget gap. These are cashable savings, measurable cost avoidance, and income generation opportunities.

**Efficiency benefits** relate to people or processes being more productive (ie doing more for less), reducing the cost of service delivery, reducing errors, duplication and multiple hand-offs, but do not necessarily result in a cashable saving.

**Customer benefits** relate to improved satisfaction, a better experience (quicker response and resolution time, direct access to information), including online and digital experience.

Each programme theme will quantify the benefits from its component projects, and the Transformation Steering Group will monitor the rolled-up total of all six themes. The estimated benefits will be set out in the project brief, to be monitored by the relevant programme delivery board. Related to this, each programme delivery board will set out any opportunities for external investment for the projects to cover, for example, resources.

## 9. Approach to delivery

To realise our ambition of becoming a 21st century Council we need to change the way we approach our work to enable us to create an organisation that is more flexible, adaptive and focused on the needs of our customers. This means applying a Digital approach.

Digital in Dorset is not just about technology, it's a way of thinking and working - designing services around the needs of people, making the most of modern technology to provide the solutions and experiences we should expect today.

We will use the Design Council's design methodology and the Government national service standard to help us design services based on the needs of our users. All work will start with discovery which includes talking to our users and using data to define the problems, understand opportunities, and the potential benefits.

We will work with our users to design accessible services together, experimenting with ideas before deciding what we want to change and how. Services will be designed from a whole system, whole of life perspective, working around the customer rather than organisational silos, using design principles to challenge existing delivery models and common service performance measures across the Council.

We will make decisions based on the insight gained through activities such as user research, service performance metrics, and other available evidence. This will enable us to develop a whole Council portfolio of work that focuses resources on the right activities.

We will maximise the use of modern technology in the design of services, developing platforms that enable us to join up data, rapidly build and continuously improve digital services, re-use and exploit the technology we have, adopting the Technology Code of Practice.

We will use Agile delivery methods, developing a mindset of iterative ongoing continuous improvement, working in multi-disciplinary teams to ensure we design services considering people, process, technology, and policy together to get the best outcome.

[Type here]

We will help to change the culture in the organisation through working as openly as we can using collaboration and communication tools to share what we are learning, and ideas to get feedback and suggestions.



[Type here]

## 10. Design Principles

Our design principles help people to understand the future vision and translate it into day to day practice. They provide guidance and ground rules to provide a consistent approach and framework to work within, to shift the whole organisation to a new way of working. Dorset Council have committed to deliver their priorities by transforming how they provide services according to these principles:



Description	Design Principles
A sustainable organisation	<ul style="list-style-type: none"> <li>We will deliver the best outcomes for our customers at an affordable cost</li> <li>We will re-use common processes, systems and functions where it makes sense to do so</li> <li>We will prioritise limited resources and make the most of opportunities to generate income and funding</li> </ul>
A customer focussed organisation	<ul style="list-style-type: none"> <li>We will involve our customers in designing our services</li> <li>We will work to enable, greater independence, smarter services and empowered people</li> <li>We will move as much work forward, to self-service or customer facing roles as possible</li> <li>We will tell customers what to expect and keep them up to date along the way</li> </ul>
An employer of choice	<ul style="list-style-type: none"> <li>We will work as one council and collaboratively in partnership with others to meet the needs of our customers</li> <li>We will empower employees to make decisions as locally as possible to enable continuous improvement of services</li> </ul>
An effective, modern organisation	<ul style="list-style-type: none"> <li>We will use customer insight, research and data to make decisions and design services that meet the needs of our customers</li> <li>We will seek to innovate and use technology to transform services</li> <li>We will simplify, simplify, simplify</li> </ul>

## 11. Transformation budget

The Transformation Plan will ultimately be self-funding, as the long-term savings will cover the up-front investment. However, in the short term an investment fund will be made available to cover the costs of projects within each programme. Each programme

[Type here]

board will bring forward applications for this fund by the end of October 2019 and the member Transformation Board will oversee the allocation.

## 12. Communications and engagement

The work of the Transformation programme will have its own communications and engagement plan, and dedicated resource from the communications team to deliver this.

Communications are needed to ensure that employees, members and stakeholders are appropriately informed about and involved in Dorset Council's transformation work. This is essential for the success of the programme.

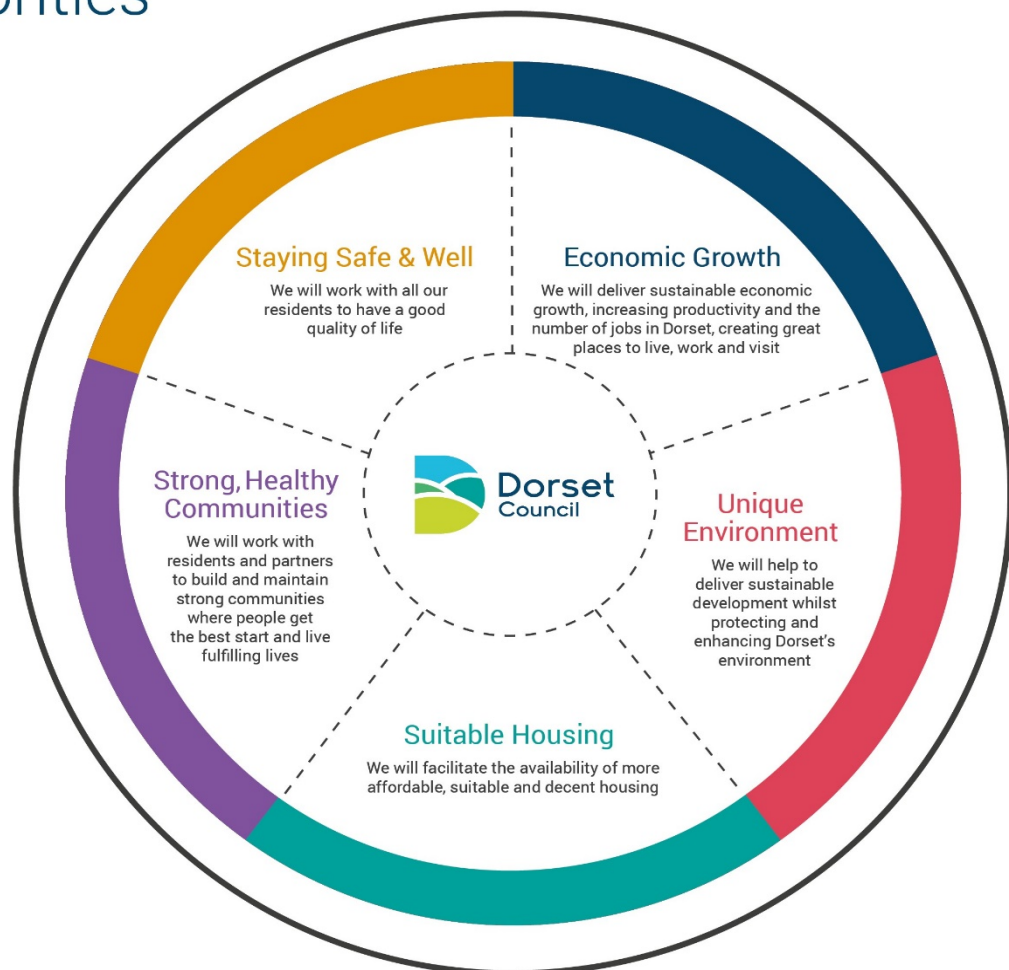
## 13. Connecting the council's priorities and transformation objectives

The transformation plan will deliver transformed services, systems, processes, people and technology. In doing so, it will make a significant contribution to the £40m savings target by 2024. By meeting Dorset Council's priorities, applying the transformation principles and organisational values as set out below.

As a result, it is the council priorities that will set the framework upon which decisions and outcomes about prospective transformation projects will be based.

The council priorities set the expected outcomes to be achieved from 2020-2024:

# Our Priorities



[Type here]



Responsibility • Respect • Recognition • Collaboration

Our Council Behaviours set out:

- How we expect to be treated
- What we say and how we say it
- How we treat others
- How we do things

#### **14. Critical success factors**

In order for the Transformation plan to succeed, the following factors need to be in place.

- Councillor leadership
- Strategic officer management and ownership
- Sufficient resources, investment and financial planning
- Clarity of purpose and a shared understanding of objectives and agreed priorities
- The right communications at the right time
- Clear benefits realisation
- Consistent, easy-to-use programme management process

#### **15. Measures of success**

We measure our success against how well we have delivered against our principles.

Customer focussed:

- Improved level of insight to better predict demand
- Best delivery model used to deliver appropriate and timely services to residents
- Delivery of services that offer value for money and contribute to council priorities

**Effective and modern:**

- Unnecessary duplication of functions removed
- Incidents of innovation increased
- Consistent use of intelligence to enable the Council to make informed decisions
- Use of digital approach and technology increased

**Employer of choice:**

- Culture change achieved

[Type here]

- More responsive to changing needs of residents
- Independent, agile workforce

**Sustainable organisation:**

- Budget gap reduction achieved
- Benefits realised and changes embedded
- Increased commercial opportunities and income generation

**16. Risks and opportunities**

Initial risks are likely to include:

- Insufficient resources – having the right people available at the right time
- Benefits not being clearly defined, delivered or communicated
- Lack of buy-in/support
- Financial imperatives overriding transformation ambitions - ‘savings’ and ‘transformation’ being perceived as separate, potentially competing activities

Top level programme level risks are reported to the Transformation Steering Group if they cannot be mitigated at programme level. Programmes will manage their own risk registers.

**17. Constraints, assumptions and dependencies**

The transformation plan is constrained by:

- limited resources available from within the council’s existing staffing structure.
- A fixed investment fund of £5m

The programme assumes that:

- The council priorities will be approved by full council in February 2020
- The savings target and investment fund will not change significantly
- The programme delivery boards will set out their detailed scope and plans by 31st December 2019

The programme is dependent on:

- The corporate leadership team (including the senior leadership team) supporting the plan and drive delivery through membership on the programme delivery boards

## Equality Impact Assessment (EqIA)

Before completing this EqIA please ensure you have read the EqIA Guidance Notes

<b>Title</b>	Dorset Council Transformation Plan		
<b>Date assessment started:</b>	October 2019	<b>Version No:</b>	V0.1
		<b>Date of completion:</b>	

### Type of Strategy, Policy, Project or Service:

Is this Equality Impact Assessment (please put a cross in the relevant box)

Existing:	<input type="checkbox"/>	Changing, update or revision:	<input type="checkbox"/>
New or proposed:	<input checked="" type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

Is this Equality Impact Assessment (please put a cross in the relevant box)

Internal:	<input checked="" type="checkbox"/>	External:	<input type="checkbox"/>	Both:	<input type="checkbox"/>
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### Report Created By:

Name:	Becky Forrester
Job Title:	Project Officer
Email address:	Rebecca.Forrester@dorsetcouncil.gov.uk
Members of the assessment team:	

### Step 1: Aims

What are the aims of your strategy, policy, project or service?
The aim of the transformation plan is to bring whole-council projects into a coherent, joined-up approach to change that meet the council's priorities and achieve our financial targets in the medium-term financial plan.
What is the background or context to the proposal?
The transformation plan is one of the three components that will form the business plan, which is due to go to full council on 13 February 2020. It is based on the following six programmes:
<ol style="list-style-type: none"> <li>1. <b>One council service reform</b> - rethinking our services and using co-design with our customers and partners.</li> <li>2. <b>Customer service</b> - understanding customer experience and making services accessible.</li> <li>3. <b>Property and estate</b> - delivering services in the right place by making best physical and financial use of our estate.</li> <li>4. <b>Travel and transport</b> - improving integrated travel options for residents of all ages and in all communities.</li> <li>5. <b>Employer of choice</b> - working together to maximise our workforce potential, shape our culture and help our people adapt to, and engage in, change.</li> </ol>

6. **Efficient organisation** - modernising the way we work so we are leaner, digital and modern in the way we deliver services across the council.

Each of the programmes breaks down into a number of themes, which are populated with projects. This EqlA is intended to identify any potential issues or concerns *at whole-plan and programme level*. Individual EqlAs will need required at project and theme level.

The programmes that will have the greatest impact on residents (where customer-facing EqlAs will be required) are service reform, customer service and travel and transport.

The programmes that will have the greatest impact on employees (where internal EqlAs will be required) are property and estate, employer of choice and efficient organisation.

Transformation projects and programmes are required to follow Dorset Council's corporate EqlA process (there's no separate EqlA process for change activity). However, the Programme Management Office is responsible for monitoring completion of EqlAs, which will be reported to the Transformation Steering Group on a regular basis.

## Step 2: Intelligence and Communication

What data, information, evidence and research was used in this EqlA and how has it been used to inform the decision-making process?

The Dorset Statistics website  
The State of Dorset May 2019  
Infographics produced by the Intelligence and Insight Team

Information will be pulled from internal systems such as Mosaic.

Two workshops will be held in December - one with councillors and one with employees - that will contribute to the development of the transformation plan and this EqlA.

What data do you already have about your service users, or the people your proposal will have an impact on?

The transformation plan is still being developed but could potentially have an impact on all service users and all employees, so information relating to Dorset as a whole and the staff-base will be needed.

What engagement or consultation has taken place as part of this EqlA?

See action plan below - members of the team will ensure the workshops in December cover diversity and inclusion and identify any additional specific actions that are needed at whole-plan and programme level.

Is further information needed to help inform this proposal?

Not at this stage

How will the outcome of consultation be fed back to those who you consulted with?

The business plan will be accompanied by a final EqlA when it goes to full council on 13 February 2020.

## Step 3: Assessment

Who does the service, strategy, policy, project or change impact?

- If your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option. Please cut and paste the template accordingly.

For each protected characteristic please choose from the following options:

- Please note in some cases more than one impact may apply – in this case please state all relevant options and explain in the ‘Please provide details’ box.

Positive Impact	<ul style="list-style-type: none"> <li>• Positive impact on a large proportion of protected characteristic groups</li> <li>• Significant positive impact on a small proportion of protect characteristics group</li> </ul>
Negative Impact	<ul style="list-style-type: none"> <li>• Disproportionate impact on a large proportion of protected characteristic groups</li> <li>• Significant disproportionate impact on a small proportion of protected characteristic groups.</li> </ul>
Neutral Impact	<ul style="list-style-type: none"> <li>• No change/ no assessed significant impact of protected characteristic groups</li> </ul>
Unclear	<ul style="list-style-type: none"> <li>• Not enough data/evidence has been collected to make an informed decision.</li> </ul>

Age:	Unclear
What age bracket does this affect?	TBC
Please provide details:	Although there is no evidence of any adverse impact on any specific age groups at this stage, different age groups are likely to be impacted by projects within the travel and transport and service reform programmes

Disability:	Unclear
Does this affect a specific disability group?	TBC
Please provide details:	As above - although there is no evidence of any adverse impact on a specific disability group at this stage, some disability groups might be impacted by projects within the travel and transport and service reform programmes

Gender Reassignment & Gender Identity:	Neutral
Please provide details:	No significant impact on this protected characteristic has been identified

Pregnancy and maternity:	Neutral
Please provide details:	No significant impact on this protected characteristic has been identified

Race and Ethnicity:	Neutral
Please provide details:	No significant impact on this protected characteristic has been identified

Religion or belief:	Neutral
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Please provide details:	No significant impact on this protected characteristic has been identified
Sexual orientation:	Neutral
Please provide details:	No significant impact on this protected characteristic has been identified
Sex:	Neutral
Please provide details:	No significant impact on this protected characteristic has been identified
Marriage or civil partnership:	Neutral
Please provide details:	No significant impact on this protected characteristic has been identified
Carers:	Unclear
Please provide details:	Although there is no evidence of any adverse impact on carers at this stage, they might be impacted by projects within the service reform programme
Rural isolation:	Unclear
Please provide details:	Although there is no evidence of any adverse impact on rural communities at this stage, they might be impacted by projects within the travel and transport programme
Single parent families:	Neutral
Please provide details:	No significant impact on these residents has been identified at programme level
Poverty (social & economic deprivation):	Neutral
Please provide details:	No significant impact on these residents has been identified at whole-plan or individual programme level
Military families/veterans:	Neutral
Please provide details:	No significant impact on these residents has been identified at whole-plan or individual programme level



### Step 4: Action Plan

Provide actions for **positive**, **negative** and **unclear** impacts.

If you have identified any **negative** or **unclear** impacts, describe what adjustments will be made to remove or reduce the impacts, or if this is not possible provide justification for continuing with the proposal.

Issue	Action	Person(s) responsible	Deadline	How will it be monitored?
Potential impacts are possible on groups protected by age and disability, to rurally isolated communities and carers	Organise an equality refresher course for Project managers to ensure all projects are	Sarah Longdon/Deborah Smart	31 January 2020	
As above	Arrange workshops with councillors and staff to explore in more detail	Sarah Longdon/Deborah Smart	“”	

### Step 5: EqlA Sign Off

Officer completing this EqlA:		Date:	
Equality Lead:		Date:	
Relevant Focus Groups*:		Date:	
Directorate Board Chair:		Date:	

\* To include Diversity Action Groups

Please send this completed EqIA to Equality Leads:

Equality Leads:

Susan Ward-Rice

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DRAFT



## Cabinet

Dorset Council's response to the  
Landscapes Review Final Report (Glover  
Review)

Date of Meeting: 5 November 2019

Portfolio Holder: Cllr D Walsh, Planning

Local Member(s): All

Director: John Sellgren, Executive Director of Place

### **Executive Summary:**

In January 2018 the Government published a 25-Year Plan for the Environment. It set out an approach to “conserve and protect the natural beauty of our landscapes by reviewing National Parks and Areas of Outstanding Natural Beauty (AONBs) for the 21<sup>st</sup> century”. The review also committed to assess whether there is scope for the current network of 34 AONBs and 10 National Parks to be expanded.

The Landscapes Review (informally known as the “Glover Review”) was launched on 27 May 2018 and between October and December 2018 there was a public call for evidence. As Dorset Council was created on 1 April 2019, it did not have the opportunity to contribute to the Review.

The Landscapes Review Final Report was published on 21 September 2019, in time to commemorate the 70<sup>th</sup> anniversary of the National Park legislation. The Government is yet to respond to the Review’s recommendations and while Dorset Council awaits the Government’s Response, consideration has been given to the Report’s recommendations which have the potential to impact Dorset’s residents.

Dorset Council is not in a position to endorse the recommendations of the Landscapes Review or otherwise at this early stage, and will await the response of Government to the Landscapes Review and in particular to consider what proposals Government might wish to make regarding the future of AONBs and National Parks.

### **Equalities Impact Assessment:**

This report considers the recommendations of a national review of designated landscapes.

Any changes to AONBs and National Parks legislation or designation are a matter for Government. At this time, the recommendations contained within the Landscapes Review Final Report do not represent Government policy and

therefore the discussions and analysis remain theoretical.

When the Government responds to the Landscapes Review, Dorset Council will consider any accompanying proposals and will complete an Equalities Impact Assessment, as required.

**Budget:**

Any changes to AONBs and National Parks legislation or designation are a matter for Government. At this time, the recommendations contained within the Landscapes Review Final Report do not represent Government policy and therefore the discussions and analysis remain theoretical.

When the Government responds to the Landscapes Review, Dorset Council will consider any accompanying proposals and will complete budget analysis.

**Risk Assessment:**

Any changes to AONBs and National Parks legislation or designation are a matter for Government. At this time, the recommendations contained within the Landscapes Review Final Report do not represent Government policy and therefore the discussions and analysis remain theoretical.

When the Government responds to the Landscapes Review, Dorset Council will consider any accompanying proposals and will complete a full risk assessment.

**Climate implications:**

Any changes to AONB's and National Park's legislation or designation are a matter for Government. At this time, the recommendations contained within the Landscapes Review Final Report do not represent Government policy and therefore the discussions and analysis remain theoretical.

When the Government responds to the Landscapes Review, Dorset Council will consider any accompanying proposals their climate implications.

Climate change has formed a consideration within the accompanying Desk Top Study.

**Other Implications:**

The accompanying Desk Top Study has considered a wide range of implications.

**Recommendations:**

- Dorset Council notes the findings of the Landscapes Review, but it is important to stress that Dorset Council was unable to contribute to the

Review's "call for evidence" as it was only created on 1 April 2019.

- Dorset Council would engage with the Government concerning its response to the Landscapes Review particularly in regard to any proposal which would change the current designation and landscape management arrangements within Dorset.
- Dorset Council notes the contents of the desktop study in Appendix A of this report.
- That having committed to put in place a new local plan by 2024 this should remain the Council's highest planning land use priority and that the Council should not be distracted from this by any reconsideration of statutory planning powers and responsibilities in Dorset following the Landscape Review.

**Reason for Recommendation:**

As a new authority, it is important for Dorset Council to understand the possible implications of the Landscapes Review and consider the concerns, challenges and opportunities related to any changes to England's network of AONBs and National Parks.

**Appendices:**

Annex 1: Desk Top Study of Landscapes Review and Dorset National Park proposal.

**Background Papers:** None

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## 1. Introduction

1.1 In January 2018 the Government published a 25-Year Plan for the Environment. It set out an approach to "conserve and protect the natural beauty of our landscapes by reviewing National Parks and Areas of Outstanding Natural Beauty (AONBs) for the 21st century". The review also committed to assess whether there is scope for the current network of 34 AONBs and 10 National Parks to be expanded.

1.2 The Landscapes Review (informally known as the "Glover Review") was launched on 27 May 2018 and between October and December 2018 there

was a public call for evidence. As Dorset Council was created on 1 April 2019, it did not have the opportunity to contribute to the Review.

- 1.3 The natural environment is key to the social and economic well-being of the county and the people who live here and visit. Dorset Council plays a significant role managing, protecting and enhancing both designated and undesignated greenspace across the council area.
- 1.4 Dorset's two AONBs have an excellent track record of delivery and some of their most recent projects have been used as examples of best practice within the recently published Landscapes Review.
- 1.5 A qualitative Desk Top Study (Annex 1) has been produced in support of this paper which captures the discussion, research and analysis available to date. The document is a live document and we shall seek to develop it further as new information becomes available. The Desk Top Study shall allow us to identify where we can focus further work and analysis when the Government publishes its proposals in response to the Landscapes Review.

## **2. Review recommendations & proposed view**

- 2.1 The Landscapes Review recommends that AONBs:
- 2.2 Change their name from AONB to "National Landscapes". Dorset Council in principle does not consider this to be an adverse change.
- 2.3 Receive increased funding. Dorset Council in principle considers this to be a positive change, however would be important for any increase in funding to come from Central Government.
- 2.4 Revise their statutory purpose. The Landscapes Review proposed a shared, strengthened, statutory purpose for both AONBs and National Parks. It also proposed giving statutory weight to AONB Management Plans to ensure public bodies commit to their implementation. Dorset Council in principle does not consider these to be an adverse change.
- 2.5 Are given a greater voice within the planning process. The Landscapes Review proposes that AONBs become a statutory consultee within the planning process. At present, statutory consultee status for AONBs sits solely with Natural England. Dorset Council in principle supports this change as it could result in a more local approach. Dorset AONBs already work closely with our planning teams, so a move to legally formalise this approach would not require a significant operational change.
- 2.6 Should, where appropriate, be supported to work towards local plans for their AONB areas, prepared in conjunction with local authorities. The resulting

single plan should have statutory status and replace the usual multitude of local authority plans. This recommendation is relevant to AONBs which cover multiple planning authority areas. Dorset Council does not support this in principle because as a result of Local Government Reorganisation (LGR), there will be only one Local Plan for the authority area, thereby ensuring a consistent approach to planning proposals within the AONB. Before LGR the Dorset AONB was governed by three Local Plans.

- 2.7 The Landscapes Review put forward candidates for designation as new National Parks and Dorset AONB was recommended as one of these candidates. Although designation of a National Park would ultimately be a matter for Government and not a decision for Dorset Council, it is our duty to ensure that any changes to the landscape designations we have here in Dorset deliver against our priorities, as set out within the Council Plan (once approved).

### **3. Conclusion**

- 3.1 Through the Local Government Review process Dorset has significantly reduced the level of local government bureaucracy by creating two unitary councils to replace the previous two-tier system. Dorset Council would strongly resist any move to create additional bureaucracy or institutions which would be detrimental to the intentions of the Order creating the new unitary Dorset Council.
- 3.2 Dorset Council has committed to put in place a new local plan by 2024, this is a high priority for the Council, significant staff resources will be invested in the development of this plan leaving little capacity to consider any future arrangements until this is complete.
- 3.3 There is much to celebrate in this report into our treasured landscapes, however Dorset Council wish to keep the opportunities it recommends under review to consider their potential effects on Dorset the place, its residents and visitors, and the operation of Dorset Council.
- 3.4 Dorset Council will await the response of Government to the Landscapes Review and in particular to consider what proposals Government might wish to make regarding the future of AONBs and National Parks.

John Sellgren  
**Executive Director for Place**  
November 2019

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## **National Parks, AONBs and Dorset: Landscapes Review Desktop Study**

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## Background

In January 2018 the Government published a 25-Year Plan for the Environment. It set out an approach to “conserve and protect the natural beauty of our landscapes by reviewing National Parks and Areas of Outstanding Natural Beauty (AONBs) for the 21<sup>st</sup> century”. The review also committed to assess whether there is scope for the current network of 34 AONBs and 10 National Parks to be expanded<sup>1</sup>.

The Landscapes Review (informally known as the “Glover Review”) was led by writer, Julian Glover, supported by an advisory panel of: Lord Cameron of Dillington, Jim Dixon, Sarah Mukherjee, Dame Fiona Reynolds and Jake Fiennes<sup>2</sup>. Defra provided the secretariat for the group.

The Landscapes Review was a cross-government review and launched on 27 May 2018. The Final Report was published on 21 September 2019, in time to commemorate the 70<sup>th</sup> Anniversary of the founding legislation: the National Parks and Access to Countryside Act, 1949.

## Landscape Review Objectives

“The review aims not to diminish the character or independence of our designated landscapes, or to impose new burdens on them and the people who live and work in the areas they cover. Instead, its purpose is to ask what might be done better, what changes could assist them, and whether definitions and systems - which in many cases date back to their original creation - are still sufficient.”

The review examined:

- The existing statutory purposes for National Parks and AONBs and how effectively they are being met
- The alignment of these purposes with the goals set out in the 25-Year Plan for the Environment
- The case for extension or creation of new designated areas
- How to improve individual and collective governance of National Parks and AONBs, and how that governance interacts with other national assets
- The financing of National Parks and AONBs
- How to enhance the environment and biodiversity in existing designations
- How to build on the existing eight-point plan for National Parks and to connect more people with the natural environment from all sections of society and improve health and wellbeing
- How well National Parks and AONBs support communities

The review also took advice from Natural England on the process of designating National Parks and AONBs with a view to improving and expediting the process.

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<sup>1</sup> 25-Year Plan for the Environment, Chapter 2, p.56.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/693158/25-year-environment-plan.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/693158/25-year-environment-plan.pdf)

<sup>2</sup> About Review Panel Members.

<https://www.gov.uk/government/news/national-parks-review-launched>

## **Landscapes Review Call for Evidence**

Between October and December 2018 there was a public call for evidence, during which over 2,500 responses were received. During this call for evidence a wide range of Dorset based organisations submitted material. Notably, both the Dorset AONB Partnership and the Dorset & East Devon National Park CIC made evidence submissions. Dorset County Council, a predecessor council to Dorset Council, also submitted a response.

## **Interim Findings of the Landscapes Review**

In July 2019 Julian Glover wrote to The Rt Hon. Michael Gove MP, the then Secretary of State for Defra, setting out the interim findings of the designated landscapes review<sup>3</sup>.

The interim key findings were:

- Improvement is required to the designated landscapes: they should be examples of best practice in recovering nature and “Nature Recovery Networks”.
- The management of National Parks should be reformed as they are not representative of society and they are not sufficiently strategic.
- AONBs should be strengthened with increased funding, new purposes and a greater voice on development.
- Designated landscapes should take a lead in the national response to climate change in order to help meet the Government’s goal of net zero carbon emissions by 2050.
- There is a huge potential for social prescribing
- Societal outreach and inclusivity of the landscapes need to be improved
- The management of designated landscapes should proactively address the shortage of social (affordable) housing
- The Glover Review panel will give its view on the potential for new designations in their final report.

## **Landscapes Review Final Report**

The Final Report was published on 21 September 2019 the: “Landscapes Review: Final Report”<sup>4</sup>.

At the core of the report is the proposal “to bring National Parks and AONBs together as part of one family of national landscapes” which would be served by a shared National Landscapes Service (NLS).

In summary the report recommends that AONBs receive: a name change (from AONB to National Landscapes), increased funding, increased statutory responsibilities, and a greater voice within planning processes.

For National Parks the report recommends that they retain their National Park title, retain their current levels of funding as a minimum, and retain their “local autonomy, especially over planning matters” (i.e. remain a planning authority).

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<sup>3</sup> Julian Glover Letter to Michael Gove with interim findings.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/817608/landscapes-review-interim-findings-july2019.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/817608/landscapes-review-interim-findings-july2019.pdf)

<sup>4</sup>Landscapes Review: Final Report

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/833726/landscapes-review-final-report.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/833726/landscapes-review-final-report.pdf)

The report introduces 27 specific proposals, listed in full below:

1. National landscapes should have a renewed mission to recover and enhance nature and be supported and held to account for delivery by a new National Landscapes Service.
2. The state of nature and natural capital in our national landscapes should be regularly and robustly assessed, informing the priorities for action
3. Strengthened Management Plans should set clear priorities and actions for nature recovery including, but not limited to, wilder areas and the response to climate change (notably tree planting and peatland restoration). Their implementation must be backed up by stronger status in law
4. National landscapes should form the backbone of Nature Recovery Networks – joining things up within and beyond their boundaries
5. A central place for national landscapes in new Environmental Land Management Schemes
6. A strengthened place for national landscapes in the planning system with AONBs given statutory consultee status, encouragement to develop local plans and changes to the National Planning Policy Framework
7. A stronger mission to connect all people with our national landscapes, supported and held to account by the new National Landscapes Service
8. A night under the stars in a national landscape for every child
9. New long-term programmes to increase the ethnic diversity of visitors
10. Landscapes that cater for and improve the nation's health and wellbeing
11. Expanding volunteering in our national landscapes
12. Better information and signs to guide visitors
13. A ranger service in all our national landscapes, part of a national family
14. National landscapes supported to become leaders in sustainable tourism
15. Joining up with others to make the most of what we have, and bringing National Trails into the national landscapes family
16. Consider expanding open access rights in national landscapes
17. National landscapes working for vibrant communities
18. A new National Landscapes Housing Association to build affordable homes
19. A new approach to coordinating public transport piloted in the Lake District, and new, more sustainable ways of accessing national landscapes
20. New designated landscapes and a new National Forest
21. Welcoming new landscape approaches in cities and the coast, and a city park competition
22. A better designations process
23. Stronger purposes in law for our national landscapes
24. AONBs strengthened with new purposes, powers and resources, renamed as National Landscapes
25. A new National Landscapes Service bringing our 44 national landscapes together to achieve more than the sum of their parts
26. Reformed governance to inspire and secure ambition in our national landscapes and better reflect society
27. A new financial model – more money, more secure, more enterprising

The Landscapes Review states that they received submissions seeking new National Park designations. The submissions included proposed National Park designation for areas which

were already an existing AONB i.e.: The Chilterns (existing AONB), The Cotswolds (existing AONB) and the combined Dorset and East Devon (existing AONBs).

The Landscapes Review stated that Dorset “has some of the greatest concentrations of biodiversity in Britain and opportunities for enjoyment. It includes the Jurassic Coast World Heritage Site as well as farmed areas inland where development pressures are less strong and support for a change in status may be less established” (Landscapes Review, p.121). The Report stated that the Review Panel heard from opponents as well as supporters of a new Dorset and East Devon National Park.

The Review recommends that Natural England and Ministers consider the case for new National Park designations, the Review felt the three strong candidates for designation were: the Chilterns, Cotswolds and the Dorset proposals.

## What is an Area of Outstanding Natural Beauty (AONB)?

John Dower in his 1945 Report to Government on National Parks in England and Wales, suggested there was need for the protection of certain naturally beautiful landscapes which were unsuitable as National Parks owing to their small size and lack of wilderness. Dower's recommendation for the designation of these "other amenity areas" was eventually embodied within the National Parks and Access to Countryside Act 1949 as the AONB designation.

### Purpose

The purpose of AONB designation is to conserve and enhance the area's natural beauty. "Natural beauty" includes wildlife, physiographic features and cultural heritage as well as the more conventional concepts of landscape and scenery. Account should also be taken of the economic and social need of the local communities and stakeholders, promoting sustainable forms of social and economic development and meeting the demand for recreation as far as is consistent with the conservation and enhancement of the environment.

The Countryside and Rights of Way (CROW) Act 2000 confirmed the significance of AONBs and created improved arrangements for their management:

- Section 85 places a statutory duty on all 'relevant authorities' to have regard to the purpose of conserving and enhancing natural beauty when discharging any function affecting land in AONBs.
- Section 89 places a statutory duty on local planning authorities to act jointly to produce a Management Plan for each AONB in their administrative area.
- Section 90 describes the notification required during the AONB Management Plan making.

### National Association of AONBs

England has 34 AONBs (including one that is partly within Wales): there are also 8 in Northern Ireland and 4 in Wales. English AONBs are collectively represented by the National Association for AONBs (NAAONB).

The NAAONB have responded to the interim findings of the Glover Review<sup>5</sup>. The NAAONB have not yet published their response to the Landscape Review Final Report.

The NAAONB have also produced the Colchester Declaration 2019<sup>6</sup> in which England's network of AONBs are making a collective Declaration on Nature, setting out their strategy for change. The Declaration contains time bound pledges with specific targets for biodiversity improvements and climate change mitigation.

### Local Authority Responsibility for AONBs

- Under the CROW Act, the relevant local authority must make sure that all of their policies and decisions have regard for the purpose of conserving and enhancing the natural beauty of the AONB.
- Decisions and activities must consider the potential effect they will have within the AONB and land outside its boundary.
- Each AONB must have a management plan, which is available to the public.

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<sup>5</sup>[https://landscapesforlife.org.uk/application/files/4415/6344/2738/NAAONB\\_Response\\_to\\_the\\_Interim\\_Findings\\_of\\_the\\_Designated\\_Landscapes\\_Review.pdf](https://landscapesforlife.org.uk/application/files/4415/6344/2738/NAAONB_Response_to_the_Interim_Findings_of_the_Designated_Landscapes_Review.pdf)

<sup>6</sup> [https://landscapesforlife.org.uk/application/files/7815/6326/2583/The\\_Colchester\\_Declaration.pdf](https://landscapesforlife.org.uk/application/files/7815/6326/2583/The_Colchester_Declaration.pdf)

- Local authorities are responsible for producing and reviewing the management plan. The Plan should conserve and enhance the natural beauty of the AONB with continuity and consistency over time.
- Local authorities can delegate authority to AONB Partnerships to manage an AONB and create a management plan. **(N.B.** Unless specific powers are delegated to them, AONB Partnerships cannot make decisions on development proposals or strategic planning, they can only advise).

### **Development proposals affecting AONBs**

- Only local authorities or the Secretary of State can give permission for development in, or affecting, an AONB. Local authorities must make sure that any proposals have regard to the purpose of conserving and enhancing the natural beauty of the AONB.
- The national 'presumption in favour of sustainable development' is applied in a different way in AONBs, providing additional protection against harmful development. The National Planning Policy Framework, Paragraph 172 states that:

*“Great weight should be given to conserving and enhancing landscape and scenic beauty in National Parks, the Broads and Areas of Outstanding Natural Beauty, which have the highest status of protection in relation to these issues..... The scale and extent of development within these designated areas should be limited. Planning permission should be refused for major development other than in exceptional circumstances, and where it can be demonstrated that the development is in the public interest. Consideration of such applications should include an assessment of:*

- (a) the need for the development, including in terms of any national considerations, and the impact of permitting it, or refusing it, upon the local economy;*
- (b) the cost of, and scope for, developing outside the designated area, or meeting the need for it in some other way; and*
- (c) any detrimental effect on the environment, the landscape and recreational opportunities, and the extent to which that could be moderated.”*

- AONB management plans should be used to help shape local and neighbourhood development plans.
- AONB management plans should also provide a helpful evidence base to take decisions on development proposals
- AONBs unlike National Parks do not have their own planning powers or their own planning authority.

### **AONB Funding**

- Defra provides annual grant aid to each AONB Partnership to support delivery of the AONB Management Plan.
- Local authorities which have responsibility for parts of the AONB also contribute funding.
- Significant additional funds are raised via AONB partnership projects.

## **Landscapes Review Recommendations**

The Review recommended that AONBs should be strengthened, it puts forward the following recommendations:

- The current “cumbersome” title of AONBs should be replaced, the suggestion is to rename them “National Landscapes”.
- AONBs should receive increased funding, there should be an update to the funding formula and the proposed National Landscapes Service’s role in finance. The report states that AONBs funding should be doubled from the current £6.7m to £13.4m. The 10 National Parks received £48.7m and the 34 AONBs received £6.7m. The South Downs National Park receives more funding on its own than all 34 AONBs combined.
- AONBs should have an updated statutory purpose which is equal to National Parks. The report proposed the following enhanced statutory purpose:
  1. Recover, conserve and enhance natural beauty, biodiversity and natural capital, and cultural heritage.
  2. Actively connect all parts of society with these special places to support understanding, enjoyment and the nation’s health and wellbeing.
  3. Foster the economic and community vitality of their area in support of the first two purposes.
- AONB Management Plans must have clearer vision and detailed ambition and should be given statutory weight to ensure public bodies commit to their implementation.
- AONBs should be given a greater voice within the planning process by becoming a statutory consultee within the planning process.
- AONBs should, where appropriate, be supported to work towards local plans for their AONB areas, prepared in conjunction with local authorities. The resulting single plan should have statutory status and replace the usual multitude of local authority plans.
- Reformed governance, the Review recommends that where appropriate AONB governance should mirror the proposed governance model for National Parks, that is: a small 9-12 person board, which would be advised by a partnership group.
- The creation of a new National Landscapes Service will bring together both AONBs and National Parks to work together in order to deliver for nature across boundaries, driving ambition and holding them to account for delivery.

A summary of the full list of recommendations is on p.4-5 of this document.



## Introduction to Dorset AONB

- Dorset AONB was designated as an AONB in 1959. The AONB has been established for 60 years and covers 1,129 km<sup>2</sup>, approximately 42% of Dorset.
- The Dorset AONB Statement of Significance is based on the 1993 Assessment of the Dorset AONB produced by the Countryside Commission, and can be summarised as:
  - Landscape – a collection of fine landscapes, each with its own characteristics and sense of place, including different landforms, soils and wildlife habitats.
  - Wildlife – the range of habitats and associated species is unusually rich, including 83% of all British mammal species, 48% of bird species and 70% of butterfly species.
  - Cultural connections – over centuries, Dorset's landscapes have inspired poets, authors, scientists and artists, many of whom left a rich legacy of cultural associations.
  - Reading the past – an unrivalled expression of the interaction of geology, human influence and natural processes in the landscape. Renowned for its spectacular scenery, geological and ecological interest and unique coastal features.
- Dorset AONB is the 5<sup>th</sup> largest in the England.
- Dorset AONB is sandwiched between 3 AONBs: Cranborne Chase and West Wiltshire Downs AONB to the north east (and partly within Dorset Council's area) and both the East Devon AONB and Blackdown Hills AONB to the east.
- Dorset AONB includes numerous existing areas designated for nature conservation including:
  - 3 RAMSAR sites
  - 9 Special Areas of Conservation (SACs)
  - 3 Special Protected Areas (SPAs)
  - 67 Sites of Special Scientific Interest (SSSIs)
  - 9 National Nature Reserve (NNRs)
  - 646 Sites of Nature Conservation Interest (SNCIs)
  - 9 National Nature Reserves and 5 Local Nature Reserves (LNRs)
  - 1,581 hectares of Ancient Semi-Natural Woodland.
- Market towns included within the Dorset AONB are:
  - Lyme Regis
  - Bridport
  - Beaminster
  - Swanage
- Dorset AONB commits to work with partners to promote and support management activities that conserve and enhance the various components that make up Dorset's historic environment.
- Dorset AONB includes the majority of the Dorset stretch of the Dorset and East Devon Coast UNESCO World Heritage Site, also known as the Jurassic Coast.
- Most of Dorset AONB is in private ownership and over 70% is actively farmed.
- Dorset AONB is member of the National Association for AONBs, the South West Protected Landscapes Forum and Europarc.

## Dorset AONB Partnership

Dorset AONB Partnership brings together local authorities, statutory agencies, local community, business and landowner representatives. The Dorset AONB Partnership Board meets twice a year.

The Dorset AONB Partnership also works with Dorset Health & Wellbeing Board, Dorset Local Enterprise Partnership, Dorset Local Nature Partnership, Catchment Partnerships and the Local Access Forum.

The Partnership has a core team of 4.5 full-time-equivalent officers. The roles are:

- Dorset AONB Manager (1 FTE)
- Dorset AONB Project Support (0.5 FTE)
- Dorset AONB Landscape Planning Officer (1 FTE)
- Dorset AONB Culture, Community & Learning Officer (0.5 FTE)
- Visitor, Tourism and Access Manager (joint post with Jurassic Coast Trust) (0.5 FTE AONB)
- Dorset AONB Countryside Officer (1 FTE)

Externally funded projects with dedicated staff embedded within the AONB team are:

- Stepping into Nature Project Officer & Project Assistant
- Wytch Farm Landscape & Access Enhancement Officer
- Landscape Enhancement Project Officer
- Dorset Food & Drink Coordinator and Assistant

The Dorset AONB Partnership team prioritises its core responsibilities to be:

- Provision of high-quality advice on strategic planning, development management and agri-environment delivery.
- Securing additional resources to implement programmes of delivery which meet the objectives of the AONB Management Plan
- Promotion of the AONB Management Plan, its vision and objectives to secure support for delivery.

### **Dorset AONB Management Plan 2019-2024<sup>7</sup>**

Dorset AONB Management Plan is coordinated by the Dorset AONB Partnership. The plan is designed to support the Government's 25 Year Environment Plan. The Plan seeks to help inform a wide range of initiatives, including: public investment strategies, local & spatial plans, development management, health and well-being plans, catchment plans and others.

The Plan establishes a Policy Framework structured with four themes:

- The working landscape.
- Exploring, understanding and engaging.
- Planning for landscape quality.
- Ways of working

### **Dorset AONB and Planning**

The Dorset AONB Partnership has influence over the landscape by shaping projects, grants and other initiatives. It also provides advice and guidance to the local planning authority, other statutory agencies, land managers and others. Dorset AONB Partnership team are involved in the development of the Dorset Council Local Plan. There is also a joint protocol which both the local planning authority and the AONB team have signed which sets out the process for effective consultation between the two parties to consider planning matters affecting the AONB. The Protocol aims to:

- Clarify roles and responsibilities in relation to statutory spatial planning.

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<sup>7</sup> <https://www.dorsetaonb.org.uk/the-dorset-aonb/management-plan/>

- Clarify the mechanisms for consultation and communication between the AONB Team and local planning authorities.
- Promote a consistent approach to the application of policies for the Dorset AONB among the different authorities.
- Identify areas where the AONB Team can provide additional support and guidance to assist planners in carrying out their functions in relation to the AONB.

The Dorset AONB Partnership supports necessary development. The management plan includes aims such as “Support affordable housing within appropriate rural exception sites that meet proven local need. Good, locally sensitive design should be pursued” (Dorset AONB Management Plan, p.91). The team provides constructive advice on development proposals and works with the development management teams to advise on mitigation of potential impacts of development on the AONB.

However, there are many decisions affecting the landscape over which the AONB Partnership has no direct influence. There are challenges in terms of land- take for building with associated potential impacts on the landscape, increased nutrients being introduced to sensitive river catchments and increased recreational pressure from a growing population.

### **Dorset AONB Funding**

AONB Partnerships’ core functions are supported by Defra (at 75%), the remaining 25% is expected to be filled by the Partnership’s local authorities. In Dorset the Local Authority contribution is frequently slightly below 25%, the remaining funds being earned by the core team in project management fees.

The Dorset AONB Partnership’s budget is split into 3 areas: core, the Sustainable Development Fund (SDF) and Projects. Funds from Defra are provided according to the ‘single pot guidance’ as set out below:

*“CORE: Core Functions are critical to the successful operation of AONB Partnerships.*

*Within core functions it is to be expected that staffing and associated overheads should merit particular protection. As set out in the Defra grant offer letter the grant offer includes a maximum contribution to core funding of 75% and is conditional on AONB Partnerships securing match funding of a further 25% of core funding from other sources. It is hoped and expected that Local Authority partner contributions to all Core Functions continue at a minimum of 25%, or even at the same levels that have previously been invested.*

*Contributions from bodies other than local authority partners and/or earned income can be used to support core functions; this would release Defra-origin funds for other activity. Core Functions are defined in the original Defra MoA and as such provide guidance on minimum standards to allow successful operation of an AONB unit and the delivery of the AONB Management Plan.*

*SDF: The SDF was established as a Ministerial initiative and has political support. Defra believes the previous success of SDF will ensure its continuation in a meaningful way without the need to impose minimum levels of spending, which would go against the ethos of an interdependent and trusting relationship with AONB Partnerships. Individual SDF initiatives will be identified as part of an AONB’s programme of work. SDF will remain as a visible funding stream in the AONB family and should continue to be recorded and good practice registered to inform Defra and key partners. There are opportunities to use SDF to add value by encouraging*

greater uptake of innovative, often community-based, projects. The SDF programme has associated guidance prepared by Natural England which steers the kinds of projects to be developed. This guidance was revised in 2009 to place greater emphasis on encouraging innovation and risk-taking, as well as meeting AONB Management Plan objectives. These risk and innovation elements help clarify the distinction between SDF and other funding streams. Innovative SDF projects should be assessed from local, regional and national perspectives. We make SDF available to projects through a competitive process.

*PROJECTS: AONB Partnerships are free to determine how they use resources to deliver projects. If 100% AONB project funding is the only way to achieve the desired outcome, this is for the Partnerships to decide in developing their programme. Defra believes that delivery of AONB Management Plan objectives is generally greater and more sustainable if undertaken in partnership, particularly for large scale or landscape scale projects. It therefore encourages all AONB Partnerships to use their project funding to help lever in additional resources. The ability and willingness of partners to contribute to projects will be variable from partner to partner and from year to year. It is recognised that staffing costs can be met by project funding.”*

Table 1. Dorset AONB Funding figures 2018-2019

Funding Source	Funding amount
Defra grant	£239,896
Local Authority contribution	£54,510
External funding acquired	£753,775

With the additional declared spend on AONB projects by partners and volunteers calculated as:

- Partner contributions £358,873
- Volunteer time: £98,438

## Dorset AONB Conservation Successes

### Nature Recovery Solutions

The Dorset AONB team has led on many significant conservation initiatives and shaped many other partner-led projects. Examples include the following 3 projects which were showcased alongside 70 other AONB projects across England and Wales to demonstrate the AONBs' contribution towards nature recovery<sup>8</sup>.

1. Mapping the AONB (survey projects)  
Using freely available data from the European Space Agency, the Dorset AONB has mapped existing core habitats and identified ecological networks that allow us to better understand species movement through the landscape, and target advice and support where a helping hand is most needed.
2. Wild Purbeck Nature Improvement (heathland)  
Wild Purbeck Nature Improvement project has restored 467ha heathland, created a 7ha saline lagoon, created or managed 89ha of new woodland and protected 25ha of lapwing nesting habitat.
3. Black Down Restoration (heathland)

<sup>8</sup> <https://landscapesforlife.org.uk/about-aonbs/nature-recovery-solutions>

An important site for public access, with great potential for habitat restoration, Black Down needed sympathetic management. This was delivered through the South Dorset Ridgeway Landscape Partnership, a £3 million Heritage Lottery supported scheme.

### **Bowland Award 2019 nominees**

Dorset AONB was one of 6 finalists in this award, which recognises outstanding contribution to the work of AONBs, for the South Dorset Ridgeway Landscape Partnership. The Dorset AONB partnership were previous winners of this award for their Stepping into Nature project (2017).

Three Dorset AONB projects and initiatives were used as case studies and examples of best practice within the Landscape Review: Poole Harbour catchment initiative, Dorset AONB habitat mapping and volunteering with the South Dorset Ridgeway Landscape Partnership.

### **Landscapes Review Recommendations**

Dorset AONB Partnership submitted a submission to the Glover Review's call for evidence<sup>9</sup>. The Dorset AONB Partnership will consider the final report of the Landscapes Review at its meeting on the 26<sup>th</sup> November 2019 and will consider the need for a formal response and how it should be framed.

The Landscapes Review states that they received submissions seeking new National Park designations for existing AONBs and this included the combined Dorset and East Devon AONBs. They felt the three strong candidates for designation were: the Chilterns, Cotswolds and the Dorset proposals and recommended that Natural England and Ministers consider the case for new National Park designations.

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<sup>9</sup> <https://www.dorsetaonb.org.uk/wp-content/uploads/2019/10/2018-12-DAONB-response-to-Review-of-Designated-Landscapes.pdf>

## What is a National Park?

### National Park Legislation

The National Parks and Access to the Countryside Act 1949 established National Parks as:

“extensive tracts of country in England and Wales as to which it appears [to the Commission] that by reason of—

(a) their natural beauty, and

(b) the opportunities they afford for open-air recreation, having regard both to their character and to their position in relation to centres of population

it is especially desirable that the necessary measures shall be taken for the purposes mentioned..”

In England and Wales, the two statutory purposes of National Parks are:

- To conserve and enhance natural beauty, wildlife and cultural heritage
- To promote opportunities for the understanding and enjoyment of the special qualities of those areas by the public

These purposes can conflict, in which case the conservation purpose takes priority.

John Dower’s 1945 Report to the Government on National Parks in England and Wales led to Sir Arthur Hobhouse’s 1947 Committee report which prepared the legislation for National Parks and recommended 12 areas in England and Wales be designated as National Parks (10 areas in England, 2 in Wales). All 12 areas are designated today:

- Peak District (1951)
- Dartmoor (1951)
- Lake District (1951)
- North Yorkshire Moors (1952)
- Exmoor (1954)
- Yorkshire Dales (1954)
- Northumberland (1956)
- The Broads (1989)
- New Forest (2005)
- South Downs (2010)

There are a further 3 National Parks in Wales and 2 in Scotland.

### South Downs National Park

Of the original 10 proposed National Park areas in England, the South Downs National Park was the last to be designated. In September 1999 the Government, following a review of national parks policy, declared its support for the creation of a South Downs National Park and announced a consultation on its creation. The proposed park area was at the time included within 2 AONBs.

In January 2003 the then Countryside Agency (one of the predecessor bodies to Natural England) made an Order to designate the proposed park which was submitted to the Secretary of State for the Environment on 27 January 2003. As a result of objections and representations, received on the proposed Order, a public inquiry was conducted between 10 November 2003 and 23 March 2005, with the aim of recommending to Ministers whether a national park should be confirmed and, if so where its boundaries should be. The results of the inquiry were expected by the end of 2005 but were delayed pending a legal issue arising from a High Court case challenging part of the Order designating the New Forest National Park. Following conclusion of the High Court case and new legislation included in the

Natural Environment and Rural Communities Act 2006, the South Downs Inquiry report was published on 31 March 2006.

The Secretary of State invited objections and representations on new issues relating to the proposed national park in a consultation that ran from 2 July to 13 August 2007. In the light of the responses received, the Secretary of State decided that it was appropriate to re-open the 2003-2005 Public Inquiry. The Inquiry re-opened on 12 February 2008 and was closed on 4 July 2008 after 27 sitting days. The Inspector's report was submitted on 28 November 2008. On 31 March 2009 the result of the Inquiry was published. The Secretary of State, Hilary Benn, announced that the South Downs would be designated a National Park and on 12 November 2009 he signed the Order confirming the designation. The new National Park came into full operation on 1 April 2011 when the new South Downs National Park Authority assumed statutory responsibility for it.

### **National Park Authority**

Following the Environment Act, 1995, each National Park has been managed by its own National Park Authority.

The National Park Authority is a public body charged with maintaining a National Park, in line with the two statutory purposes of designation referred to above. National Park Authorities also have a duty to seek to foster the economic and social wellbeing of the communities within the National Park.

National Park Authorities are made up of a number of nationally and locally appointed members, staff and volunteers. Members can be appointed from:

- Councillors from local authorities within the National Park
- Councillors from Town and Parish Councils
- Members appointed by the Defra Secretary of State following a national open competition

A National Park Authority can have between 10 and 30 members and one chairman. There do not seem to be rules regarding the ratios of nationally and locally selected members, however most National Park Authorities have a majority of elected representatives. Members normally live in or very close to the National Park, so they are local people.

National Park Authorities also work with other organisations that work to protect natural and cultural heritage within the National Park.

### **National Park Planning**

National Park Authorities are the strategic and local planning authorities for their Park areas.

National Park Authorities have to perform all the duties of a local planning authority and are required to develop a Local Plan for the National Park area. Traditionally National Park Planning Authorities work separately to the local authority's planning function, however an alternative model of delivery has been followed in the newest National Park. The South Downs National Park has delegated its development management functions to its constituent local authorities. This means that the separate local authorities undertake the consideration of planning applications within the National Park, though the Park authority still takes an overview and assesses the decisions made.

No other National Parks to date have delegated the preparation of the Local Plan to the other local planning authorities. The Dorset & East Devon National Park Community Interest

Company has however suggested that a joint local plan might be prepared by the new National Park authority and Dorset Council.

National Parks and AONBs are both given strong protection under national planning policy. National planning policy on the establishment of local plan housing need figures, and assessment of delivery, is however applied differently in National Parks. The national standard methodology for establishing housing needs is not applied to National Parks and they are not subject to the national 'housing delivery test'. This means that National Parks have greater freedom to establish the total amount of housing development that they consider appropriate for their areas, and are likely to set considerably lower figures, though this can have implications for the amount that will need to be met in surrounding areas. There is more discussion of this aspect later on in this report.

### **National Park Funding**

National Parks receive most of their money through the National Park Grant from Defra. The size of the National Park, the number of people who live there and the number of visitors who go there, all have an effect on the amount of funding the National Park Authority receives.

Table 2. National Park funding figures through the Defra National Park Grant (Defra, 2019<sup>10</sup>)

Financial Year	Money allocated to National Park Authorities and the Broads Authority through Defra core grant
2010/11	£53,824,076
2011/12	£55,216,568
2012/13	£52,334,090
2013/14	£49,451,587
2014/15	£46,569,083
2015/16	£44,729,610
2016/17	£45,875,395
2017/18	£47,127,283
2018/19	£47,937,871

**N.B.** The National Parks website has not published the funding broken down by National Park since 2013-14. The funding figures by National Park for 2010-2014 are available [here](#).

In addition to the Defra grant, National Park funding comes from:

- Trading and sales income
- Donations and other grants
- Fees and charges.

### **Local Authority Duties for National Park**

Legislation states that, "in exercising or performing any functions in relation to, or so as to affect, land" in these areas, relevant authorities "shall have regard" to their purposes. For National Parks that is to conserve and enhance their natural beauty, wildlife and cultural heritage and to promote opportunities for the understanding and enjoyment of their special qualities by the public.

It is important to note that the duties apply to any decisions or activities an authority may take affecting land in these areas; not just to those that relate to narrowly-defined environmental or 'countryside' issues. Additionally, it may sometimes be the case that the

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<sup>10</sup> <https://www.parliament.uk/business/publications/written-questions-answers-statements/written-question/Commons/2019-03-11/230866/>



activities of certain authorities operating outside the boundaries of these areas may have an impact within them. In such cases, relevant authorities will also be expected to have regard to the purposes of these areas. Local Authorities have a duty to co-operate with National Parks.

### **National Park Management Plan**

In addition to the National Park Local Plan, every National Park Authority is legally required to produce a National Park Management Plan, which sets out a 5-year plan for the Park. A central role for the National Park Management Plan is to guide the delivery of the National Park purposes and their socio-economic duty.

### **Landscapes Review Recommendations**

The Review put forward the following recommendations in relation to National Parks:

- National Parks need to keep their titles, at least their current levels of funding, and local autonomy, especially over planning.
  - The Review felt that the biggest role National Parks currently play in shaping landscapes and affecting those who live in them, is as statutory planning authorities. The Review considered these planning protections to be essential and that these protections do not hold progress back but help to sustain natural beauty.
  - A new approach to funding is recommended via a reformed funding formula. The Review also asks for greater certainty over funding, suggesting increased funding, provided partly through allowing the National Landscapes Service to be entrepreneurial and lever in more funding by working across the entire network of National Parks and AONBs.
- National Parks should have an updated statutory purpose which is equal to AONBs. The report proposed the following enhanced purpose:
  1. Recover, conserve and enhance natural beauty, biodiversity and natural capital, and cultural heritage.
  2. Actively connect all parts of society with these special places to support understanding, enjoyment and the nation's health and wellbeing.
  3. Foster the economic and community vitality of their area in support of the first two purposes.
- National Park Management Plans must have clearer vision and detailed ambition and should be giving statutory weight to ensure public bodies commit to their implementation.
- National Park Authorities require governance reform, as they were seen as too big, lacking in strategic direction and not representative of England's diverse communities.
- The Review proposes a new model for National Park Governance, comprising a small 9-12 person board, which would be advised by a partnership group. For those National Parks which will continue to have responsibility for development management planning issues, the Review proposes a Planning Sub-Committee of 9-12 members chaired by a member of the main board and made up of representatives from the constituent local authorities and parishes.
- The creation of a new National Landscapes Service will bring together both AONBs and National Parks to work together in order to deliver for nature across boundaries, driving ambition and holding them to account for delivery.

A summary of the full list of recommendations is on p.4-5 of this document.

## **Landscapes Review: Funding for AONBs and National Parks**

- The Landscapes Review states that a new approach for funding both AONBs and National Parks is required: “The current funding formula for our national landscapes is fossilised, complex and reinforces historic anomalies, such as the poor funding of AONBs” (Landscapes Review, p.142). They recommend a simpler, fairer and dynamic system of funding, overseen directly by the proposed National Landscapes Service.
- The Review recommends that the National Landscapes Service negotiate a multi-annual financial settlement with Defra and adopt an entrepreneurial spirit to help increase funding.
- The Review stresses that when implementing the new formula, no organisation should receive a cut in grant. Any adjustments related to the formula should be in the form of additional grant where the new formula determines additional funds are required.
- The Review believed that funding efficiencies would be found across the system via the reduced costs resulting from the reformed National Park governance structures and from specialist services being concentrated and shared by the national landscapes working together. It also recommended the designated landscapes develop medium to long term financial plans that reflect a diverse range of income (e.g. philanthropic giving, trading activities, natural capital opportunities and large-scale externally-funded projects).
- The Review expects the recommended uplift in AONB funding (from £6.7m to £13.4m) would come from a revised funding formula implemented over a longer period.
- The Review recommends that local authority funding element for AONBs should continue.
- The Review stressed that any new national landscapes must be funded with new money.

## Dorset and East Devon National Park Proposal

It is believed that the initial Dorset National Park proposal was submitted to Natural England in 2012/13 in response to Natural England's Designation Review. Initially the Dorset National Park proposal only covered the existing Dorset AONB area.

The current Dorset & East Devon National Park proposal supported by the Dorset & East Devon National Park CIC campaign group covers the East Devon AONB, Dorset AONB and an additional area called "Egdon Heath" in Purbeck (Figure 1). Other iterations of boundary have also included Portland (or parts of it) and extensions to the north into the Blackmore Vale. Any new areas currently outside of the existing AONB would have to pass a test for natural beauty to merit inclusion; they would also have to be found "exceptionally desirable to designate". As these areas (Egdon Heath and others) do not currently achieve AONB status, they are likely to face challenges passing the National Park beauty test.

The proposed Dorset & East Devon National Park area is approximately 1,560km<sup>2</sup> and it would be the 4<sup>th</sup> largest National Park in England. The Dorset and East Devon National Park proposal would cover approximately 52% of the Dorset Council area, estimated to cover about 1,300 km<sup>2</sup> of Dorset Council authority area. The area is an estimate, as specific GIS maps of the proposed National Park are not publicly available- the Review quotes the Dorset and East Devon National Park to be "1568.4km<sup>2</sup>", but it does not provide a break down between Dorset and East Devon.



Figure 1. Proposed Dorset & East Devon National Park area.

The Dorset and East Devon National Park CIC campaign group reported the following benefits of National Park designation as part of their submission to the Landscapes Review call for evidence:

1. Strengthen and invest in the area's natural capital, recognised as a major asset for growing a strong and resilient economy;
2. Strengthen Dorset's brand, providing major opportunities for a range of businesses across the economy;
3. Help the area attract investment from government and the private sector;
4. Partner with the Dorset Council and LEP in defining and implementing a Rural Economic Strategy;
5. Boost and help sustainably manage the growth of our tourism sector;

6. Add value to our land-based industries and the other sectors that depend on them, enhancing their productivity and resilience;
7. Together with the Dorset Council, play a key role in planning for sustainable development of the rural economy;
8. Contribute to the delivery of better rural services and the development of stronger rural communities;
9. Benefit our whole economy and the people who live and work here.

<b>National Park Activities</b>
Rural economic strategy
Support for land management
Growing sustainable tourism
Planning for sustainable development
Supporting rural businesses and skills
Supporting rural communities and services
Growing the Dorset brand



<b>National Park Outcomes</b>
Dorset's natural capital is maintained, enhanced and used for the benefit of all.
Dorset's world class environment and quality of life are widely appreciated
A stronger Dorset brand adds value to produce and attracts visitors, businesses and workers
Increased public and private investment are attracted to Dorset
Sustainable development supports business growth, infrastructure and affordable housing
Rural economy contributes to Dorset's growth, driver by clear strategy and plan
Land management sector is helped to add value, address Brexit challenge and respond to new opportunities.
Tourism benefits from plans to add value and promote sustainable growth
Rural communities are engaged, and services are improved.



<b>National Park Impacts</b>
Business growth and increased productivity in rural economy and across Dorset as a whole
Vital environmental services on which people and the economy depend are maintained and enhanced
Rural communities are more prosperous and inclusive
All Dorset residents benefit from outstanding natural environment and quality of life

Figure 2. Replicated extract from Dorset and East Devon National Park CIC campaign group submission to the Glover Review (p.27).

Dorset Council and the existing Dorset AONB Partnership are currently delivering the activities listed in Figure 2. Therefore, in order for Dorset Council to endorse any change in landscape designation policy, including the change of designation of Dorset AONB to a National Park, it will be important for any proposed change to clearly demonstrate the added value that such a designation would bring, over and above that which is already being

delivered . It will also be important for any change in landscape designation policy to deliver against the objectives listed in the Corporate Plan, when finalised.

### **Predecessor Authority Support for National Park Proposal**

Dorset Council's predecessor local authorities adopted the following positions regarding Dorset and East National Park proposal:

- **Purbeck District Council.** Minutes of a meeting of the Policy Group held in the Council Chamber, Westport House, Wareham on Wednesday 19 July 2017 at 7.00pm resolved that the Council:
  - “Council notes with interest the Dorset National Park proposal and the opportunities this could offer to keep Purbeck special;
  - keeps the proposals under review; and
  - looks forward to Natural England undertaking the next stage of its evaluation in 2018.”
- **Dorset County Council.** At the Economic Growth Overview and Scrutiny Committee, 12 October 2016 resolved that:
  - “the proposal for the establishment of a Dorset and East Devon National Park and the evidence assembled in relation to this be noted and the matter being kept under review”.
- Dorset Council's Partnership

**North Dorset District Council:** No record found of committee decision or statement.

**West Dorset District Council:** No record found of committee decision or statement.

**Weymouth and Portland Borough Council:** A Notice of Motion was proposed and decision taken for the council to write “to both the Secretary of State for Environment, Food and Rural Affairs and The Glover Review Panel supporting this proposal for a National Park”<sup>11</sup>. It should be noted that although some members were broadly in support of a national park they did have concerns regarding the impact on other council areas and that the matter should be considered by the Unitary Council because of the implications to housing and other infrastructure.

### **Bournemouth Christchurch and Poole Local Authority**

The Leader of BCP Council wrote to the then Defra Secretary of State, Rt. Hon Michael Gove MP lending their support in principle to the Dorset National Park proposal (4 July 2019), although the letter did note that the BCP Council has not yet had an opportunity to consider the proposal in full.

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<https://moderngov.dorsetcouncil.gov.uk/CeListDocuments.aspx?CommitteeId=405&MeetingId=3840&DF=17%2f01%2f2019&Ver=2>

## Consideration of National Park Benefits

The potential benefits of the proposed Dorset & East Devon National Park, as reported by Dorset & East Devon National Park CIC in their response to the Glover Review, have been considered alongside the work already taking place in the Dorset AONB. The findings and recommendations of the Landscapes Review have also been considered.

The ambition of the following sections is not to come to conclusions in regard to the added value of designated landscapes policy changes or National Park designation. Rather, the report has been designed to identify gaps in the data and our understanding. It shall provide a helpful steer on where we can focus further work and analysis in the future, when the Government publishes its proposals in response to the Landscapes Review. **N.B. The discussion contained within the following sections does not represent an endorsement or formal policy position by Dorset Council.**

The following section is split into six key themes:

1. [Landscape and Biodiversity](#)
2. [Rural Economic Strategy](#)
3. [Sustainable Development](#)
4. [Tourism and Dorset Brand](#)
5. [Support for Rural Communities and Services](#)
6. [Climate Change](#)

Other “near neighbour” South West National Parks (New Forest, Exmoor and Dartmoor) have been used to provide comparison data. As some datasets are only provided to the local authority level, the local authority areas overlapping the National Park areas have been used, as a proxy (Table 3). This same approach has been followed for the proposed National Park in Dorset, which does not fit with a standard administrative boundary.

*Table 3. Local Authority areas used to deliver a proxy dataset for National Park areas.*

<b>Area</b>	<b>Local Authority Datasets Used</b>
Dorset Council	West Dorset, Purbeck, North Dorset, East Dorset and Weymouth & Portland
Dorset National Park proposed area	West Dorset, Purbeck, North Dorset
New Forest National Park	New Forest
Exmoor National Park	North Devon and West Somerset
Dartmoor National Park	West Devon, South Hams and Teignbridge

## 1. Landscape and Biodiversity

### Summary of reported Dorset National Park benefits<sup>12</sup>

For many decades the framework set by agricultural policy, farm support and incentives has worked against conservation. National Parks have had an uphill task. However, it is encouraging to see the work which the South Downs National Park (SDNP) has achieved via their farm clusters initiative which covers 70% of the Park and see farms working for nature at a landscape scale. THE SDNP has expressed interest in piloting new “public goods” farm funding, and National Parks could be given a key role in delivering new farm policy, demonstrating what can be achieved to restore and enhance biodiversity and natural capital. National Parks could support farmers as they seek to diversify their sources of income and to access and develop funding opportunities.

A Dorset National Park, working with key partners, including farmers and landowners, and other groups across Southern England would make a vital contribution to landscape scale conservation and enhancement. It [National Parks] would be the most appropriate organisation to link existing conservation efforts.

Dorset’s Natural Capital is its greatest economic asset: a Dorset National Park would recognise the value of this natural capital and provide a focus for conserving and enhancing and investing in it.”

### Landscape Scale Support to Land-Based Sector

The Agriculture Bill 2017-2019, which was progressing through Parliament, will provide the policy framework for farming payments in England following the UK’s departure from the European Union. The proposed policy framework moved away from the current direct payment subsidy scheme replacing it with a new Environmental Land Management Scheme. The new Scheme will pay farmers for public goods (such as improved soil health, improved air quality, higher animal welfare standards) and the delivery of outcomes that protect and enhance the environment. The Government has committed to work with farmers to design, develop and trial the new payment scheme.

The Landscapes Review believed that the decision to focus future public money on public goods presents a major opportunity to help our National Parks and AONBs. The Review stated that the priorities for our landscapes should flow from improved AONB and National Park Management Plans. The Plans should be the “guiding framework for setting landscape-scale priorities for future payments for public goods which support and enhance the value of nature and natural beauty in all its forms” (Landscapes Review, p.56). These plans should be backed by concrete actions, determined using natural capital approaches, shaped by partners, informed by accurate data and whose delivery is monitored and assessed.

The Review stated that if Environmental Land Management Schemes came in as proposed, they would have the single biggest effect on our national landscapes- more so than anything else being planned by Government.

National Parks submitted a paper to Government with their initial ideas about how a new Environmental Land Management Scheme might work<sup>13</sup>: Their proposals are centred around a three tiered payment scheme:

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<sup>12</sup> Summary extracted from Dorset & East Devon National Park CIC Submission to Glover Review, 2018. p. 16, 27 & 28.

<sup>13</sup> Farming in the English National Parks, Ideas from the National England Task and Finish Group on the Future of Farming



1. **A National Park FARM (Farming and Rural Management) Scheme to provide a base or foundation level of environmental husbandry and public goods.** In return for a base level payment there would be certain management obligations (tailored to each National Park) and elements of cross compliance. The Scheme would seek to develop the National Park brand i.e. those signing up could use the National Park logo to symbolise that they are contributing to the management of our National Park landscapes; building a link between the farmers who manage the land and the millions who enjoy the landscape. Thus, this FARM Scheme could develop the National Park food economy.
2. **FARM Plus – locally-led agri-environment schemes for each National Park.** FARM Plus would be focused on enhanced levels of environmental management to deliver public goods. The scheme would offer multi-year agreements and would encourage collaboration between farmers or within farm clusters along with other elements.
3. **Wider Rural Development – local resources for wider rural development.** A key part of their vision is for local delivery of integrated solutions to deliver a triple dividend: enhanced environment, improved productivity and farm profitability and more vibrant communities. National Park Authorities are well placed to facilitate community-led local development programmes that link environment, economy and community. These programmes would include grants but should also include loans (i.e. a revolving fund rather than one-off injections of capital). There should also be the opportunity for revenue spend.

The NAAONB feels that AONB teams/partnerships are ideally placed to be able to support delivery and development of the new Environmental Land Management Scheme.

The NAAONB submitted the following report to Defra: “Farming for the Nation: AONBs as test beds for a new Environmental Land Management Scheme”<sup>14</sup>. The NAAONB proposal is that AONBs “deliver a programme of projects that will test new ideas and trial new approaches in the delivery of a future Environmental Land Management Scheme designed to fit local conditions while reflecting national priorities”(Farming for the Nation, p.4). The network of AONB teams have offered to work with current agri-environment partners such as farmers, agricultural contractors, rural estates, land agents, foresters and riparian owners. They also commit to bring new participants to environmental land management, including health and well-being organisations and voluntary community groups, adding a new depth to land management and helping to ensure the public benefits flow directly from a funded activity or project to local beneficiaries.

The proposed AONB trials will be based on the natural capital opportunities within an area and will consist of two components. Component 1 will incentivise farming and forestry and other environmental activity that delivers public benefit, generating improvements to air, soil, water, biodiversity and natural beauty. Component 2 will be based on a landscape-scale approach to delivery and where appropriate utilising a cluster approach, requiring the coordinated activity of many actors working across farm clusters and will deliver multiple benefits at different scales. The report to Government included a range of AONB project proposals including two within Dorset AONB: Purbeck Ridge and River Brit Catchment.

The Landscapes Review recommends the creation of a National Landscapes Service which would “enable National Parks and AONBs in their individual management to act more collectively as a ‘family’ to deliver benefits which could then be expected to exceed the sum of their individual efforts”.

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<sup>14</sup> <https://landscapesforlife.org.uk/application/files/2015/5552/1972/Farming-for-the-Nation-AONBs-as-test-beds-for-a-new-Environmental-Land-Management-Scheme-FINAL.pdf>



The NAAONB Farming for the Nation Report states that AONB partnerships have an exceptional power to convene and cultivate the trust that they have developed with local partners into engagement and support in relation to issues of local importance<sup>15</sup>. An example of this is the South Dorset Ridgeway Landscape Partnership project by the Dorset AONB. The project ran for 5 years, 2013-2018 and brought together environment, heritage and arts organisations to work on a programme of activity including direct conservation, community involvement, access, learning and training in the South Dorset Ridgeway.

The project received a Heritage Lottery Fund grant of nearly £2million which delivered activity valued at nearly £3 million. The Project was a Bowland Award nominee in 2019 and achievements of the Landscape Partnership include:

- 20 projects delivering over £2 million investment in the area
- 146 advisory visits to local landowners and farmers
- 173 ha of priority habitat restored, and 220 ha enhanced and maintained for biodiversity
- 540m of drystone wall restored
- 2.2 km of hedgerows restored
- Condition surveys of 440 archaeological heritage features recorded
- 2,741 volunteer days of practical landscape restoration achieved delivering over £300,000 of volunteer time
- 298 SDR events reaching over 11,759 participants
- 1270 local school pupils engaged, 35 teachers trained in Forest School
- 60 days of landscape training delivered to 39 participants
- 37 young radio journalists trained

The South Dorset Ridgeway Project was used as a case study within the Landscapes Review to demonstrate how to expand volunteering within national landscapes.

The Dorset AONB has built positive relationships with land managers and community groups across Dorset. Any new National Park would have to develop and cultivate these relationships before it was able to deliver. However, the title of a National Park and any associated prestige may help to leverage in more land owner and community collaboration and engagement on projects. This would depend on the public feeling within Dorset for a National Park.

### **Biodiversity**

The Dorset AONB Management Plan describes how via the [Natural Capital and Ecosystem approach it will deliver for Biodiversity](#). In addition, within the NAAONBs' Colchester Declaration (p.5) they pledge to work to restore habitats and re-establish species on a landscape scale through strong connections with their local landowners. Within the Colchester Declaration the network of 34 English AONBs set specific ambitious biodiversity targets:

- To prepare a Nature Recovery Plan for each AONB by July 2020
- To embed an ecosystems services approach into all AONB Management Plans by 2024

#### **And by 2030**

- That at least 200,000 ha of SSSIs in AONBs will be in favourable condition
- That at least 100,000 ha of wildlife-rich habitat outside of protected sites will have been created/restored in AONBs to further support the natural movement of plants and animals
- That at least 36,000 ha of new woodland will have been planted or allowed to regenerate in AONBs following the principle of the right tree in the right place

- That by each AONB immediately adopting a species on the threatened list and by preparing and delivering a Species Action Plan, at least thirty species relevant to AONBs will be taken off the list by 2030

The network of 10 existing National Parks have not published a shared commitment to biodiversity delivery and their ambitions are held within their individual National Park Management Plans.

The Landscapes Review found that National Park Authority Boards are “heavily focused on planning and day-to-day administration rather than strategy” (Landscapes Review, p.130). Having reviewed the agenda topics of the last three meetings of National Parks the Review found “a disproportionate amount of time is taken up with broad procedural and bureaucratic matters such as corporate planning, standards, subcommittee appointments and minutes and the like. Planning matters also featured prominently” (Landscapes Review, p.130). They found less evidence of matters related to landscape and biodiversity or to access and recreation. The recommendation put forward by the Review was for board members to be selected for their passion, skills and experience including biodiversity, natural beauty, culture, leisure, education, and community.

The Landscape Review recommends that both AONBs and National Parks have their statutory purpose strengthened in law and they should have a statutory purpose to: “Recover, conserve and enhance natural beauty, biodiversity and natural capital, and cultural heritage”. An additional recommended statutory change put forward by the Review was for the Management Plans to be given statutory recognition and a requirement should be established in law on relevant bodies to support the development and implementation of national landscapes’ Management Plans.

## 2. Rural Economic Strategy

### Summary of reported Dorset National Park benefits<sup>16</sup>

A Dorset National Park would strengthen Dorset's international as well as national brand, providing opportunities for lots of business. It would add value to local produce and tourism and would help Dorset to attract and retain more high value businesses, workers and visitors.

A Dorset National Park would cover a significant part of the rural area of the county and provide a focus for meeting the distinctive needs of the rural economy within the overall economic strategy for Dorset defined by the Dorset Council and the LEP. A Dorset National Park would strengthen efforts to attract private sector inward investment as well as attract increased government investment to the county. The Strategy would aim to address the specific challenges facing rural businesses and communities, including rural broadband, affordable housing and sustainable transport, while seeking to promote business start-ups and enhance skills, productivity, value added and wages in rural sectors.

There is a significant economic challenge in defining and implementing an economic strategy which sustains and grows the rural economy while conserving our environment through attracting appropriate investment, increasing skilled employment and training, training and attracting young people through skilled jobs and attractive wages, and tackling seasonal unemployment

In January 2015 National Parks England submitted "An Offer to the Local Enterprise Partnerships from National Park Authorities in England"<sup>17</sup>. Research commissioned by National Parks England has found that National Parks are home to "ambitious entrepreneurs and innovative start-ups" due to the typically more remote areas of the Parks. They believe National Parks are most likely to create jobs from growing lots of small and micro businesses rather than from big developments. This is reflected in the 2011 census data which show local National Parks to have higher self-employment rates than the national average of 10% (New Forest 17%, Exmoor 19% and Dartmoor 20%). The Dorset Council area has a self-employment rate of 13%.

National Parks believe they can support LEPs by providing:

- Access to rurally dispersed businesses
- Strong community partnerships
- Capacity, expertise and a track record in delivering sustainable development
- A strategic partner

A sub-group of the Dorset Local Enterprise Partnership (LEP), the Rural Enterprise Group (REG) provided their recommendation regarding the Dorset National Park proposal in January 2019:

"At this time the REG believes the case for the formation of a National Park in Dorset is unproven. However, it welcomes the Government's Glover Review and hopes this review will result in increased resource for the management of Dorset's exceptional environment"

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<sup>16</sup> Summary extracted from Dorset & East Devon National Park CIC Submission to Glover Review, 2018. P. 26, 27, 28

<sup>17</sup> <http://www.southdowns.gov.uk/wp-content/uploads/2015/02/National-Parks-Open-for-Business-An-Offer-from-National-Parks-Englan....pdf>

The REG asks the LEP to monitor the Glover Review and opportunities to achieve an outcome which best services the economic, social and environmental interests of the county. The REG briefly considered the Landscapes Review Final Report on 10 October 2019 but agreed to wait for the formal response from Government before reviewing its position and providing further advice to the Dorset LEP Board.

Dorset LEP is currently developing a Dorset Local Industrial Strategy (LIS) in collaboration with businesses, organisations, Bournemouth Christchurch and Poole (BCP) Council and Dorset Council. This will be a 20-year plan to increase innovation, earnings and well-being and presents a tremendous opportunity for Dorset to make the case to Government for investment and support. The LIS seeks to deliver ambitious investment plans, to inject growth and prosperity in to the business community and enhance the exceptional Dorset environment and our communities. It will be submitted to Government in December 2019/January 2020 and will come into force in March 2020 and run until 2040.

Dorset Council is committed to demonstrating that Dorset is ambitious and open for business and growth. It is outward looking and seeking opportunities to pursue a “sub-national” approach to developing sectors of excellence, such as pursuing:

- Agri-tech agenda across the South West,
- Aerospace agenda with Bristol and Bath
- Marine sector with South Coast reach, notably Southampton and Plymouth

The Dorset Growth Strategy is a joint strategy between Dorset Council and the Dorset LEP, which is currently in development and will be released for consultation in October 2019<sup>18</sup>. The strategy will look to build on its predecessor strategy and prioritise the attraction of higher skill/higher wage work alongside sustaining and improving the tourism and leisure sectors. The Dorset & East Devon National Park CIC Submission to Glover Review reports that a National Park would boost the tourism sector, however, the tourism sector is often synonymous with low wage, seasonal part-time work. The full-time employment rates in neighbouring National Parks are below the national average for England of 39% (New Forest 32%, Exmoor 28%, Dartmoor 29%). Dorset Council has a full-time employment rate of 35%<sup>19</sup> which is also below the national average, but marginally higher than the neighbouring National Parks.

When comparing employment by industrial sector in the proposed Dorset National Park area with that of neighbouring National Parks, Dorset has comparable employment dependency on the tourism sector, which may reflect the fact that the area already has a successful tourism industry (Table 4).

*Table 4. Employment by industrial sector (Source: Census of Population 2011, Office for National Statistics)*

<b>Industrial Sector</b>	<b>England</b>	<b>Proposed Dorset NP area</b>	<b>Dartmoor NP</b>	<b>Exmoor NP</b>	<b>New Forest NP</b>
A Agriculture, forestry and fishing	1%	4%	5%	8%	2%
B Mining and quarrying	0%	0%	0%	0%	0%
C Manufacturing	9%	8%	7%	7%	7%
D Electricity, gas, steam and air conditioning supply	1%	0%	0%	1%	0%

<sup>18</sup> [https://www.dorsetlep.co.uk/userfiles/files/DLEP\\_LIS\\_Consultation\\_v6\(1\).pdf](https://www.dorsetlep.co.uk/userfiles/files/DLEP_LIS_Consultation_v6(1).pdf)

<sup>19</sup> Source: Census of Population 2011, Office for National Statistics

E Water supply; sewerage, waste management and remediation activities	1%	1%	1%	1%	1%
F Construction	8%	9%	8%	8%	8%
G Wholesale and retail trade; repair of motor vehicles and motor cycles	16%	14%	13%	15%	12%
H Transport and storage	5%	3%	3%	3%	4%
I Accommodation and food service activities	6%	8%	8%	14%	8%
J Information and communication	4%	2%	3%	2%	4%
K Financial and insurance activities	4%	2%	2%	2%	4%
L Real estate activities	1%	2%	2%	2%	2%
M Professional, scientific and technical activities	7%	6%	7%	5%	10%
N Administrative and support service activities	5%	4%	4%	5%	5%
O Public administration and defence; compulsory social security	6%	8%	6%	4%	5%
P Education	10%	10%	11%	9%	10%
Q Human health and social work activities	12%	13%	14%	12%	12%
R, S, T, U Other	5%	6%	6%	6%	6%

The Landscapes Review provides the following case studies on the economic contribution of national landscapes (p.104):

- “The National Parks in Yorkshire and Humberside are estimated to make a major positive impact to 24% of the National Parks’ businesses and support over 8,000 jobs. In the north east, 10% of businesses located in national landscapes specifically because of the high-quality environment, and £22m of turnover (10% of the total) and 1,187 full time equivalent jobs (26%) are supported by businesses which started or relocated due to the quality of the landscape or environment in national landscapes”
- “A similar study in the Cotswolds AONB showed that 73% of respondents felt that a deterioration of the landscape and environment would have a serious (22%) or some (51%) impact on business. The proportion of businesses which indicated that a deterioration in the quality of the landscape would seriously affect their business performance varied from 33% of tourism and tourism-related businesses to 12% of other businesses. The economic contribution of the AONB was estimated to £337m Gross Value Added and 9,720 jobs once multiplier effects had been taken into account”

The Review proposes that both National Parks and AONBs have a new statutory purpose to: “Foster the economic and community vitality of their area in support of the first two purposes” (Landscapes Review p.109).

Within the proposed Dorset National Park area is the Dorset Innovation Park Enterprise Zone. This is one of 44 enterprise zones in England and one of only 6 in the South West

region. Enterprise Zones offer a range of benefits to business, including business rates discounts, tax relief on large investments in plant or machinery and simplified local authority planning zones. Local Development Orders grant automatic planning permission for certain development within specified areas. Enterprise zones are reported as the driving force of local economies as they unlock key development sites, consolidate infrastructure, attract business and create jobs.

Purbeck District Council approved the Local Development Order (LDO) for the Dorset Innovation Park Enterprise Zone on 19 December 2018. The LDO will allow for fast-track planning for employment development at the Innovation Park, enabling appropriate development, whilst respecting the local environment. The Dorset LEP chair said: “The Local Development Order is the key that will unlock rapid investment in the site by target sector companies, reducing the planning process from several months to less than 28 days”<sup>20</sup>. Dorset Innovation Park is a significant strategic employment site for Dorset. It is developing as an advanced engineering and manufacturing cluster of excellence for the South West, building on strengths in marine, defence and energy technology.

### **Dorset National Brand**

This is considered within Section 4: Tourism and Dorset Brand

### **Broadband**

Dorset Council have significantly improved residents’ and businesses’ access to superfast broadband: 95.4% of the Dorset Council area can get superfast broadband in 2019<sup>21</sup>.

### **Start-Ups and Small Businesses**

Dorset Council is a partner to the Dorset Growth Hub whose mission is to support start-ups and SMEs to take their next steps in growth. They help to grow the health of Dorset’s businesses, increase employment, and encourage inward investment. They put on free events and workshops for businesses across Dorset and provide advice on grants, loans and other finance solutions.

### **Transport**

Dorset’s Local Transport Plan<sup>22</sup> is a plan for Bournemouth, Poole and Dorset and covers the period 2011-2026.

The AONB area has two main rail routes crossing through it, linking it to both Bristol and London. The AONB also has a heritage railway route that links the main rail network with the village of Corfe Castle and Swanage in Purbeck. It is poorly serviced by bus services; there are routes which link to the main towns, but other than that services are either non-existent or run on a limited frequency. There is a bespoke service that runs along the length of the heritage coast: the Jurassic Coaster, which runs hourly in the summer and less frequently during the winter months.

Rural bus routes within a local authority area with an ageing population face challenges to service delivery: in order for a bus route to remain economically viable there must be a balance between fare paying customers and bus pass recipients. The Review reports that the benefits to communities of national landscape designation include increased support for pubs, village shops and bus services, as a result of the greater number of visitors. .

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<sup>20</sup> <https://news.dorsetforyou.gov.uk/2018/12/20/streamlined-planning-approved-for-dorset-innovation-park/>

<sup>21</sup> <https://news.dorsetforyou.gov.uk/2019/04/09/superfast-broadband-its-the-norm-in-dorset/>

<sup>22</sup> <https://www.dorsetcouncil.gov.uk/roads-highways-maintenance/transport-planning/local-transport-plan/local-transport-plan-3.aspx>

The Review recommended that National Parks with their existing role in planning, take on a more active role in coordinating and promoting low-carbon, accessible forms of transport. The Landscapes Review shared a case study from the Lake District National Park Authority, who, in partnership with Cumbria County Council was successful in obtaining nearly £5m from the government's Local Transport Sustainable Fund. The funding will be used to bring about improved passenger transport services, safer and better-connected routes for walking, wheelchairs and cycling, new integrated ticketing and the availability of electric bikes and clean vehicles to hire. Projects will be delivered through local businesses and community enterprises to ensure the economic benefits are spread throughout the local economy.

The Review also raised concern regarding the lack of electric charging points in National Parks: "National landscapes have not come together to push collectively for more charging points, and urban areas have led the way". The Review suggests that "all public car parks in national landscapes which have a suitable electricity supply are fitted with e-charging points within the next two years, drawing on central government funding" (Landscapes Review, p.105).

### 3. Sustainable Development

#### Summary of reported Dorset National Park benefits<sup>23</sup>

Sustainable economic development depends on a modern robust yet enabling planning framework that facilitates development while protecting and strengthening the natural capital on which the economy depends. A Dorset National Park could work with Dorset Council, and LEP to facilitate sustainable development through its planning role. It would help foster and maintain vibrant, productive living and working communities and proactively respond to provision of truly affordable homes for local people. It should create a seamless planning resource with Dorset Council, develop compatible dovetailed plans for wider Dorset.

Supplying affordable housing: Dorset faces a major challenge to achieve an adequate supply of affordable rural housing. Average house prices are particularly high in certain areas such as coastal communities where a significant percentage of second homes and holiday properties in some communities impacts on the viability of some services and businesses, such as local schools, shops, post offices, petrol stations and pubs.

#### Local Plans

The Landscape Review recommends that AONBs should be given greater status in the planning system. The review believes that where appropriate, AONBs should be supported to work towards local plans for their areas, prepared in conjunction with local authorities. For larger AONBs especially those highlighted as candidates for possible National Park status, which includes Dorset AONB, they believe this Local Plan should have statutory status, in place of the “multitude of local authority plans”. The Chilterns AONB is used as an example, which currently works with 17 local authorities and a multitude of local plans.

Following Local Government Reorganisation (LGR) on 1 April 2019 six predecessor authorities became one single authority, Dorset Council. Dorset Council is required by law to develop one Local Plan for the new authority area by 2024. This will mean that for the first time ever the whole authority area including the entire Dorset AONB will be covered by one Local Plan, thereby ensuring a consistent approach to planning proposals within the AONB. Previously development proposals within the AONB were managed by three Local Plans (Purbeck, Weymouth & West Dorset and North Dorset).

The Landscape Review heard that “planning policies and decisions, especially in large AONBs, can vary immensely between authorities. There is often no shared vision for the landscape as a whole, with different local authorities taking different approaches, inconsistent with the AONBs’ purpose and character” (Landscapes Review, p.61). This will not be the case for Dorset AONB which will be managed by one single Local Plan by 2024. The plan will be developed in collaboration with Dorset AONB, Dorset Local Enterprise Partnership, Local Nature Partnership and other key stakeholders and residents.

The Landscapes Review recommended that National Parks retain their “local autonomy, especially over planning” (Landscapes Review, p.9). Designation as a National Park involves the creation of a National Park Authority, who become the Planning Authority for the Park area and are responsible for creating a Local Plan. The proposed Dorset and East Devon National Park and associated Dorset and East Devon Local Plan would cover three authority areas (Dorset Council, Devon County Council and East Devon District Council). The Dorset

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<sup>23</sup> Summary extracted from Dorset & East Devon National Park CIC Submission to Glover Review, 2018. P. 26, 28



& East Devon National Park CIC Submission to the Glover Review stated that a “Dorset National Park should create a seamless planning resource with Dorset Council, develop compatible dovetailed plans for wider Dorset”. However, the Dorset and East Devon Local Plan would need to give due consideration to both Dorset Councils and East Devon District Council Local Plans.

If a Dorset National Park was created, Dorset Council would lose its planning powers over the National Park area. There would be two planning authorities and two Local Plans which covered Dorset Council area, one for the National Park area and one for the remaining local authority area. Traditionally, National Park Planning Authorities work separately to the local authority’s planning function, though an alternative model of delivery has been followed in the South Downs National Park. The South Downs National Park has delegated its development management functions to its constituent local authorities. This means that the separate local authorities undertake the consideration of planning applications within the National Park, though the Park Authority still takes an overview and assesses the decisions made. It is understood that the Dorset and East Devon National Park campaign group have indicated that they would support this model of delivering development management functions in the proposed National Park, with the work on determining planning application being delegated to Dorset Council. They have also indicated that they would support the preparation of a single joint local plan by Dorset Council and the Dorset National Park, which would be helpful in reducing the complexity of plans across the area. However, such commitments cannot be guaranteed, as any delegation of planning function or decision about joint local plans would need to be considered and subject to democratic vote by the new National Park Authority.

### **Planning Consultee**

The Landscapes Review recommends that AONBs need a stronger voice in planning and that they should become statutory consultees in the planning system. This would mean that they would formally be consulted on planning applications and have a formal voice in the decision-making process. At present, statutory consultee status for AONBs sits solely with Natural England which, as a national body, cannot be expected to know every area in the way a dedicated local AONB team does.

Dorset AONB has a good working relationship with the Dorset Council planning team. There is a joint protocol between the local planning authority and the AONB team which sets out the process for effective consultation between the two parties in order to consider planning matters affecting the AONB. However, the Landscape Review heard that in some areas this “duty to co-operate” was not working. The Review felt that by giving AONBs statutory consultee status it would encourage developers to consult AONB bodies before making a formal planning application, to facilitate good design and mitigation. It was felt that the extra resource required to deliver this could be met by the AONB teams and supported by the proposed National Landscapes Service.

AONBs and National Parks are afforded the same level of protection in terms of development. The National Planning Policy Framework Paragraph 172 states that:

*“Great weight should be given to conserving and enhancing landscape and scenic beauty in National Parks, the Broads and Areas of Outstanding Natural Beauty, which have the highest status of protection in relation to these issues..... The scale and extent of development within these designated areas should be limited. Planning permission should be refused for major development other than in exceptional circumstances, and where it can be demonstrated that the development is in the public interest. Consideration of such applications should include an assessment of:*

- (a) the need for the development, including in terms of any national considerations, and the impact of permitting it, or refusing it, upon the local economy;*
- (b) the cost of, and scope for, developing outside the designated area, or meeting the need for it in some other way; and*
- (c) any detrimental effect on the environment, the landscape and recreational opportunities, and the extent to which that could be moderated."*

However, the Landscapes Review felt that the existing duty of regard to national landscapes (AONBs) is "too weak". An example of where AONB designation has been given "due regard" in Dorset is the rejection of a wind farm proposal: Navitus Bay. This wind farm was proposed 10km off the coast of the AONB in Purbeck. The windfarm was refused the planning permission it sought through the National Park Infrastructure route in 2015 due to the visual impact the wind farm would have on the AONB and on the setting of the World Heritage Coast. An instance where the Dorset's local planning authority's duty of regard was challenged was during consideration of Rampisham Down solar farm, which having been approved by Committee was called in for review by Natural England and was refused. Dorset AONB and Natural England worked with the applicant to identify a suitable alternative location with few landscape effects.

Although a number of significant developments have been allowed within the Dorset AONB they have met the "exception circumstances" as approved by an independent examiner. For example, the developments at Bridport and Littlemoor allocated in the current West Dorset, Weymouth & Portland Local Plan met the exceptional circumstances required and the housing need was successfully demonstrated.

Within the Landscape Review's call for evidence they report that they heard: "in strong terms from very many respondents to our call for evidence that this [due regard] is too weak" (Landscapes Review p.50). The Review stated that "National landscapes must carry proper weight when public bodies carry out activities that might affect them" (Landscapes Review p.50). They believed that the regard for these national landscapes would be improved by establishing AONBs as statutory consultees within the planning process and by strengthening the current "duty of regard".

In the revised NPPF (February 2019) the guidance in relation to development within AONBs and National Parks has been revised and clarified, with the additional statement that "the scale and extent of development within these designated areas should be limited".

### **Housing Numbers and the Housing Delivery Test**

As referred to in the section on National Park planning on pages 15-16 of this report, there are significant differences to the approaches to setting housing need figures in local plans, between National Parks and other local planning authorities. This is a major difference between National Park and AONB designations.

The updated National Planning Policy Framework of July 2018 introduced a standard methodology for calculating 'local housing need', and a 'housing delivery test' against which local authorities are tested. Neither of these applies in National Parks. The standard methodology is the starting point for setting housing requirements in local plans. Councils may argue for the use of a different approach, but this needs robust justification to be defended at the public examination. National Parks however are not given housing

requirements through this methodology and are expected to use alternative locally-derived targets.

The standard methodology is based on two input figures: the Office for National Statistics household forecasts, and information on the ratio between house prices and local incomes. Both datasets are produced at local authority area level.<sup>24</sup> Where a local authority includes, or is part of, a National Park, the data is still produced for the whole local authority area with no adjustment for the existence of the National Park. So if the National Park were designated, the standard methodology figure for Dorset Council would still reflect the whole area.

The figures resulting from the standard methodology would continue to provide the starting point for determining the housing requirement in the Dorset Council local plan. If the National Park were designated, the National Park authority would then decide what number of houses the Park could deliver and this number would be deducted from the Dorset Council standard methodology figure. It is likely that this would be a considerably lower figure than would otherwise be set for the area (for example the Dartmoor Local Plan currently commits to delivering just 65 homes a year across the National Park), leaving a high figure potentially to be met in the rest of Dorset. Clearly, the Dorset Council would then have a strong argument to justify using an alternative approach rather than the standard methodology, because of so much of its area being within the National Park. It should be noted that the recently updated (July 2019) Planning Practice Guidance (paragraph 023) refers to calculating five-year housing land supply using alternative locally derived requirement figures, not only within National Parks but within *'those local planning authorities where local authority boundaries overlap with these areas'*. This indicates support for setting alternative housing figures for the whole area, not just the National Park part. But in any event it means that Dorset Council would either have very significant development pressure on the areas outside the National Park, or would not have the option of using the standard methodology, and as a result would have a greater effort in defending its figures at public examination. There would also be additional pressure on surrounding local authority areas, if Dorset has identified needs that it is unable to meet.

Alternative housing figures, with a significantly lower rate of development within the National Park area, would result in a lower rate of housebuilding across the area than would otherwise be planned for. This could have an impact on the local economy (as housing supply has been recognised as a constraint on the local job market) and on housing affordability. The proposed Dorset National Park area includes a number of significant market towns and an Enterprise Zone, all of which will need housing growth to allow for workers to move in from other areas, if the local economy is to grow. The proposed extension to include the 'Egdon Heath' area would bring an additional area of land into the National Park that is not currently within the AONB. This would bring greater protection to this area, reducing the potential for development. The Egdon Heath area includes the settlements of Crossways and Wool, both of which had been identified for further development in previous local plan consultations, and also includes the Dorset Innovation Park Enterprise Zone.

The Housing Delivery Test is an annual measurement of housing delivery by local authority area. It measures the net additional dwellings provided in the area, against the number of

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<sup>24</sup> The household forecasts can be viewed at <https://www.gov.uk/government/collections/household-projections> and the affordability data at <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoworkplacebasedearningslowerquartileandmedian>

homes required. Where local plans are less than five years old, the target numbers will be those from the local plan, but where plans are more than five years old, the target used will be that derived from the standard methodology. Tiered sanctions are applied where delivery targets are not achieved, with the highest penalty resulting in the 'presumption in favour of sustainable development' being applied. This already applies where an authority does not have the required 'five year housing land supply' against its targets. It means that less weight can be given to local planning policies in decisions on planning applications, and that the local planning authority has less control over development.

The test and its sanctions do not apply in National Parks, but would still apply to the constituent local authorities and to authorities whose areas include parts of National Parks. This means that there would be a greater risk of Dorset Council failing to meet the delivery test, particularly where the local plan was more than five years old.

There are expected benefits to having one single Local Plan for the Dorset Council area, allowing a more strategic approach to be taken to planning policies across the area. The Local Plan allocates land for employment development alongside residential development which will seek to complement and support the Local Economic Strategy, thereby delivering balanced growth and ensuring installation of critical infrastructure remains viable. By providing opportunities for people to live and work together it also helps to reduce commuting and the associated carbon footprint. With the proposed National Park designation, the potential for the majority of housing to be delivered outside the National Park area could forcibly direct development to areas where there is less good accessibility to employment locations, or where there is no or inadequate employment land.

### **Affordable Housing**

The Landscapes Review states that "houses in National Parks and AONBs cost more" (Landscapes Review, p.104). The Review references a study by Nationwide in 2017 which found a 22% price premium for a property in a National Park. It references another survey by Lloyds Bank which calculated that the average cost of a house in a National Park is 11.6 times local average gross annual earnings – compared with an average multiple of 7.8 times earnings across the whole of England and Wales. Within the Review's call for evidence they have heard repeatedly that local communities see housing costs climb while not much affordable housing is built to add to the supply. The Review recommends that the National Landscapes Affordable Rural Housing Association is established to help deliver the affordable housing required in National Parks and AONBs.

National Parks, as local authorities, have the power to develop housing themselves, including affordable housing, as demonstrated by the New Forest National Park, which completed two new affordable homes in 2016. However, the Review felt that this is not likely to become a widespread activity, given the pressures on budgets and other demands. The Review recommends that National Parks should consider using their powers to set conditions on new housing to ensure it remains affordable whilst also recommending the National Landscapes Affordable Housing Association as part of the solution.

The Review recommends that the National Landscapes Affordable Housing Association should have clear purpose and a defined scope with leadership provided by the new National Landscapes Service. They propose that the Association should be debt financed (the equity should be publicly owned) and should attract environmental, social and government investment funds.

The Review also recommends that the NPPF is amended to allow National Parks and local authorities more flexibility to deliver affordable homes in AONBs and National Parks. The Review proposes that "Infilling should count towards new build targets in AONBs and local planning authorities in AONBs should also make use of the provision that allows them to demand on-site affordable housing contributions on all sites, including developments of five

homes or fewer” (Landscapes Review p.110). The current Dorset local plans do include allowances for windfall development within their housing land supply, and for much of the AONB area (for example in the adopted West Dorset, Weymouth & Portland Local Plan) the lower threshold (five dwellings or fewer, rather than ten dwellings or fewer) for affordable housing requirements is applied.

The Landscapes Review used a Dorset AONB case study to demonstrate delivery of affordable homes in designated landscapes. The Yarlington Housing Group and Lyme Regis Community Land Trust completed 15 affordable homes in February 2018. Yarlington, a non-profit Community Benefit Society and registered housing association, developed and now manages the completed homes, while the Community Land Trust is the long-term steward of the homes, owning the freehold.

Affordable house building already takes place in Dorset, enabled and supported through Government grants, see Table 5.

*Table 5. Affordable housing completions over the last five years for the proposed Dorset National park Area.*

Year	West Dorset District Council Area	Dorset Council	Weymouth & Portland Borough Council Area	North Dorset District Council Area	Purbeck District Council Area
2018/19	87		42	29	-
2017/18	131		13	9	21
2016/17	82		41	50	25
2015/16	88		80	49	53
2014/15	110		87	68	3

In Dorset it is standard planning procedure for major development sites to be asked to deliver a proportion of homes as affordable (generally between 25% and 50% depending on the location), under local plan policies. In Dorset there are also a number of examples of *all* affordable home developments for example, a site at Mosterton, which is currently being developed for 36 affordable homes.

Dorset is good at delivering small local affordable housing schemes. There is a steady pipeline of rural exception sites which are required to deliver a high percentage of affordable housing. Rural exception sites in West Dorset are required to build 100% of properties as affordable housing, whereas the current policies in North Dorset and Purbeck allow a proportion of market homes on exception sites.

Dorset Council has 12 active Community Land Trusts (CLTs) which are delivering community-led housing. West Dorset CLTs are held in high regard nationally for their work. There are currently 102 homes in Dorset where the freehold is owned by a CLT spread over 7 developments. Paul Derrien, Dorset Council’s Housing Enabling Team Leader, is often asked to talk at regional conferences to share West Dorset CLT best practice; Lyme Regis CLT development won a national award and Powerstock CLT development was recently opened by the Prince of Wales. Bridport Cohousing have planning permission for 50 homes and Broadwindsor and District CLT have submitted a planning application for a further 15 homes.

CLT developments are built entirely for local people. They deliver this through Section 106 agreements on planning applications, and through local lettings plans (i.e. local connection requirement). The requirement, as standard, will be that an individual has to live, or work, or have close family in the area of Dorset for 2 years. However, many Dorset CLTs have chosen to increase the requirement from 2 years to a longer time period. Importantly, CLT

houses are held for affordable housing in perpetuity, CLT houses are not eligible for right to buy schemes.

### Second Homes

The issue of second homes is significant in Dorset, especially as it is a popular tourist destination, but it is not unique to Dorset. The near neighbour National Parks also face problems with second home ownership (Table 6) and the impact this has on community amenity and service viability.

Some National Parks, such as the Lake District, have introduced policies restricting all new homes in the Park area to principal residences. This has to be agreed through the public examination into the plan and can generally only be justified because of the fact that housing development in the area is so restrained. Neighbourhood plans can potentially introduce such restrictions over smaller areas as well, where there is sufficient evidence, and the emerging Purbeck Local Plan, currently at examination, is proposing to introduce such a policy, though the examination has still to conclude. It must be borne in mind however that such restrictions apply only to new build homes, and in circumstances where the supply of new-builds is limited.

*Table 6. Number of second home for local National Parks and the proposed Dorset National Park area. Source: Home Truths 2016/17 National Housing Federation Report*

Area	Number of Second Homes	Number of Second Homes per km <sup>2</sup>
Proposed Dorset National Park area	4686	4 <sup>25</sup>
New Forest National Park	1729	3 <sup>26</sup>
Exmoor National Park	2631	3 <sup>27</sup>
Dartmoor National Park	5827	4 <sup>28</sup>

The Landscapes Review recognises second home ownership as a challenge but believes that local authorities, in consultation with residents, remain best-placed to determine whether to use the powers already open to them to charge increased rates for second homes.

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<sup>25</sup> Used Dorset National Park Area of:1300 km<sup>2</sup>

<sup>26</sup> New Forest National Park area of: 556 km<sup>2</sup>

<sup>27</sup> Exmoor National Park area of: 692 km<sup>2</sup>

<sup>28</sup> Dartmoor National Park area of: 954 km<sup>2</sup>

## 4. Tourism and Dorset Brand

### Summary of reported Dorset National Park benefits<sup>29</sup>

A Dorset National Park would help develop a coherent, Dorset-wide Sustainable Tourism Strategy including eco, heritage and cultural tourism. This strategy plus the funding of a comprehensive ranger service, should help communities and landscapes to manage the pressures from tourism and recreational activities.

Tourism is a major sector in Dorset's economy worth some £1.8 billion per year. A Dorset National Park would provide a major boost for the sector. It would help spread the tourism season through eco, heritage and cultural tourism and spread the benefit to parts of the county that are currently under-valued. On the basis of the South Downs, it has led to visitors staying longer and spending more and hence adding value to the local economy.

### Increased Tourism Rates for National Parks

The National Parks website<sup>30</sup> lists the positive impacts of tourism to be:

- Jobs for local people
- Income for the local economy
- Helps preserve rural services (buses, village shops, post offices)
- Increased demand for local food and crafts
- Tourists mainly come to see the scenery and wildlife, so there is pressure to conserve habitats and wildlife

Negative impacts of tourism were listed as:

- Damage to landscape: litter, erosion etc.
- Traffic congestion and pollution
- Local goods can become expensive because tourists will pay more
- Shops stock products for tourists and not everyday goods needed by locals
- Demand for holiday homes makes housing too expensive for local people
- Demand for development of more shops and hotels
- Jobs are mainly seasonal, low paid with long hours

The second statutory purpose of a National Park is to "Promote understanding and enjoyment of its special qualities by the public". The funding received by a National Park is expected to be invested towards their statutory purposes- which would lead to investment in increasing visitor numbers and visitor experience.

Dorset already builds its tourism on the basis that it has: two-thirds of a UNESCO World Heritage Site (the Jurassic Coast); existing AONB status; and many famous celebrated landscapes (Cerne Abbas Giant, Maiden Castle, Hardy Monument and many more). The success of Dorset's tourism sector is reflected in the 2011 Census data for employment by industrial sector: Table 4 shows that Dorset has the same tourism employment (accommodation and food services) as Dartmoor and the New Forest National Parks at 8%.

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<sup>29</sup> Summary extracted from Dorset & East Devon National Park CIC Submission to Glover Review, 2018. p.6, 28

<sup>30</sup> <https://nationalparks.uk/students/ourchallenges/tourism/impactsoftourism>

Dorset has an existing Tourism Strategy: Dorset Destination Management Plan<sup>31</sup>, produced by the Dorset LEP. Visit Dorset<sup>32</sup> is a Destination Management Organisation for Dorset formed to help support and grow Dorset's visitor economy. Visit Dorset is funded by Dorset Council and represents over 500 investing business members. Visit Dorset's purpose is to invest in the future of the tourism economy in Dorset. The Dorset AONB Management Plan seeks to ensure any growth in tourism is done in a sustainable and environmentally friendly way. The Dorset AONB Management Plan includes objectives and policies in relation to protecting the AONB from an overprovision of visitor accommodation, including camping. As it currently stands this statement would only be a material consideration in the planning process, however the Landscape Review recommends that AONB Management Plans receive statutory recognition and therefore these policies would command greater regard if the recommendation was implemented.

Visit Dorset co-ordinates tourism promotion and research across the county and works with tourism businesses and public agencies including VisitEngland, to influence or deliver visitor-focused activities which promotes the Dorset Brand and grow the visitor economy.

Visit Dorset's vision is:

“To maintain and develop the recognition of Dorset as a leading international visitor destination based on the quality and local distinctiveness of our stunning natural environment and the quality and variety of our local businesses.”

The official tourism website for Dorset: [www.visit-dorset.com](http://www.visit-dorset.com) receives 2.25 million visits each year.

The Landscapes Review states that “national landscapes should also be encouraged to bid to become ‘tourism zones’ under the new Tourism Sector Deal<sup>33</sup> helping pioneer truly sustainable tourism” (Landscapes Review, p.82).

### **Dorset Council Ranger Service**

Dorset Council provides a comprehensive ranger service which covers the whole authority area. Dorset Council has over 40 rangers and countryside workers.

Dorset Council's ranger service currently manages over 40 countryside sites, many of which fall within the proposed National Park area, such as the Durlston Country Park at Swanage. The team are responsible for maintaining and improving approximately 3,000 miles of public rights of way in addition to the long-distance National Trails such as the Wessex Ridgeway and South West Coast Path. The Ranger service manages and improves access to the countryside by foot, horse and bike, for locals and visitors alike.

The Rangers also manage approximately 5,000 miles of highway verge, primarily maintained for highway safety but also to enhance the landscape and environment for wildlife. This is set out within Dorset Council's Pollinator Action Plan<sup>34</sup>.

The Ranger Service employs 14 apprentices each year through the National Apprenticeship Scheme and benefits from 15 volunteers supporting their work each day. Apprentices and

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<sup>31</sup> [https://dorsetleader.org.uk/wp-content/uploads/2015/03/Dorset\\_DMP\\_Final\\_Draft\\_100714.pdf](https://dorsetleader.org.uk/wp-content/uploads/2015/03/Dorset_DMP_Final_Draft_100714.pdf)

<sup>32</sup> <https://www.visit-dorset.com/>

<sup>33</sup> <https://www.gov.uk/government/publications/tourism-sector-deal>

<sup>34</sup> <https://www.dorsetcouncil.gov.uk/countryside-coast-parks/countryside-management/protecting-bees-and-butterflies.aspx>



volunteers all benefit from training and career opportunities, as well as helping to deliver enhanced services for the people of Dorset.

National Parks have an existing ranger service, which as a result of their additional funding, has the ability to be a significant workforce and therefore has the potential to deliver more for the landscapes and the visitors.

The Landscapes Review recommend a number of measures to improve the welcome and visitor experience and recommends a National Landscapes Ranger Service, present at all designated landscapes. If such a ranger service were implemented it would not cover the whole Dorset Council area.

## 5. Support for Rural Communities and Services

### Summary of reported Dorset National Park benefits<sup>35</sup>

The Dorset and East Devon National Park submission to the Glover Review identifies a challenge in addressing the specific needs and health challenges of an ageing population and increasing pressure on the county's social care and health budgets. The report states that the benefit of a National Park would be to contribute to the delivery of better rural services and the development of stronger rural communities.

Data from the 2011 Census shows that local National Parks (New Forest, Exmoor and Dartmoor) are already facing the challenges of an ageing population. 16% of the population of England is aged over 65, but this proportion is significantly higher in the New Forest (28%), Exmoor (28%) and Dartmoor (23%).

Dorset Council is also facing the challenges of an ageing population: 25% of the population is aged over 65. The Landscape Review states that the population within National Parks is both ageing and slowly growing.

Multiple Deprivation is a composite indicator of deprivation that looks at a range of indicators including: health, income, employment, education, living conditions, barriers to housing and services and crime. Those areas that fall into the top 20% most deprived are considered to be significantly deprived in a national context.

*Table 7. The number of areas that fall within the top 20% most deprived in relation to Multiple Deprivation for local National Parks and the proposed Dorset National Park<sup>36</sup>.*

National Park	Number of areas significantly deprived (Multiple Deprivation)
Dorset part of proposed National park	1 (2%)
Dartmoor National Park	0 (0%)
Exmoor National Park	0 (0%)
New Forest National Park	0 (0%)

Within the boundary of the proposed National Park for Dorset there is only one area that could be considered as significantly deprived in a national context of multiple deprivation: the Bridport Court Orchard area (Table 7). However, there are ten areas close to the border with the National Park in both Weymouth and Portland that suffer significant multiple deprivation in a national context (Figure 4).

<sup>35</sup> Summary extracted from Dorset & East Devon National Park CIC Submission to Glover Review, 2018. P.26

<sup>36</sup> ID2019 CLG,

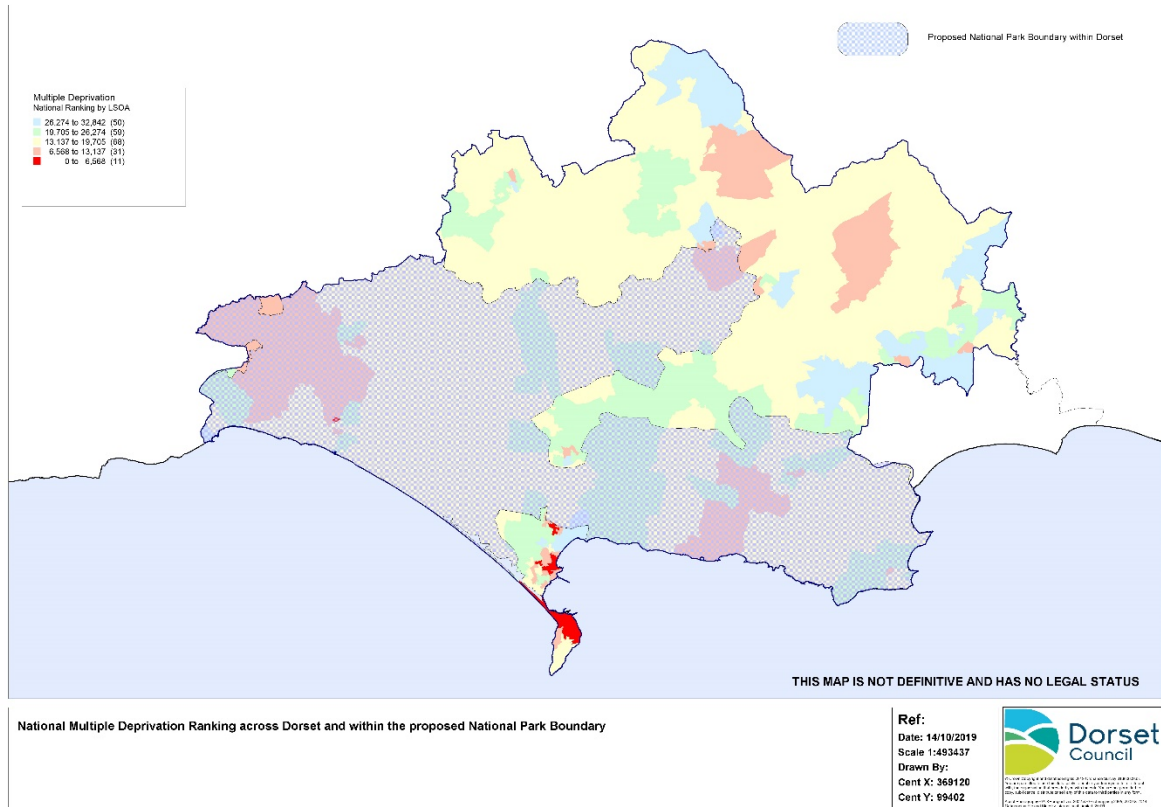


Figure 4: areas that fall within the top 20% most deprived nationally for multiple deprivation.

Figure 4 shows the proposed Dorset National Park Boundary, together with the areas that fall within the top 20% most deprived nationally for multiple deprivation, highlighted in red. Bridport Court Orchard is highlighted, along with the areas of multiple deprivation close to the proposed National Park boundary in Weymouth and Portland.

The report ‘Economic Benefits of a Dorset National Park’ by Cumulus Consultants states that there is a “halo effect”<sup>37</sup> of national park designation, whereby neighbouring areas benefit from the creation of a National Park. It lists Weymouth, Dorchester and Blandford Forum as gateway towns which could “provide services and accommodation to visitors and local businesses”.

‘Barriers to Housing and Services’ is an element of the deprivation index that considers indicators such as distance from services and housing affordability. When this element of the deprivation index is looked at in isolation it shows that large proportions (approx. 50%) of all the near neighbour National Parks rank in the top 20% most significantly deprived areas for ‘Barriers to Housing and Services’ nationally:

National Park	Number of areas significantly deprived (Barriers to Housing and Services)
Proposed Dorset National Park	33 (50%)
Dartmoor National Park	12 (50%)
Exmoor National Park	9 (100%)
New Forest National Park	17 (50%)

<sup>37</sup> Economic Benefits of a Dorset National Park, November 2018 Cumulus Consultants.

### **Access to Green Space and Well-being agenda**

Contact with greenspaces/natural environments in both urban and rural settings has been shown to deliver significant health and wellbeing benefits. Dorset Council residents have good access rates to green space, with 72.5% of its population living within 300m of a green space of any size. Nearly 60% (57.3%) of Dorset Council residents meet the World Health Organisation (WHO) standard for access to green space, which is defined as living within 300m of a greenspace of 0.5ha in size.

Public Health Dorset, a shared service between BCP Council and Dorset Council is working to improve access to greenspace via numerous public campaigns including Live Well Dorset which can signpost residents to outdoor community groups and “green” activities. Dorset AONB also works with the Dorset Health & Wellbeing Board to promote the green agenda and public access.

The Monitor of Engagement with the Natural Environment “MENE”, delivered by Natural England, provides data on the frequency of visits to the natural environment in England<sup>38</sup>. The analysis identifies the barriers that prevent infrequent visitors to natural environments from doing so more regularly. The most frequently cited barriers include health reasons and individual time constraints. Dorset Council, Public Health Dorset, and the Dorset Health & Wellbeing Board need to look at how these barriers can be overcome.

It is unclear whether these barriers to access would be removed if a National Park was designated.

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[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/738891/Monitorof\\_Engagementwiththe\\_Natural\\_Environment\\_Headline\\_Report\\_March\\_2016to\\_February\\_2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/738891/Monitorof_Engagementwiththe_Natural_Environment_Headline_Report_March_2016to_February_2018.pdf)

## 6. Climate Change

### Summary of reported Dorset National Park benefits

This is not a reported benefit of the Dorset National Park expressed within the Dorset & East Devon National Park CIC Submission to the Glover Review. However, the interim findings of the Glover Review stated that designated landscapes should be leading the way on climate change response.

Dorset Council has declared a climate emergency and the NAAONB has demonstrated its readiness to act to redress declines in species and habitats, within the context of a wider response to climate change in the Colchester Declaration 2019. The declaration contains pledges which will help to mitigate the effects of climate change and help to deliver the Government's objective of net zero emissions target by 2050. The NAAONB call on the Government to provide the power and resources to make these targets achievable. The network of 34 English AONBs working together to respond to climate change could be a significant driver for change.

The National Park Authorities and the Forestry Commission published an accord in 2018<sup>39</sup> to improve joint working in local areas and to develop a more collaborative approach to respond to climate change.

The Landscapes Review recommends that national landscapes should take a leading role in the response to climate change through joined up work and their Management Plans. Management Plans "should set clear priorities and actions for nature recovery including, but not limited to, wilder areas and the response to climate change (notably tree planting and peatland restoration)" (Landscapes Review p.43).

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<sup>39</sup> <https://www.gov.uk/government/publications/accord-between-forestry-commission-england-and-national-parks-england>

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Date of Meeting: 5 November 2019

Portfolio Holder: Councillor Anthony Alford – Lead Member for Customer, Community and Regulatory Services

Local Member(s): All

Director: John Sellgren, Executive Director for Place

**Executive Summary:**

At the meeting of 30 July 2019, Cabinet considered a report on the access to Hampshire County Council's Somerley Household Recycling Centre ("HRC") and resolved that a decision be deferred pending further discussion of options with Hampshire County Council (HCC).

This report provides an update on these discussions and considers recent proposals by Bournemouth, Christchurch and Poole Council ("BCP") for similar arrangements for use of HRCs in their area from April 2020.

**Equalities Impact Assessment:**

An EqIA has been carried out for the Somerley HRC changes and has been approved by the Place Diversity Action Group. This has been published on Dorset Council's web site: <https://www.dorsetcouncil.gov.uk/your-council/equality-and-diversity/pdfs/eais/dorset-council/place/2019-eqia-somerley-household-recycling-centre.pdf>

The EqIA identifies negative impacts for residents with a disability and those on low incomes.

**Budget:**

It is proposed that there continues to be £130,000 in the 2020/21 waste services budget for maintaining Dorset resident access to Somerley and Nuffield HRCs.

In 2020/21 it is estimated that maintaining access to Somerley HRC in Hampshire will result in a cost of £215,000. It is estimated that maintaining access to Millhams and Christchurch HRCs in BCP area, where cross border arrangements are not in place, will cost approximately £250,000. The continued cost of supporting access to Nuffield HRC is £70,000, totalling £535,000

This creates a net additional cost pressure for Dorset Council of £405,000 in 2020/21.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: HIGH

Residual Risk with recommendations: LOW

**Climate implications:**

Agreeing the recommendations would allow residents to continue to use their closest HRC, thereby minimising and additional travel and carbon impacts from using HRCs further afield.

**Other Implications:**

None

**Recommendation:**

It is recommended that

- a) Dorset Council provides for an additional £405,000 in the 2020/21 budget to cover payments to Hampshire County Council and BCP Council to allow Dorset residents continued access to Somerley, Millhams, Christchurch and Nuffield HRC's;
- b) Authority be delegated to the Lead Member for Customer, Community and Regulatory Services in consultation with the Executive Director for Place to finalise arrangements with HCC and BCP councils.
- c) the provision of a new HRC and waste transfer facility in the east of the County is investigated as part of a wider HRC review;
- d) a survey is undertaken of the use of all Dorset Council HRCs by residents outside Dorset, to help inform the HRC review and future HRC strategy.

**Reason for Recommendation:**

- a) Continued use of Somerley HRC by Dorset users will lessen additional congestion and additional costs at Wimborne HRC (which is considered likely if residents are required to bear the charges) which is already at capacity, and avoid residents travelling additional distance to access waste services adding to carbon emissions;
- b) Continued use of BCP HRCs will be required to prevent additional congestion, delay and increased cost to Dorset Council, and avoid additional travel by residents to access waste services adding to carbon emissions;
- c) A site search for a replacement site to Wimborne HRC is part of the ongoing infrastructure requirements of the service;
- d) A survey of Dorset Council HRCs will establish usage by non-Dorset residents, and help consideration of whether charges for non-Dorset residents should be introduced.



**Appendices:**

None

**Background Papers:**

Cabinet 30 July 2019 - Future use of Somerley Household Recycling Centre (HRC) by Dorset residents

Place Scrutiny Committee 10 July 2019 - Future use of Somerley Household Recycling Centre (HRC) by Dorset residents

Dorset Waste Partnership Joint Committee 24 January 2013 – Household Recycling Centres – Cross-border usage

Dorset Waste Partnership Joint Committee 17 January 2019 - Public consultation for Somerley HRC usage

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## **1. Background**

- 1.1 Hampshire County Council propose to introduce charges for non-residents at their Household Recycling Centres (HRCs) from next year. Nearly 60% of the users of Hampshire County Councils Somerley HRC near Ringwood are Dorset residents.
- 1.2 Options for maintaining access were considered by Place Scrutiny Committee on 10 July 2019 who recommended that:
  - the Cabinet do not follow the recommendation contained in the report but have further discussions with Hampshire County Council in respect of Somerley HRC in order to give free access to residents for a 2-year period in order to find a long-term solution.
  - the Cabinet investigate any potential for cross border income to the Shaftesbury HRC site to offset any future costs.
- 1.3 The Cabinet on 30 July 2019 resolved that a decision on this matter be deferred pending further discussion with Hampshire County Council to discuss the use of Somerley Household Recycling Centre by Dorset residents. The Leaders of both councils have subsequently met and agreed to pursue an equitable financial solution.
- 1.4 The Executive Director for Place has recently received a letter from BCP council who have requested a contribution for Dorset residents to continue to access the HRCs in their area after April 2020.

## **2. Use of Somerley HRC, Hampshire**

- 2.1 As reported to the July 2019 Cabinet, proposed charges for Dorset residents to use Somerley HRC (if not met by Dorset Council) are likely to increase congestion and costs at the Wimborne HRC as well as residents travelling further to dispose of their waste adding to carbon emissions.
- 2.2 Hampshire County Council are intending to use pre-registration of vehicles from Hampshire residents combined with Automatic Number Plate Recognition (ANPR) at their HRCs to identify users from outside the area. The option of allowing Dorset residents to register vehicles is not being pursued at this stage due to the short timescales available to enable HCC to incorporate this change into their wider HRC ANPR programme. Officers will continue to investigate a registration process, although any changes to the Hampshire system is likely to incur additional costs which would need to be passed to Dorset council.
- 2.3 To avoid any additional costs and delays at Somerley HRC as a result of residents paying at the gate, it is proposed that Dorset Council contribute to HCC's cost of operating the site. Based on costs provided by Hampshire County Council on usage by Dorset residents is estimated that the cost to Dorset in 2020/21 will be £215,000. The cost will be ongoing until a Dorset Council solution is found to HRC provision in the area. Any future changes or need to register as a user of the site will be communicated as appropriate to residents.

### **3. Use of Bournemouth, Christchurch and Poole HRCs**

- 3.1 The use of the Millhams HRC by Dorset residents took many years to negotiate after the previous local government reorganisation. For a time, access was restricted to Dorset residents who lived within a certain distance from the site. This caused significant congestion at Wimborne HRC. Eventually a reciprocal arrangement was agreed whereby all Dorset residents can access the Millhams HRC site with any cost offset by Bournemouth residents use of the Christchurch HRC. Under the new local authority arrangements this reciprocal arrangement will no longer apply from 1 April 2020 as the running of Christchurch HRC will pass to BCP.
- 3.2 BCP estimate that 15% of the users of Millhams HRC are Dorset residents. BCP intend to carry out detailed traffic surveys at both Millhams and Christchurch HRCs to establish the percentage of users who are Dorset residents, although the number of Dorset residents using Christchurch HRC is expected to be significantly lower than Millhams. BCP estimate the cost of Dorset residents' use of Millhams HRC as £200,000 to £300,000. If we apply the pricing model used at Nuffield officers estimate the approximate cost to be £200,000. It would therefore be prudent to budget for £250,000 to cover likely costs of maintaining Dorset residents access to both Millhams and Christchurch HRCs.
- 3.3 If Dorset residents are prevented from using Millhams and Christchurch HRCs, or if they are charged for their use, there would be likely additional congestion and costs at Wimborne HRC which is already at capacity. It is therefore proposed that Dorset Council agrees to contribute reasonable costs to BCP to maintain access to both Millhams and Christchurch HRCs until a solution is found to HRC provision in the area. It is proposed that the existing arrangements for Dorset residents to access Nuffield HRC also continue at a cost of £70,000 per annum.

### **4. HRC cross border usage from other neighbouring authorities**

- 4.1 Officer discussions with Somerset and Devon County Councils have not indicated any cross-border issues or intention to introduce measures for non-residents in the near future. Wiltshire Council has already introduced a ban on Dorset and other non-Wiltshire residents using their HRCs.
- 4.2 Historic survey data has shown low usage of Dorset HRCs by non-residents. It is proposed that updated surveys are required to explore if Dorset Council needs to implement charges for non-Dorset resident usage.

### **5. Long term solution and review of HRC provision**

- 5.1 One of the major drivers to retain access to cross border HRCs is the inadequate provision of HRCs in the east of the County. Wimborne HRC is already operating at capacity with queues and delays occurring frequently. The site has a small footprint and closes several times a day for containers to be changed. Any additional usage of this site will impact on new and existing

users and further impact on residential properties and businesses who share the road to the site. This site is single level, with users having to climb steps to gantries to access the containers.

- 5.2 The option to improve Wimborne HRC was investigated some years ago and rejected due to high costs. Waste Local Plans have recognised that a replacement HRC is needed to serve the east of the County but a site has not been allocated. Whilst it was not possible to identify a site in the new Bournemouth, Dorset and Poole Waste Plan, the need was specifically mentioned in the Inspectors report (January 2019) and the Plan includes policies that allow for the provision of this facility. A new HRC may cost between £3 – 5 million and could form part of a waste transfer facility to serve the east of the county. No funding is identified in any legacy capital programme for a new HRC in east of the county. It should be noted that the provision of a new site can take several years.
- 5.3 Further changes are likely with the HRC service: under the Waste and Resources Strategy the Government has stated that it intends to review the practice of charging for disposal of construction and demolition waste from householders at HRCs. Dorset and most surrounding councils charge for this type of material. Any limitation on charging for this type of material may increase the cost to Dorset Council of the HRC service (and potentially any cross-border HRC arrangements). In addition, the Government will review opportunities for greater reuse of waste at HRCs. Following consultation on these matters national policy may change and there may be opportunities to access funding.
- 5.4 It is recommended to commence the search for a suitable replacement to Wimborne HRC immediately to review the provision of HRCs in Dorset taking into account emerging changes to national policy, and to link with the expiry of the current HRC management contract in 2024.

## **6. Conclusion**

- 6.1 Disruption to current cross-border HRC arrangements will result in additional congestion and costs at Wimborne HRC. It is proposed that Dorset make an equitable contribution to HCC and BCP councils towards the cost of HRC provision in these areas, based on Dorset resident use.
- 6.2 A review of HRC provision will take into account the lack of adequate provision in the east of the County, the outcome of the National Waste and Resources strategy and the expiry of the current management contract.



## Cabinet

### Grants to the voluntary and community sector

Date of Meeting: 5 November 2019

Portfolio Holder: Cllr T Alford, Customer, Community and Regulatory Services

Local Member(s):

Director: Aidan Dunn, Executive Director, Corporate Development

**Executive Summary:** In the lead up to LGR, the Shadow Executive agreed to a transition year for funding for the voluntary and community sector continuing the previous councils' spending. Predecessor councils provided a varying range of funding for the sector with some areas benefiting much more than others.

Dorset Council recognises the valuable contribution of the voluntary community sector, particularly in the early intervention and prevention agendas. Given the current challenging financial climate, this report looks to deliver some modest savings for the 2020/21 budget. The proposal is to consult on the amalgamation of a range of existing funds into three categories:

- **Earmarked funds** for:
  - Information, advice and guidance
  - Support of arts sector
  - Voluntary sector support
  - 4 museums and 2 community buildings we have a liability for
- **Revenue grant scheme** for local voluntary and community groups to apply to
- **Capital grant scheme** for voluntary and community sector organisations to bid into for capital projects and for match funding for attracting external funding

Options delivering between £0 and £160,000 saving on existing spending are explored in this report. Local organisations in receipt of council funding are keen to understand what the future plans are, and it is essential to engage with them about the options as soon as possible.

**Equalities Impact Assessment:** Current funding arrangements are inequitable with some areas of Dorset receiving significantly more funding than others. The full equalities impact assessment is in Appendix 3.

**Budget:** Dorset Council will spend approximately (£2 million) supporting the voluntary and community sector in Dorset in 2019/20. Potential savings arising from this report are between £0 and approximately £160,000 for 2020/21.

**Risk Assessment:** Having evaluated the risks associated with this decision, certain areas identify as high. However overall it is considered that the level of risk has been identified as:

Current Risk: MEDIUM  
Residual Risk MEDIUM

**Climate implications:** No specific implications directly from this report however organisations may bid for grants to help address their carbon footprint.

**Other implications:** Some of the options for consultation will result in a reduction of funding for some voluntary and community organisations that currently receive funding but there may be other organisations that do not currently receive funding who will be able to access grants.

**Recommendation:**

1. Cabinet agrees to consult on the following funding options for 2020/21 for a period of 6 weeks:

- **No change - maintain the current level of funding to the current organisations with no change from 1st April 2020**
- **Maintain the current level of funding but change to the new approach to allocating funding from 1st April 2020.**
- **Reduce the current level of funding to current organisations by 10% (except Citizens Advice Bureau (CAB)) and change to the new approach to allocating funding from 1st October 2020**
- **Reduce the current funded organisations by 10% (except CAB) for a 12-month period. Change to the new approach to allocating funding from 1st April 2021**

2. Cabinet agrees the draft grants application criteria (in Appendix 2) for consultation.

3. Cabinet agrees to review the level of funding for future years (after 2020/21) as part of the medium term financial planning process.

**Reason for Recommendation:**

1. To provide the voluntary and community sector with the opportunity to share their views about potential options
2. To provide the voluntary and community sector opportunity to comment on the grants selection criteria
3. To deliver a medium term plan for Dorset Council's contribution to the voluntary and community sector

**Appendices:**

1. Full list of current grant recipients
2. Proposed criteria for assessing future discretionary funds
3. Equality Impact Assessment

**Background Papers:** None

**Officer Contact:**

Name: Bridget Downton, Head of Business Intelligence and Corporate Communications; Laura Cornette, Policy & Performance Officer (External Funding & VCS)

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### 1. Purpose of report

To agree to consult the voluntary and community sector about Dorset Council's proposals for allocating funding to the sector.

### 2. Key issues

The previous sovereign councils were involved to varying degrees in funding community activity in Dorset. For 2019/20, the budgets from the sovereign councils were transferred into Dorset Council. In the current financial climate, there is a need to review the existing level of funding amounting to £1.8m. Options delivering between £0 and £160,000 saving on this are explored in this report.

Local organisations in receipt of council funding are keen to understand what the future plans are, and it is essential to engage with them about the options as soon as possible.

### 3. Current status

The annual budgets from the sovereign councils total approximately £1.8 million. – Approximately £216,000 capital and £1.6 million revenue. Previous spend was not geographically or thematically proportional – with some areas receiving significantly more resource than others which has resulted in inequality across the Dorset Council area. For example, West Dorset District Council approved grants totalling approximately £600,000 for 2019/20 for its area - the highest of any of the districts. North Dorset District Council approved grants totalling approximately £70,000 for 2019/20 for its area – the lowest of the districts.

In 2019/20 the money was spent in the following way:

<b>Revenue</b>	
<b>Information, advice and guidance</b> (currently provided by the Citizens Advice Bureau (CAB))	£550,000
<b>Support of arts, heritage and museums</b> (currently provided by the Arts Development Company)	£134,000
<b>Voluntary sector support</b> (currently provided by Dorset Community Action – £91,500, Volunteer Centre Dorset –£48,000 and Dorset Race Equality Council –£19,000)	£158,500
<b>3 museums where Dorset Council has a reversion interest -</b> Priest's House Wimborne (£98,000); Dorset County Museum (£79,000); and Bridport Museum (£54,000)	£231,000
<b>2 community centres has a reversion interest –</b> Allendale Wimborne (£13,000) and Barrington Wimborne (£10,000)	£23,000

<b>Ongoing support for core costs</b> - for voluntary and community organisations providing a range of functions / services	£386,000
<b>Discretionary grant funds</b> – one off contributions from a range of grant pots to support: social inclusion; DCC service priorities; arts, sports, village halls, play and accredited museums	£146,000
<b>Revenue total</b>	<b>£1.6 million</b>
<b>Capital</b>	
Arts, sports, village halls, play and accredited museums and match funding for voluntary and community groups who were bidding into external funders such as heritage lottery	£216,000
<b>Total revenue and capital spend</b>	<b>£1.8 million</b>

In addition, the Council spends £178,000 on grants for children’s services (youth services, child bereavement services) which will be reviewed separately. The council also supports the DAPTC – with an annual grant - currently £30,000 and IT and office space in County Hall.

The results from the consultation will be considered and used to inform the budget for 2020/21

#### **4. The proposed approach for Dorset Council to allocate funding to the voluntary and community sector**

The proposed approach is to deliver a fair apportionment of spend across the Dorset Council area whilst still recognising the valuable contribution of the sector. Officers recommend that spend be prioritised for:

- information, advice and guidance support (currently provided by CAB) for local people across the whole of Dorset council area;
- Support for the voluntary sector to ensure that voluntary organisations can access adequate support for governance, advice and training (currently provided by Dorset Community Action, Volunteer Centre Dorset and Dorset Race Equality Council)
- capital leverage to ensure other funders continue to invest in Dorset; and
- a fund for individual organisations to bid into for distinct projects.

The proposal is to have some funds earmarked for specific purposes which support the rest of the sector and for the remainder of the money to be in a revenue grant pot and a capital grant pot for local organisations to bid into. Grants will be provided to those projects that meet the council’s corporate priorities as set out in the draft Dorset Council Plan. Appendix 2 sets out the proposed criteria that a panel will use to allocate grant funding. Further work will be needed to determine who will participate in the member led panel.

The proposal is to put 5-year contracts in place for the organisations receiving earmarked funds to provide them with stability. The grants will be available for up to 3 years but could also be for one-off projects:

The proposal is for earmarked funds to be made available to the following:

- Information, advice and guidance
- support of arts



- support for the voluntary sector
- 4 museums and 2 community buildings that Dorset Council has a reversion interest

This doesn't necessarily mean no reduction over 5 years but will agree the level and timing of reduction at the beginning of the 5 years. These contracts will be subject to the appropriate procurement routes and subject to legal advice. Officers recommend that funding to the CAB remains unchanged in 2020/21 because of the critical nature of the information, advice and guidance it provides. The total funds available for other earmarked funds could sustain a reduction in 2020/21. The following table summarises the proposed approach with approximate values:

	<b>Approx. cost 2020/21</b>
<b>Earmarked revenue funds:</b>	Option 3 & Option 4
• <b>Information, advice and guidance</b> (funds unchanged)	£550,000
• <b>Support of arts, heritage and museums</b>	£115,000
• <b>Voluntary sector support</b>	£135,000
• <b>3 museums and 2 community buildings that Dorset Council has a reversion interest -</b>	£230,000
<b>Revenue grant scheme</b> for voluntary and community groups to apply to	£485,000
<b>Capital grant scheme</b> for voluntary and community groups to bid into for capital projects and for match funding	£150,000

## 5. The savings options for 2020/21

Officers have considered 6 options for proposed spend for 2020/21:

<b>Positives</b>	<b>Negatives</b>	<b>Saving 2020/21</b>
<b>1. No change - maintain the current level of funding to the current organisations with no change from 1st April 2020</b>		
No reduction in funding for current funded organisations	<ul style="list-style-type: none"> <li>• On-going disparity of funding</li> <li>• No savings achieved</li> <li>• May be open to challenge</li> <li>• May not be funding areas of need</li> </ul>	£0
<b>2. Maintain the current level of funding but change to the new approach to allocating funding from 1st April 2020.</b>		
Immediately addresses the disparity of funding	<ul style="list-style-type: none"> <li>• Not enough time for organisations to prepare for changes in resources</li> <li>• No saving achieved</li> </ul>	£0
<b>3. Reduce the current level of funding to current organisations by 10% (except CAB) from April 2020 and change to the new approach to allocating funding from 1st October 2020</b>		
• Gives current funded organisations more time to prepare for any changes to funding	• Disparity of funding continues for longer	£80,000

Positives	Negatives	Saving 2020/21
• Makes some savings		

Positives	Negatives	Saving 2020/21
<b>4. No change - maintain the current level of funding to the current organisations with no change from 1st April 2020</b>		
<ul style="list-style-type: none"> <li>Gives current funded organisations over a year to prepare for any changes to funding</li> </ul>	<ul style="list-style-type: none"> <li>Disparity of funding continues for longer</li> </ul>	£160,000

**6. Legal implications and impacts on the voluntary and community sector**

All grants are due to come to an end on the 31st March 2020. The council has a legal obligation to consult on any proposed changes following any decision made by Cabinet.

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### Appendix 1 Current VCS Grant Recipients

Organisation	Total Amount	Sovereign Council	Purpose of Grant
<b>Museums</b>			
Bridport Museum	54,062	WDDC	SLA Revenue Grant
Dorset County Museum	10,994	WDDC	Annual grant to off-set rent due on All saints Church, Dorchester which the museum rents from the council for use as a museum store. The museum plan to vacate the premises by 2022
Lyme Regis Museum	28,486	WDDC	SLA Revenue Grant
Priest House Museum / TIC	98,000	EDDC	Contribution towards running costs and salaries (Wimborne)
Sherborne Museum	2,056	WDDC	SLA Revenue Grant
Portland Museum Trust	4,125	WDDC	Grant to offset rent due to council
Dorset County Museum	68,000	DCC	SLA Revenue grant to support provision and operation of an effective museum for the general public by collecting, safeguarding and making accessible its collections through a diverse and active learning and events programme enquiry service
<b>Environment and Heritage</b>			
Charmouth Heritage Coast Centre	18,671	WDDC	Education and Information Centre
Chesil Bank Fleet Nature Reserve	1,000	WDDC	General Support Grant
Dorset Historic Churches Trust	100	PBC	General Support Grant
Sex Cinema Wareham	650	PDC	General Support
Dorset Wildlife Trust	800	WDDC	General Support
<b>Economic Development</b>			
Heart of Wessex Rail Partnership	5,528	DCC	Support for community rail partnership
Heart of Wessex Rail Partnership	2,362	WDDC	Support for community rail partnership
Weymouth Angling Society	5,000	WDDC	Grant to offset rent due to council
Young Enterprise	1,500	PDC	Funding to go to schools and give information
<b>Youth</b>			
Dorset Youth Association	1,000	WDDC	To support activities for young people
Dorset Youth Association - Routes	4,438	WPBC	For the provision of youth advice services in the Dorchester area
Youth Advice Centre – Lyme Regis Development Trust	4,438	WPBC	Youth hub SLA
Youth Advice Centre – The Rendezvous (Youth Resource)	4,438	WDDC	Youth resource service SLA
Islanders Youth Club	2,250	WDDC	Grant to offset rent due to council
Treads Youth Advice Blandford	7,000	NDDC	Youth advice and Information Centre.
Allendale Community Centre	13,000	EDDC	Contribution towards running costs
Barrington Community Centre	10,000	EDDC	Contribution towards running costs

**Appendix 1 Current VCS Grant Recipients**

Leigh Park (Wimborne TC)	15,000	EDDC	Servicing PWLB debt for community use
Reef (Colehill PC)	12,000	EDDC	Servicing PWLB debt for community use
<b>Community and Social Impact</b>			
Dorset Community Action	75,497	DCC	To build the capacity of the VCS through focussed support, advice and training
Dorset Community Action	6,000	EDDC	SLA to deliver the following outcomes: Level 1 supporting information to 30 organisations a year in East Dorset. Level 2 1:1 supported advice to up to 4 organisations a year in East Dorset. Level 3 to provide consultancy support to voluntary organisations – up to 30 hours. To provide general support to two partner events for VCS organisations (30 hours of support).
Dorset Community Action	2,400	PDC	To build capacity of VCS through focussed support, advice and training.
Dorset Community Action	3,000	NDDC	SLA funding with community based delivery targets set
Dorset Community Action	4,682	WDDC	SLA funding with Community based delivery targets set
Volunteer Centre Dorset	45,475	DCC	To support volunteering and the volunteering infrastructure in Dorset so that we are able to maximise the impact and support to people across a range of needs
Volunteer Centre Dorset	3,000	EDDC	Contribution towards running costs (Wimborne)
Staminster & Villages LAP	6,000	WDDC	Community Planning Grant to support 5 Local Area Partnerships in West Dorset with defined performance target, quarterly monitoring and reporting in place so value for money can be evidenced
Bridport LAP	6,000	WDDC	Community Planning Grant to support 5 Local Area Partnerships in West Dorset with defined performance target, quarterly monitoring and reporting in place so value for money can be evidenced
Dorchester Community Forum	6,000	WDDC	Community Planning Grant to support 5 Local Area Partnerships in West Dorset with defined performance target, quarterly monitoring and reporting in place so value for money can be evidenced
Lyme Forward	6,000	WDDC	Community Planning Grant to support 5 Local Area Partnerships in West Dorset with defined performance target, quarterly monitoring and reporting in place so value for money can be evidenced
Sherborne Community Focus	6,000	WDDC	Community Planning Grant to support 5 Local Area Partnerships in West Dorset with defined performance target, quarterly monitoring and reporting in place so value for money can be evidenced
West Dorset Partnership Social Benefit	1,450	WDDC	To support the administration of the LSP
Citizens Advice Bureau, Purbeck	69,867	PDC	To provide free confidential impartial advice to everyone regardless of race, gender, sexuality and disability. To ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities, or through an inability to express their needs effectively. To provide advice on issues concerning rent arrears, council tax, housing benefit, homelessness and other issues for health and well-being.
Citizens advice – Weymouth and Portland	68,845	WPBC	
Citizens Advice Bureau, Dorchester, Sherborne & Districts	139,734	WDDC	
Citizens Advice Bureau North Dorset	48,698	NDDC	
Citizens Advice Bureau East Dorset	60,100	EDDC	
Citizens Advice Bureau	13,000	WPBC	Funding for Debt and Homeless advice

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### Appendix 1 Current VCS Grant Recipients

Citizens Advice Bureau	7,610	PDC	Homeless prevention supervisor contribution
Citizens Advice in Dorset	86,846	DCC	To ensure access to information, advice and guidance for residents of Dorset is available so that people are able to get information support early avoiding the need for more intensive support later.
Safewise	35,000	DCC	Supporting schoolchildren in Year 2 and 5 to attend community safety awareness training
<b>Arts, Culture and Leisure</b>			
East Dorset Heritage Trust	3,000	EDDC	Contribution towards running costs
Folk Festival	5,000	EDDC	To deliver a nationally recognised and celebrated annual Folk Festival including subsidiary event. Contribution towards running costs.
Forest FM	2,000	EDDC	To deliver and run a community radio station covering South East Dorset. Contribution towards running costs (Verwood)
Activate	7,105	DCC	Deliver a learning and participation programme across Dorset to increase engagement with theatre, dance and outdoor arts, specifically working with diverse communities, young people and older people. To support artists, producers and practitioners at all stages of their career. Continue to manage DCC grants to 4 arts organisations and ensure due diligence and scrutiny of governance, finances and ROI.
Arts Development Company	127,000	DCC	Support organisations with information, governance and training. Develop the sector to bid for external funding together
Artsreach	14,210	DCC	Grants to take live performances out to rural communities across DCC area.
Artsreach	1,000	EDDC	To enable people in rural villages to participate in high quality arts events
Artsreach	1,600	PDC	To enable people in rural villages to participate in high quality arts events
Artsreach	13,702	WDDC	SLA Revenue Grant
Artsreach	10,800	NDDC	General contribution
Bridport Arts Centre	33,954	WDDC	SLA Revenue Grant
Dorchester Arts	33,954	WDDC	SLA Revenue Grant
Sherborne Arts Link Limited	23,642	WDDC	SLA revenue Grant
Sting in the Tail	700	EDDC	Contribution towards running costs – various locations in Dorset
Walford Mill	8,125	EDDC	Focussed around education and learning programmes for adults including a Makers Master Class Programme, 6-8 craft exhibitions per year and developing creative workshops for under 5's and their families.
Walford Mill	4,000	EDDC	Contribution towards running costs. Also, get a share of car park income (Wimborne). £1,827.00 in 2018/19
Walford Mill	8,125	DCC	Innovation in the creation and management of amenities and community and facilities and the management of heritage assets. Promote the benefits of pursuing health and wellbeing improvements amongst our partners and stakeholders. Improvements to skills and learning provision across the partnership area.
Marine Theatre, Lyme Regis	6,938	WDDC	SLA Revenue SLA Revenue Grant

### Appendix 1 Current VCS Grant Recipients

Bournemouth Symphony Orchestra	66,336	DCC	Offering audiences the opportunity to enjoy vibrant performances of live music and to inspire people of all ages and communities to enjoy and take part in live music making and musical events
Bournemouth Symphony Orchestra	800	PDC	
Bournemouth Symphony Orchestra	4,827	WDDC	SLA Revenue Grant
Dorset Race Equality Council	1,845	NDDC	To support the work of DREC in supporting individuals, communities and institutions in challenging racism, celebrating diversity and promoting equality of opportunity.
Dorset Race Equality Council	2,000	WPBC	
Dorset Race Equality Council	1,750	WDDC	
Dorset Race Equality Council	3,488	DCC	To support the Forum (x4) for the Equality and Diversity meeting each year.
<b>Competitive Grants Funds</b>			
Leisure Development Fund - grants for arts, sport, play, heritage and village hall projects	101,466	WDDC	Gives capital and revenue grants for arts, sport, village halls, Play and accredited museums (approximate split 60:40) between capital and revenue funding).
Capital Leverage Fund	155,000	DCC	Gives capital grants as match funds for projects that meet the council's priorities to lever in external funding into the county.
Social Inclusion Awards – Officer Delegated	30,000	WDDC	Grants to support social inclusion amongst West Dorset Communities
Dorset Community Innovation Fund	75,055	DCC	This grant fund aims to support community organisations with a turnover of less than £5000,000 to deliver services that meets the needs of Dorset residents. Supports capacity building through innovative new projects to meet the council's ambition of reducing demand for its services through connecting people to early and appropriate help and support.
<b>Grants to be reviewed outside of this review</b>			
Mosaic Supporting Bereaved Children	20,000	DCC	Bereavement and loss Counselling for children
Relate Dorset	2,000	DCC	Funding support – Community Safety
Stonewater Limited	14,000	DCC	SLA for support services at Hamlet Women's Refuge
68	15,000	DCC	Contribution to services: beach huts; care passport, strategic meetings, tendering and monitoring and support to enable parent carers to attend and participate in LA meetings
Drug and Alcohol User Forum	17,800	DCC	Public Health grant to facilitate joint working between DCC and Dorset Drug and Alcohol Forum to act as an engagement channel
Dorset Association of Town and Parish Councils	29,776	DCC	To support the development and implementation of the 'Working Together' Programme. To work with the County Council, District and Borough Councils and partner organisations to develop and deliver the local Government Reorganisation programme, acting as a consultation, communication and feedback channel for the Town and Parish Council's. To support and facilitate the development of best practice approaches for

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**Appendix 1 Current VCS Grant Recipients**

			devolvement of services to town and parish councils that meet local community needs. To contribute towards sector capacity building, skill development and training.
Dorset Youth Association	22,000	DCC	0-19 Forum
Dorset Youth Association	26,223	DCC	Supporting youth groups and clubs, DBS umbrella scheme and minibuses.

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## **Appendix 2 - Proposed grants criteria for consultation**

### **All applicants for any grants will need to evidence all of the following:**

1. Applications will assist Dorset Council to deliver its Corporate Priorities
2. Applications will help to develop capacity in their sector and directly deliver benefits to people in the Dorset Council area
3. Applications will actively promote diverse and inclusive communities
4. Applications will have measurable outputs and outcomes that feedback Insight information regarding Dorset Councils communities, trends and where applicable identify gaps in provision
5. Applications will prove long-term good practice and/or sustainability
6. Provide evidence the organisation will be fit for purpose and resilient
7. Any building or premise should have reasonable tenure for minimum 20 years (capital applications)

### **Applications for community development, play, community events, play and sports development will need to evidence the following:**

1. Target disadvantaged areas (thematical or geographical)
2. Community events will become sustainable as a result of the funding (one off funding permitted)
3. Sports must be recognised by Sports England (Sport applications only)

### **Applications for capital leverage will need to evidence the following:**

1. Maximum commitment of 20% of the total project cost
2. Will have the capability to be allocated up to 3 years in advance – this could include provisional allocations while applicants develop supporting funding arrangements
3. There will be a demonstrable impact on the local economy
4. There will be evidence-based community benefits in terms of skills development and/or improved wellbeing

### **Applications for museums, cultural and heritage will need to evidence the following:**

1. Not for profit organisations are an accredited museum, cultural or heritage organisation
2. Evidence a range of Dorset residents will have participated in the cultural organisation's offer/programme.
3. The offer will be distinctive and form a critical component of the town or Dorset wide cultural provision, that is not duplicated elsewhere
4. There will be a demonstrable impact on the local economy
5. There will be evidence-based community benefits in terms of skills development and/or improved wellbeing
6. There will be a strong track record of inward external investment over the last three years.

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## Equality Impact Assessment (EqIA)

Before completing this EqIA please ensure you have read the EqIA Guidance Notes

<b>Title</b>	Review of Dorset Council funding to voluntary and community sector organisations		
<b>Date assessment started:</b>	14 June 2019	<b>Version No:</b>	2
		<b>Date of completion:</b>	

### Type of Strategy, Policy, Project or Service:

Is this Equality Impact Assessment (please put a cross in the relevant box)

Existing:	<input type="checkbox"/>	Changing, update or revision:	<input checked="" type="checkbox"/>
New or proposed:	<input type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

Is this Equality Impact Assessment (please put a cross in the relevant box)

Internal:	<input type="checkbox"/>	External:	<input type="checkbox"/>	Both:	<input checked="" type="checkbox"/>
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### Report Created By:

<b>Name:</b>	Kathleen Boston-Mammah
<b>Job Title:</b>	Community Development Team Leader
<b>Email address:</b>	Kathleen.boston-mammah@dorsetcouncil.gov.uk
<b>Members of the assessment team:</b>	Laura Cornette Tracey Cooper Jude Allen Sam Johnston Paul Tucker Ian Wells Vikki Williams Kathy Boston-Mammah

### Step 1: Aims

What are the aims of your strategy, policy, project or service?
To undertake a 'robust and fair' review of historical funding to voluntary and community sector organisations (VCSO) across the new Dorset Council area that meets the new corporate priorities and budget setting processes for the year 2020-21 and beyond. Current funding arrangements inherited from the Sovereign councils are inequitable with some areas of Dorset receiving significantly more funding than others. The funding review aims to create equality of opportunity of funding but some currently funded organisations may receive a decrease or removal of ongoing funding but still have the opportunity to apply for a grant.
What is the background or context to the proposal?

In September 2018, the Shadow Dorset Executive Committee agreed to commence a 'robust and fair review of funding' to voluntary and community sector organisations (VCSO) as part of the budget setting process for 2020-21.

The Committee agreed to maintain current levels of funding and support for 2019-20. This one-year extension gave certainty to the sector and provided Dorset Council with the opportunity to conduct a review and agree future levels of support.

DRAFT

## Step 2: Intelligence and Communication

What data, information, evidence and research was used in this EqIA and how has it been used to inform the decision-making process?

Geowessex Dorset Statistics and census information on Dorset Council website at:

<https://apps.geowessex.com/stats/>

[www.gov.uk/government/statistics](http://www.gov.uk/government/statistics)

Health state life expectancy at birth by local areas, UK, 2015- 2017, ONS

House of Commons Defence Committee, Mental Health and the Armed Forces, Part One: The scale of mental health issues. 11th report 2017 – 19

Pan Dorset Local Transformation Plan: Children and Young People's Mental Health and Wellbeing, 31/10/17

Government's response to the five-year forward view for mental health, 9 January 2017

Create, Arts Council England, December 2015

Citizens Panel April 2009 Survey, Dorset County Council

Child Poverty Action Group – Regional Estimates LAD South West 2019

What data do you already have about your service users, or the people your proposal will have an impact on?

### Age:

Dorset's higher than national average population over 65 means that changes to funding for supporting organisations support would affect this age group.

Impacts on the age protected characteristic have been identified as follows;

- Changes to funding for Citizens Advice would impact all people and specifically older people. This is because the over 50s age group represent:
  - 52% of clients in Dorchester & Sherborne
  - 49% of clients in North Dorset
  - 52% of clients in Bridport
  - 26% of clients East are over 60
  - 34% of clients in Purbeck are over 60
- In the Dorset Council area 16% of the population is under 25 and funding was specifically given to youth centres in North and West Dorset that specifically target disadvantaged young people e.g. Sherborne the Rendezvous is the last dedicated Youth Advice Centre in Dorset. Youth organisations were also funded through open grant schemes such as social inclusion and leisure development and this will impact residents aged 24 and under.

# Population

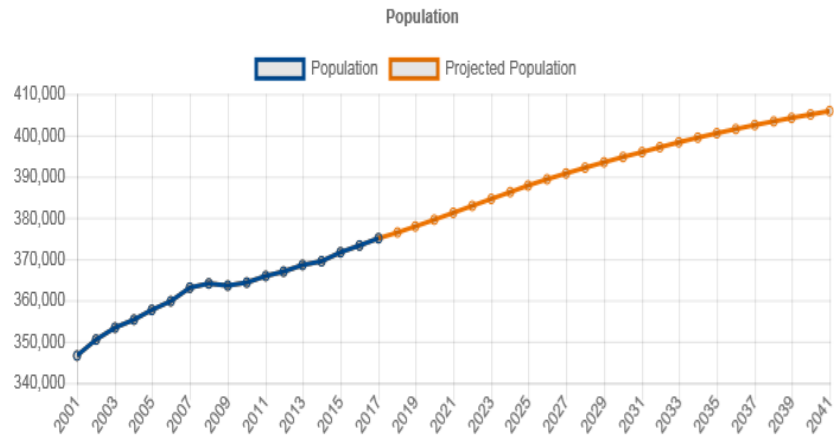
## 375,050

Total persons

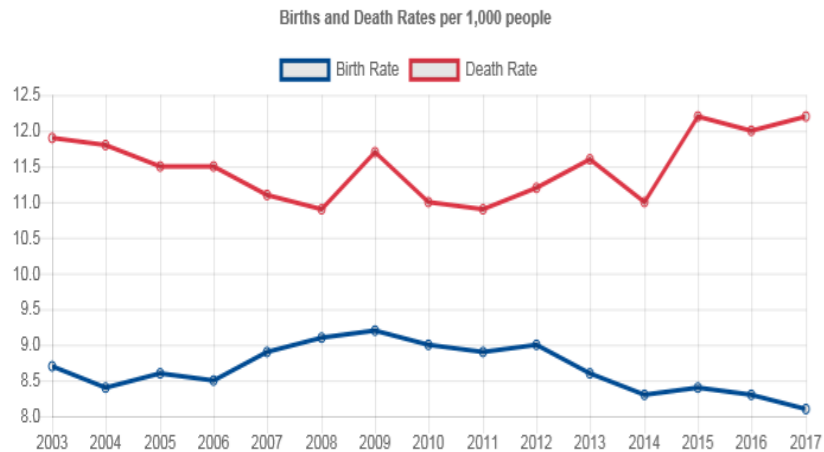
### Comparators

	Total	Percentage	England and Wales
All Persons	375,050	-	58,744,600
All Males	183,390	48.9%	49.4%
All Females	191,660	51.1%	50.6%
0-15 yrs	59,850	16.0%	19.1%
16-64 yrs	209,150	55.8%	62.8%
65+ yrs	106,060	28.3%	18.2%

[Show Male/Female individual age breakdown](#)



Source: Mid Year Estimates, Office for National Statistics





## Disability

Disability is defined as a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day to day activities. Across the Dorset Council area 8% of the population has day to day activities that are limited a lot and 11% have day to day limited activities a little. Currently disability groups are regularly supported through the different grant schemes of the sovereign councils. These are:

WDDC Social Inclusion Open Grant Scheme – Age UK, Dementia Friendly groups, Dorset Blind Association, Bridport Deaf Club, The Living Tree, The Horse Course.

A significant number of Citizens Advice clients are disabled people.

- Dorchester, Sherborne & Districts CA client base for 2018-19 comprised 8% who had a disability and 35% with a long-term health condition
- North Dorset, 6% and 31% with a long term health condition

## Ethnicity

The current population statistics for the Dorset Council area indicate that the population is predominantly White British (95.6%). However, the overall statistic for Black, Asian and Minority Ethnic (BAME) of 4.4% with 1.7% of the population not having English as their mother tongue. However, this masks the significant regional variations in certain parts of the Dorset area.

**95.6%**

White British

**4.4%**

BME (black and minority ethnic population)

**1.7%**

Main language not English

Source: 2011 Census. Office for National Statistics

Grants to groups or organisations providing support to diverse communities are of importance in the wards of Cranborne Chase, Dorchester East and West, Ferndown North and South, Melcombe Regis, Poundbury, Shaftesbury Town, Sherborne West, Sturminster, Swanage and Wimborne Minster. These are areas with a greater than Dorset average BME population. The highest proportion of Dorset's BAME population are classified as 'White Other' who make up approximately 40% of Dorset's BAME population.

## Country of Birth

Within the Dorset Council area, the statistics are as follows-

94.4% Born in UK

5.6% Born outside of UK

0.4% Born in Ireland

1.3% Born in EU (Member Countries in March 2001)

0.7% Born in EU (Accession Countries April 2001 - March 2011)

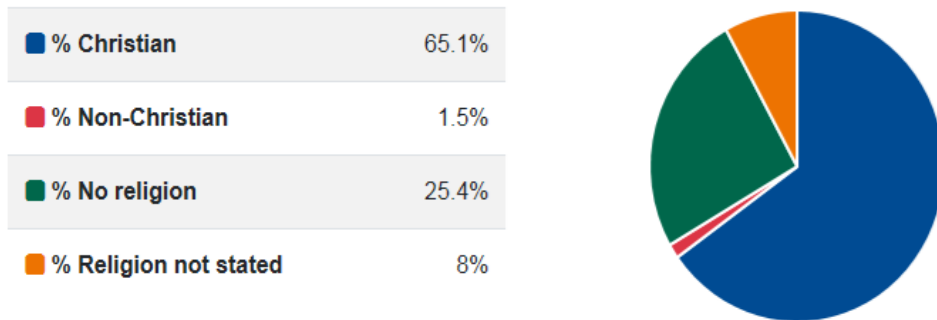
3.1% Born elsewhere

Source 2011 Census Office of national Statistics

## Religion:

The five major non-Christian world religions Islam, Buddhism, Hinduism, Judaism and Sikhism constitute 1% of Dorset's residents' religious beliefs. Dorset's main non-Christian religious groups are concentrated in Dorset's towns. Weymouth has just over 300 residents of Muslim faith. There are also concentrations around military establishments such as Blandford Camp where the Gurkhas and their families live who are predominantly Hindu in their religious belief. Any grants awarded to churches and religious organisations are for purposes other than

religion such as youth groups, older people’s activities, arts and culture, sports and leisure. Grants to organisations on the grounds of race or ethnicity could therefore be impacted by any changes to the level of funding to organisations that provide any services and activities in support of people who have this protected characteristic.



Source: 2011 Census. Office for National Statistics

### Health and Wellbeing:

In Dorset, there is a difference of 17 years between healthy life expectancy and overall life expectancy for men, and 19 years for women. 62% of adults in Dorset are classified as overweight or obese. Residents in Dorset are more likely to be unpaid carers, there are now around 3,000 registered carers in Dorset alone. 12% of Dorset residents compared to 10% across England. There are now around 3,000 registered carers in Dorset. By 2025, we expect to see more than 10,000 people aged 65+ living with dementia. With these figures it is likely that an additional 3,000 carers will be needed to cope with this increase. Domestic abuse, mental ill-health and substance misuse have been termed a ‘Toxic Trio’ commonly found in families where harm to children has occurred. 1,831 domestic abuse incidents were reported in Dorset last year.

It is well documented that Arts and culture can have a positive impact on specific health conditions such as dementia, Mental Health

\*(<https://www.medicalnewstoday.com/articles/258383.php#1>)

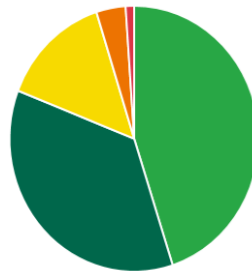
Parkinson’s <https://www.pdsw.org.uk/dance-devs/why-dance-feasibility-study/>) and depression & (<https://www.blackdoginstitute.org.au/news/news-detail/2019/02/28/social-prescribing-linking-patients-with-non-medical-support.>)

Overall 77% of people surveyed agree that access to cultural activities helps to make Dorset a better place to live and that engagement in cultural activities contributes to an improved quality of life. The value of sport for savings to health is £147.8 million per annum in Dorset.

## Health and Care

### Health

80.9% of residents reported having very good or good health.



% Very Good Health	45%
% Good Health	35.9%
% Fair Health	14.2%
% Bad Health	3.8%
% Very Bad Health	1.1%

### Unpaid care

11.9% of residents provide unpaid care.

**9.4%**

Residents providing **up to 50 hours** of unpaid care per week

**2.5%**

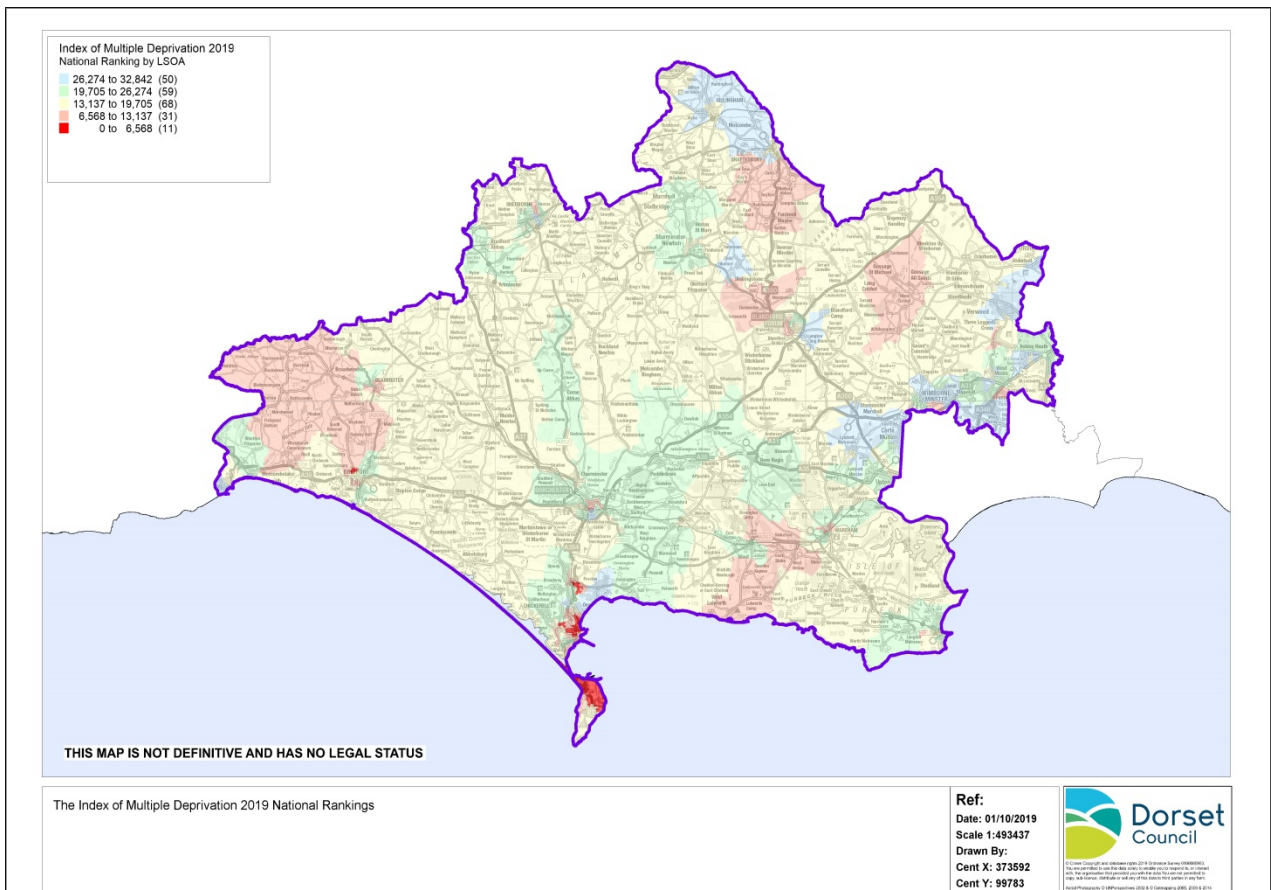
Residents providing **more than 50 hours** of unpaid care per week

2.5% of residents live in communal establishments.

### Deprivation in Dorset

Eleven areas in Dorset are in the top 20% most deprived nationally, ten of those are within the former borough of Weymouth & Portland, the other is in West Dorset Bridport Court Orchard. Six of the Weymouth & Portland areas are in the top 10% most deprived nationally: Melcombe Regis Town Centre (which is now the most deprived area in Dorset), Littlemoor West, Melcombe Regis Park District, Fortuneswell North, Westham North Westhaven, and Rodwell and Chapelhay. The county provides real contrasts 80% of Dorset's least deprived LSOAs are in the east of the council area and none of the areas in the former districts of Purbeck or North Dorset are in the top 30% most deprived nationally.

Deprivation appears to create a greater dependency upon information, advice and guidance services particularly in relation to benefits and debt. Citizens Advice statistics for clients by ward evidence this with the following wards that feature in the 2015 English Index of Multiple Deprivation having significantly more clients: Dorchester North and East, Cerne Valley, Gillingham Town.



In Dorset, about 15,400 people aged 16-64, plus 2,800 children live in 12,900 workless households. 12% of Dorset households were workless, slightly below the national figure. Child Poverty statistics also illustrate the issues of deprivation as after housing costs are paid for 24% of children are living in child poverty in West Dorset, 23 % in North Dorset, Purbeck it is 24%, East Dorset 19% and Weymouth and Portland 30%. Rural and social isolation creates barriers for communities to access services especially within rural areas. In Dorset 46% of households are in the top 20% nationally of areas most deprived in accessing services with 4.6% overall not having access to a car.

What engagement or consultation has taken place as part of this EqIA?

Initial consultation has been undertaken with Dorset Transition Group, a collective of key 3<sup>rd</sup> sector partners with links to the wider sector networks with whom they are communicating. At this stage the review had not started, and its direction and scope had not been decided because Dorset Council had not yet been formed.

All grant recipients have been kept notified about the review and asked to supply information in preparation for it so that officers have been able to record this, ready for further use. The next stage will be to set up formal consultation, so communication is ongoing throughout the review

Is further information needed to help inform this proposal?

Yes, officers responsible for the historic grant streams administered by the former sovereign councils have been asked to supply data and information specific to the Equality Act protected characteristics and those additional to Dorset Council.

How will the outcome of consultation be fed back to those who you consulted with?

Through regular communication using existing networks in formats suitable to those stakeholders.

### Step 3: Assessment

Who does the service, strategy, policy, project or change impact?

- If your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option. Please cut and paste the template accordingly.

For each protected characteristic please choose from the following options:

- Please note in some cases more than one impact may apply – in this case please state all relevant options and explain in the ‘Please provide details’ box.

Positive Impact	<ul style="list-style-type: none"> <li>• Positive impact on a large proportion of protected characteristic groups</li> <li>• Significant positive impact on a small proportion of protected characteristics groups</li> </ul>
Negative Impact	<ul style="list-style-type: none"> <li>• Disproportionate impact on a large proportion of protected characteristic groups</li> <li>• Significant disproportionate impact on a small proportion of protected characteristic groups.</li> </ul>
Neutral Impact	<ul style="list-style-type: none"> <li>• No change/ no assessed significant impact of protected characteristic groups</li> </ul>
Unclear	<ul style="list-style-type: none"> <li>• Not enough data/evidence has been collected to make an informed decision.</li> </ul>

Age:	Negative
What age bracket does this affect?	Older people 50+ and young people
Please provide details:	<p>Dorset’s higher than national average population over 65 means that changes to funding for supporting organisations support would detrimentally affect this age group. E.g. changes to funding for Citizens Advice would impact all people and specifically older people who represent on average over 50% of the CA client base. Dorset Volunteer Service would be significantly impacted in its ability to recruit, train and support Volunteers across Dorset.</p> <p>Ferndown in East Dorset has an over 65 population of 37.4% set against 18.3% nationwide, thus the impact on reduction of funding to organisations such as CAB outreach service in Ferndown, The Barrington Centre would be significant.</p> <p>Wimborne’s over 65 population is 27.9% and services provided to this sector at the Museum, East Dorset Heritage Centre, Walford Mill Education Trust, Allendale Centre would be significant negative impact if reduced funding by reducing opportunity for older people to meet and socialise, learn new skills and engage in arts and culture, environmental and sporting activities with significant detrimental impact on health and wellbeing, social cohesion and engagement.</p> <p>16% of Dorset’s population is under 15 funding to provide free and impartial advice and support to young people aged between 13-25 is given to Youth Advisory Centres (YACs) in Sherborne – the Rendezvous providing outreach/drop in, mental health support as well as learning and young parent workshops. Lyme Regis - The Hub working with young people in an area with an 11% persistently absent record and lack of activities for young people. Dorchester -</p>

	<p>Dorset Youth Association the sole specialist infrastructure organisation supporting youth clubs and groups in Dorset.</p> <p>In addition, the Social Inclusion Award has awarded funding to age specific groups including groups for young people and older people. These groups include:</p> <ul style="list-style-type: none"> <li>• 50plus forums</li> <li>• Youth Groups</li> <li>• Youth Councils (Dorchester &amp; Sherborne)</li> </ul> <p>The percentage of the population aged 65+ in Dorset is currently 10.1% higher than in England &amp; Wales (28.3% of the Dorset population compared to 18.2% nationally) and it is predicted that the over 65 population will grow by 50% in the next 25 years.</p> <p>Fiftyplus Forums exist in 2 clusters of West and East Dorset:</p> <p><b>West</b> includes the Age Concerns in Blandford Forum, Chancery House (Bridport), North Dorset (Sturminster Newton and District), Shaftesbury and Gillingham, and Wareham. Also included is the Bridport Friendship Centre. They liaise with Age UK Dorchester.</p> <p><b>East</b> includes the Age Concerns in Christchurch, Ferndown, Poole, Upton and Lytchett Minster, and Verwood.</p> <p>Any changes to funding for Citizens Advice services in the Dorset Council area could impact significantly on older people particularly if hours of service were reduced. Clients aged 50-65+ represent a significant percentage of their client base with an increase in those seeking debt advice in this age group.</p> <p>Any changes to funding for the Village Hall, Leisure Development and Social Inclusion Funds and rent subsidy funding for community centres in East Dorset and Weymouth and Portland could result in reduced activities all age groups with a potentially disproportionate impact on young or older people and groups.</p> <p>All of the cultural sector organisations provide volunteering opportunities, the majority of volunteers are over 65. These services reduce social isolation and enable older people to feel part of their community, improving their mental health and overall wellbeing. Organisations such as Dorchester Arts , Barrington Centre and Sherborne ArtsLink manage projects such as Parkinson's dance that enables older people with Parkinson to improve their condition and feel socially included. The loss of the former East Dorset Council Ward Budget fund has already seen local community organisations delivering volunteer led services in rural locations and in areas of need having had impact of activities supported. Further reduced funding would have a significant impact on the delivery of these types of projects</p>
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Disability:	Negative
	One in five of all residents in Dorset have a health condition that limits their day to day activities. Disability benefit claimants vary across the Dorset Council area. The highest percentage of resident claimants are:

<p>Please provide details:</p>	<ul style="list-style-type: none"> <li>• Weymouth &amp; Portland - 6.1%</li> <li>• Purbeck – 3.9%</li> <li>• Dorset average – 4.6%</li> </ul> <p>Citizens Advice experience high percentages of disabled clients:</p> <ul style="list-style-type: none"> <li>• Bridport &amp; Districts – 44%</li> <li>• Weymouth &amp; Portland – 53% disabled or with a long-term health condition of which 26% have a mental health condition</li> <li>• Dorchester, Sherborne &amp; Districts and North Dorset – 47% disabled or with a long-term health condition</li> <li>• East Dorset – 52% disabled or with a long-term health condition, 20% of which have a mental health condition</li> <li>• Purbeck – 49% disabled and 28% have a mental health problem</li> </ul> <p>This group is likely to be impacted if levels of funding to supporting organisations are reduced especially to Citizens Advice specifically people with a disability or long-term health condition who represent on average around 40% of the CA client base.</p> <p>Cultural organisation run projects specifically to engage people who are disabled both physically and learning. Activate Performing Arts coordinates projects such as the Remix which is a group for disabled and non-disabled young people aged 7 – 19 years.</p> <p>Dorchester Arts runs a weekly drama session for people with long term mental health management issues. Artsreach also offers an inclusive children and young people’s summer arts programme and additional support is sourced to assist children who wish to access the scheme who have a disability. These projects would be significantly affected or stopped if funding was reduced.</p> <p>East Dorset has a SLA to support the delivery of activities to children with special needs across Dorset, this is a partnership arrangement but reduction of funding to such initiatives has a direct and immediate affect by reducing activities that most children have access to as a norm. Support to these projects enables respite for parents, teaches new skills and gives disabled children opportunity to socialise and engage with arts, sports, adventure and play.</p> <p>Access to community centres, Museums and arts organisations funded by Service Level Agreement all have volunteer policies, have disabled access and run activities within their buildings for those with disabilities. Reduced funding would have an impact on users of these facilities.</p> <p>East Dorset Heritage Trust run tractor rides for wheelchair users at Moors Valley with support and specialist equipment to enable disabled to access the country which has positive impact on their health and wellbeing.</p>
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<p>Gender Reassignment &amp; Gender Identity:</p>	<p>Unclear</p>
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Please provide details:	Robust statistical data at a Local Authority level on Gender Identity and reassignment does not currently exist, however, the community is likely to be impacted if levels of funding to supporting organisations is reduced.
Pregnancy and maternity:	Unclear
Please provide details:	No negative impact identified based on historic funding information. No specific activities receive funding for this group, however community facilities may provide room hire for services that deliver either social or health services to such groups.
Race and Ethnicity:	Negative
Please provide details:	<p>The highest proportion of Dorset's BME population are classified as 'White Other' who make up approximately 41% of Dorset's BME population. This classification includes people who identify as white but who do not have UK national identity (English, Welsh Scottish, Northern Irish and British). An example would be Polish. Currently discretionary funding such as the Social Inclusion Grant Scheme supports groups that deliver against the council equality priorities such as Kushti Bok (Roma, Gypsy and Traveller community), South West Dorset Multicultural Network (Diverse communities). The communities will be impacted if levels of funding to supporting organisations are reduced.</p> <p>CABS support a range of clients and show the variations by area in Melcombe Regis 16% of CAB clients are BAME. In Bridport &amp; District it is 4%. North Dorset sees Sturminster Newton CAB BAME clients being the highest at 15% and the lowest is Sherborne West at 3%. Purbeck sees 6.5% clients that identify as BAME.</p> <p>The Cultural sector provide an eclectic programme of performances and workshops promoting the diversity of modern-day Britain. These less commercial productions would be reduced if funding was to be reduced or cease.</p>
Religion or belief:	<i>Neutral</i>
Please provide details:	Likely to be impacted if the level of funding to support organisations reduced
Sexual orientation:	<i>Unclear</i>
Please provide details:	Previously specific support to groups based on the sexual orientation characteristic has been adhoc and based around discretionary funding opportunities. The grants review will not affect that position.
Sex:	<i>Negative</i>
Please provide details:	No specific support to groups based on the sex characteristic; however, the Social Inclusion Award and Leisure Development Fund has awarded funding to sex specific groups of which these have been female only groups e.g. West Dorset - Womens Action Network (WAND). Women are statistically more likely to live longer than men so if funding were removed for older peoples projects, women are



	likely to be negatively impacted. The communities will be impacted if levels of funding to supporting organisations are reduced.
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Marriage or civil partnership:	<i>Unclear</i>
Please provide details:	No negative impact identified based on historic funding information.

Carers:	Negative
Please provide details:	<p>12% of the population of Dorset provide unpaid care. The figure is similar across the districts/boroughs with the highest of 13% in Purbeck. 87% of carers live with the person they care for and more women over the age of 50 provide unpaid care than any other demographic. In Dorset 2% (830) of unpaid carers are under the age of 16. Over 120 Dorset children provide more than 20 hours per week of unpaid carers. Dorset has an aging population, with a projected increase in the over 85s of almost 20% in the next 10 years. 61% of those being cared for in Dorset are aged 75+, this compares with 53% nationally.</p> <p>Current grant levels ensure support is provided Likely to be impacted if the level of funding to support organisations is reduced.</p> <p>Artz Plus and Sportz Plus project provides respite to carers of children with disabilities, cuts to this project would significantly organisation and assisting them with funding to ensure that organisations providing initiatives to support carers can be more resilient. Reducing funding to key support organisations such as this and Dorset Volunteer Centre will have knock on impact for carers. Community Centre's provide services, activities and social space for leisure and entertainment purposes as well as advisory services. To reduce funding will reduce the availability of such social hubs.</p> <p>Reduction to Citizen Advice Service and Information Service provided in East Dorset would impact those caring for disabled, who are most in need of accessible advisory services in the community. The use of radio for reaching harder to reach carers is also a valuable resource that would be impacted negatively if funding to Forest FM was reduced. They now have reached into Ferndown which has a significantly higher over 65 population and information can reach them. The infrastructure for all the funded organisations have the capacity to encourage disabled people to impact. Dorset Community Association are instrumental in supporting volunteer and be involved, this capacity would reduce with funding.</p>

Rural isolation:	Negative
Please provide details:	<p>41% of Dorset's population lives in rural areas. Barriers to housing and essential services are significant in Dorset reflecting rurality and distance from services. 67 Dorset neighbourhoods fall in the 20% most deprived nationally for this measure: 21 are in West Dorset and 20 in North Dorset. 72,869 rural households across Dorset fall within the top 20% of areas most deprived nationally, 37,956 households have one car or less 45.9% of households that fall within the top 20% of areas most deprived nationally for access to services.</p>

	<p>All cultural organisations provide a platform for accessible social engagement through a variety of workshops, performances or volunteering opportunities. The funding and provision from Artsreach across the County can be improved since the Council has become one organisation.</p> <p>Artsreach is a rural touring scheme providing opportunities right in the heart of Dorset villages where rural isolation is most severe. The positive impact of Artsreach are many fold including social cohesion, volunteering and engagement within rural communities, reduction of the use of transport for high quality subsidised and affordable arts and entertainment, boosting the local economy for village halls, provision for young people within the village during school holidays, health and wellbeing is boosted, the benefits of the arts on health and wellbeing is well documented. Artsreach lever in significant ACE funding which is dependent on local authority support and match funding in order to provide direct subsidy for the rural communities. The impact if funding was withdrawn would be significant</p> <p>Social Services such as East Dorset's CAB provide outreach to the villages – i.e. St Marshall, Cranborne, Alderholt, Tricketts Cross etc. reaching rurally isolated and those most in need and without transport. Reduction of funding to this service would have great and significant impact on the communities reliant on free face to face advice.</p> <p>Radio has the power to reach socially isolated, reduction of funding to services that can deliver local information, entertainment and constant company will have an effect.</p> <p>Dorset Community Action and Dorset Volunteer service community organisations through support and advise for governance, funding, volunteering to strengthen communities and enabling them to deliver local services themselves.</p>
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Single parent families:	Negative
Please provide details:	

Poverty (social & economic deprivation):	Negative
Please provide details:	<p>Many grant schemes support people living in poverty. Dorset residents living in poverty also experience impacts on other aspects of their day to day living such as health, housing, income, crime, educational attainment and employment.</p> <p>10 areas of Dorset are in the most deprived nationally, 9 are in Weymouth and Portland and 1 in East Dorset</p> <p>12,900 workless households</p> <p>2,800 children live in workless households</p> <p>17,938 of Dorset children live in poverty</p> <p>7 areas in are the most deprived nationally for income</p> <p>All of the cultural organisations operate concession schemes often giving free access (or for a very low fee) to cultural activity for families on low incomes. They work in partnership with social</p>

	housing providers to ensure there is opportunity for all to engage with cultural activity.
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Military families/veterans:	<i>Unclear</i>
Please provide details:	<p>Dorset is a county with above average military presence, particularly veterans, and has strong existing relationships with its Armed Forces Community. It has 3,150 serving personnel across 4 bases: Blandford Camp, Bovington Camp (Stanley Barracks, Allenby Barracks, Gunnery School Lulworth Camp), West Moors Fuel Depot and Royal Marines at Hamworthy. It is estimated there are around 1,575 spouses and 2,389 children related to those personnel.</p> <p>Dorset has a large veteran population, being home to 2% of the UK's veterans whilst having only 1.2% of the national population. Research suggests that the rate of Armed Forces veterans with mental health conditions could be as high as 10%, compared to around 3% for the general population. The prevalence of military families and veterans means that impacts could be felt from groups who provide support e.g. advice and guidance through CAB. However, Dorset Council manages the Armed Forces Covenant programme which specifically aims to support this community so therefore any impact might be negated.</p>

## Step 4: Acton Plan

Provide actions for **positive**, **negative** and **unclear** impacts.

If you have identified any **negative** or **unclear** impacts, describe what adjustments will be made to remove or reduce the impacts, or if this is not possible provide justification for continuing with the proposal.

Issue	Action	Person(s) responsible	Deadline	How will it be monitored?
Unclear Impacts	Need to ensure that the new grant scheme structures both open and specific target the protected characteristic communities so that they can benefit directly from the projects funded.	Grant co-ordinators	April 2020	Analysis of applicants of new grant schemes
Unclear Impacts	Ensure delivery of grant programmes cut across all geographical areas so that the whole Dorset Council area has access to funding including areas previously not covered by these grant schemes	Grant co-ordinators	April 2020	Engagement with relevant networks and marketing of grant schemes
Negative Impacts	To capacity build the organisations that a loss of grant income will affect.	Grant co-ordinators	September 2020	Evaluation
Negative Impacts	To provide income generation opportunities for organisations that a loss of grant income will affect.	Grant co-ordinators	September 2020	Evaluation

## Step 5: EqIA Sign Off

Officer completing this EqIA:		Date:	
Equality Lead:		Date:	
Relevant Focus Groups*:		Date:	
Directorate Board Chair:		Date:	

\* To include Diversity Action Groups

Please send this completed EqIA to Equality Leads:

Equality Leads:

Susan Ward-Rice  
Kathy Boston-Mammah  
Sharon Attwater

[susan.ward-rice@dorsetcouncil.gov.uk](mailto:susan.ward-rice@dorsetcouncil.gov.uk)  
[kathleen.boston-mammah@dorsetcouncil.gov.uk](mailto:kathleen.boston-mammah@dorsetcouncil.gov.uk)  
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## CABINET

Calendar of Meetings 2020 - 2021

Date of Meeting: 5 November 2019

Portfolio Holder: Cllr S Flower, Leader/Governance, Performance & Communications

Local Member(s): All Members

Director: Jonathan Mair, Corporate Director, Legal & Democratic

**Executive Summary:**

To consider the calendar of meetings for the 2020-21 municipal year.

**Equalities Impact Assessment:**

None

**Budget:**

Dorset Council will apply its scheme of allowances for the travel requirements for members to attend meetings. There may also be incidental costs as a result of venue bookings which are chargeable. Where other venues have been used the cost of using these venues has been minimised as far as possible.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: LOW

Residual Risk: LOW

**Climate implications:**

Careful management of the calendar of meetings prevents unnecessary meetings and limits the number of avoidable of journeys travelled by members of the council.

**Recommendation to Full Council:**

1. That the Calendar of Meetings for the period May 2020 to May 2021 be adopted.
2. That authority be delegated to the Corporate Director – Legal and Democratic Services to make any necessary changes, in consultation with

the relevant Chairmen and Vice-Chairmen, to ensure effective political management.

3. That a review of the calendar of meetings be carried out as part of the fundamental review of the Council's Constitution.

**Reason for Recommendation:**

To ensure effective political management, comply with the Dorset Council Procedure Rules and to put into place appropriate arrangements for Council committee meetings.

**Appendices:**

Appendix – Calendar of Meetings for the period May 2020 - 2021

**Background Papers:**

There were no background papers

**Officer Contact:**

Name: Kate Critchel, Senior Democratic Services Officer.

Tel: 01305 252234

Email: kate.critchel@dorsetcouncil.gov.uk

**Purpose of the report**

1. The draft calendar of meetings for the municipal year 2020 to 2021 is presented to the Cabinet and Full Council for formal adoption and is attached at appendix 1 to this report.
2. Due to the nature of its business, it is proposed that in the future the meetings of the Staffing Committee meet on an Ad hoc basis. Similarly the Appeals Committee dates have been reduced to reflect the frequency of meetings. However it is proposed that additional meetings could be added to the calendar if there was a business need requirement.
3. Members are asked to note that there are no significant changes to report and it is proposed that any detailed analysis of the Calendar be part of the future fundamental review of the Constitution.



**DORSET COUNCIL CALENDAR OF MEETINGS****MAY 2020 – MAY 2021**

Shaded areas denotes school holidays

\*Denotes meeting held on a Tuesday

Monday 4 May		
Tuesday 5 May	Cabinet	10.00
Wednesday 6 May		
Thursday 7 May	Western & Southern Area Planning Committee	14.00
Friday 8 May	<b>Bank Holiday</b>	

Monday 11 May		
Tuesday 12 May		
Wednesday 13 May		
Thursday 14 May	<b>ANNUAL MEETING OF COUNCIL</b>	<b>18.30</b>
Friday 15 May	Schools Forum	12.30

Monday 18 May		
Tuesday 19 May		
Wednesday 20 May	Dorset & Wiltshire Fire and Rescue – Local Performance and Scrutiny (Dorset)	9.30
Thursday 21 May		
Friday 22 May		

Monday 25 May	<b>Bank Holiday</b>	
Tuesday 26 May	Northern Area Planning Committee	14.00
Wednesday 27 May		
Thursday 28 May		
Friday 29 May		

**June 2020**

Monday 1 June	Appeals Committee	10.00
Tuesday 2 June	Cabinet	10.00
Wednesday 3 June	Eastern Area Planning Committee	10.00
Thursday 4 June	Licensing Committee	10.00
Friday 5 June		

Monday 8 June		
Tuesday 9 June	Corporate Parenting Board	15.00
Wednesday 10 June		
Thursday 11 June	Western & Southern Area Planning Committee	14.00
Friday 12 June		

Monday 15 June		
Tuesday 16 June	Health Scrutiny Committee	10.00
Wednesday 17 June	Harbours Committee	10.00
Thursday 18 June	Pension Fund Committee (London)	10.00
Friday 19 June		

Monday 22 June		
Tuesday 23 June	Northern Area Planning Committee	14.00
Wednesday 24 June	Dorset Health & Wellbeing Board Dorchester Markets Informal Panel	14.00 19.00
Thursday 25 June	Police & Crime Panel (Business Meeting)	10.00
Friday 26 June		

Monday 29 June		
Tuesday 30 June	Cabinet	10.00
Wednesday 1 July	Eastern Area Planning Committee	10.00
Thursday 2 July	Place Scrutiny Committee	10.00
Friday 3 July		

Monday 6 July	Schools Forum	10.00
Tuesday 7 July	People Scrutiny Committee	10.00
Wednesday 8 July		
Thursday 9 July	Western & Southern Area Planning Committee	14.00
Friday 10 July	Audit & Governance Committee	10.00

Monday 13 July	Strategic Planning Committee	10.00
Tuesday 14 July	Resources Scrutiny Committee	10.00
Wednesday 15 July		
Thursday 16 July	<b>Dorset Council</b>	<b>18.30</b>
Friday 17 July	Appeals Committee	10.00

Monday 20 July		
Tuesday 21 July	Northern Area Planning Committee	14.00
Wednesday 22 July		
Thursday 23 July	Corporate Parenting Board	15.00
Friday 24 July		

Monday 27 July		
Tuesday 28 July	Cabinet	10.00
Wednesday 29 July	Eastern Area Planning Committee	10.00
Thursday 30 July		
Friday 31 July		

Monday 3 August		
Tuesday 4 August		
Wednesday 5 August		
Thursday 6 August		
Friday 7 August		

Monday 10 August	Audit & Governance Committee	10.00
Tuesday 11 August		
Wednesday 12 August		
Thursday 13 August	Western & Southern Area Planning Committee	14.00
Friday 14 August		

Monday 17 August		
Tuesday 18 August	Northern Area Planning Committee	14.00
Wednesday 19 August		
Thursday 20 August		
Friday 21 August		

Monday 24 August		
Tuesday 25 August		
Wednesday 26 August	Eastern Area Planning Committee	10.00
Thursday 27 August		
Friday 28 August		

Monday 31 August	<b>Bank Holiday</b>	
Tuesday 1 September		
Weds 2 September		
Thursday 3 September		
Friday 4 September		

Monday 7 September	Appeals Committee	10.00
Tuesday 8 September	Cabinet	10.00
Weds 9 September	Corporate Parenting Board	15.00
Thursday 10 September	Pension Fund Committee (Dorchester)	10.00
	Western & Southern Area Planning Committee	14.00
Friday 11 September		

Monday 14 September		
Tuesday 15 September	Northern Area Planning Committee	14.00
Weds 16 September		
Thurs 17 September	Health Scrutiny Committee	10.00
Friday 18 September	Schools Forum	2.00

Monday 21 September		
Tuesday 22 September		
Wed 23 September	Harbours Committee	10.00
	Dorset Health & Wellbeing Board	14.00
Thursday 24 September	Police & Crime Panel (Business Meeting)	10.00
Friday 25 September		

Monday 28 September	Audit & Governance Committee	10.00
Tuesday 29 September	Resources Scrutiny Committee	10.00
Weds 30 September	Eastern Area Planning Committee	10.00
Thursday 1 October		
Friday 2 October		

Monday 5 October	Strategic Planning Committee	10.00
Tuesday 6 October	Cabinet	10.00

Wednesday 7 October		
Thursday 8 October	Western & Southern Area Planning Committee	14.00
Friday 9 October	Appeals Committee	10.00

Monday 12 October	Corporate Parenting Board	15.00
Tuesday 13 October	Northern Area Planning Committee	14.00
Wednesday 14 October		
Thursday 15 October	<b>Dorset Council</b>	18:30
Friday 16 October		

Monday 19 October	Schools Forum	10.00
Tuesday 20 October	People Scrutiny Committee	10.00
Wednesday 21 October		
Thursday 22 October	Place Scrutiny Committee	10.00
Friday 23 October		

Monday 26 October		
Tuesday 27 October		
Wednesday 28 October	Eastern Area Planning Committee	10.00
Thursday 29 October		
Friday 30 October		

Monday 2 November		
Tuesday 3 November	Cabinet	10.00
Wed 4 November		
Thursday 5 November	Western & Southern Area Planning Committee	14.00
Friday 6 November	Appeals Committee	10.00

Monday 9 November	Strategic Planning Committee	10.00
Tuesday 10 November	Northern Area Planning Committee	14.00
Wed 11 November	Dorset Health & Wellbeing Board	14.00
Thursday 12 November	Corporate Parenting Board	15.00
Friday 13 November		

Monday 16 November	Audit & Governance Committee	10.00
Tuesday 17 November		
Wed 18 November	Harbours Committee	10.00
Thursday 19 November	Police & Crime Panel (Training for all PCP Members)	10.00
Friday 20 November	Schools Forum (Workshop Meeting)	12.30

Monday 23 November		
Tuesday 24 November	Resources Scrutiny Committee	10.00
Weds 25 November		
Thursday 26 November	Health Scrutiny Committee Pension Fund Committee (London)	10.00 10.00
Friday 27 November		

Monday 30 November		
Tuesday 1 December		
Wednesday 2 December	Eastern Area Planning Committee	10.00
Thursday 3 December	Western & Southern Area Planning Committee	14.00
Friday 4 December	Appeals Committee	10.00

Monday 7 December	Strategic Planning Committee	10.00
Tuesday 8 December	Cabinet	10.00
Wed 9 December	Corporate Parenting Board	15.00
Thursday 10 December	Police & Crime Panel (Business Meeting) <b>Dorset Council</b>	10.00 18:30
Friday 11 December		

Monday 14 December	People Scrutiny Committee	10.00
Tuesday 15 December	Northern Area Planning Committee	14.00
Wed 16 December		
Thursday 17 December	Place Scrutiny Committee	10.00
Friday 18 December		

Monday 21 December		
Tuesday 22 December		
Weds 23 December		
Thursday 24 December		
Friday 25 December	<b>Christmas Day</b>	

Monday 28 December	<b>Bank Holiday (Boxing Day)</b>	
Tuesday 29 December		
Weds 30 December		
Thurs 31 December		
Friday 1 January	<b>New Year's Day</b>	

### January 2021

Monday 4 January		
Tuesday 5 January		
Wednesday 6 January	Eastern Area Planning Committee	10.00
Thursday 7 January	Western & Southern Area Planning Committee	14.00
Friday 8 January		

Monday 11 January	Appeals Committee	10.00
Tuesday 12 January	Cabinet	10.00
Wednesday 13 January		
Thursday 14 January	Police & Crime Panel (Budget Briefing for all PCP Members) Licensing Committee	10.00 10.00
Friday 15 January	Schools Forum	2.00

Monday 18 January	Audit & Governance Committee	10.00
Tuesday 19 January	Northern Area Planning Committee	14.00
Wednesday 20 January		
Thursday 21 January	Corporate Parenting Board	15.00
Friday 22 January		

Monday 25 January		
Tuesday 26 January	Cabinet (Reserve)	10.00
Wednesday 27 January	Dorchester Market Informal Panel	14.00
Thursday 28 January		
Friday 29 January		

Monday 1 February	Strategic Planning Committee	10.00
Tuesday 2 February	*Western & Southern Area Committee	14.00
Wednesday 3 February	Harbours Committee	10.00
Thursday 4 February	Police & Crime Panel (Precept)	10.00
Friday 5 February		

Monday 8 February	Appeals Committee	10.00
	Schools Forum	10.00
Tuesday 9 February	Northern Area Planning Committee	14.00
Wednesday 10 February	Eastern Area Planning Committee	10.00
Thursday 11 February	<b>Dorset Council (Budget)</b>	<b>18:30</b>
Friday 12 February		

Monday 15 February		
Tuesday 16 February	Cabinet	10.00
Wednesday 17 February		
Thursday 18 February	Police & Crime Panel (Reserve Date)	10.00
Friday 19 February		

Monday 22 February		
Tuesday 23 February		
Wednesday 24 February		
Thursday 25 February	<b>Dorset Council (Reserve)</b>	<b>18:30</b>
Friday 26 February		

Monday 1 March	Corporate Parenting Board	15.00
Tuesday 2 March	*Western & Southern Area Committee	14.00
Wednesday 3 March		
Thursday 4 March	Health Scrutiny Committee	10.00
Friday 5 March		

Monday 8 March	Appeals Committee	10.00
Tuesday 9 March	Resources Scrutiny Committee	10.00
Wednesday 10 March	Eastern Area Planning Committee	10.00
Thursday 11 March	Pension Fund Committee	10.00
Friday 12 March		

Monday 15 March		
Tuesday 16 March	Cabinet	10.00
Wednesday 17 March		
Thursday 18 March		
Friday 19 March		

Monday 22 March	Schools Forum	10.00
Tuesday 23 March	Northern Area Planning Committee	14.00
Wednesday 24 March		
Thursday 25 March	Place Scrutiny Committee	10.00
Friday 26 March		

Monday 29 March	Strategic Planning Committee	10.00
Tuesday 30 March		
Wednesday 31 March		
Thursday 1 April		
Friday 2 April	<b>Good Friday</b>	

Monday 5 April	<b>Easter Monday</b>	
Tuesday 6 April		
Wednesday 7 April	Eastern Area Planning Committee	10.00
Thursday 8 April	Western & Southern Area Committee	14.00
Friday 9 April		

Monday 12 April		
Tuesday 13 April	Cabinet	10.00
Wednesday 14 April		
Thursday 15 April		
Friday 16 April		

Monday 19 April	Audit & Governance Committee	10.00
Tuesday 20 April	People Scrutiny Committee	10.00
Wednesday 21 April		
Thursday 22 April		
Friday 23 April	Appeals Committee	10.00

Monday 26 April	Strategic Planning Committee	10.00
Tuesday 27 April	Northern Area Planning Committee	14.00
Wednesday 28 April		
Thursday 29 April	Corporate Parenting Board	15.00
Friday 30 April		

Monday 3 May	<b>May Day Bank Holiday</b>	
Tuesday 4 May		
Wednesday 5 May	Eastern Area Planning Committee	10.00
Thursday 6 May	Western & Southern Area Planning Committee	14.00
Friday 7 May		

Monday 10 May		
Tuesday 11 May		
Wednesday 12 May		
Thursday 13 May	<b>Dorset Council Annual Meeting</b>	<b>18:30</b>
Friday 14 May	Schools Forum (Workshop Meeting)	12.30

Monday 17 May	Appeals Committee	10.00
Tuesday 18 May	Cabinet	10.00
Wednesday 19 May		
Thursday 20 May		
Friday 21 May		

Monday 24 May		
Tuesday 25 May	Northern Area Planning Committee	14.00
Wednesday 26 May		
Thursday 27 May		
Friday 28 May		

Monday 31 May	<b>Bank Holiday</b>	
Tuesday 1 June		
Wednesday 2 June	Eastern Area Planning Committee	10.00
Thursday 3 June		
Friday 4 June		

Monday 7 June		
Tuesday 8 June		
Wednesday 9 June		
Thursday 10 June	Western & Southern Area Planning Committee	14.00
	Corporate Parenting Board	15.00
Friday 11 June		



## Cabinet – 5 November 2019

### Recommendation from Harbours Committee – 25 September 2019

#### Lyme Regis Harbour Revision Order

Portfolio Holder(s): Cllr R Bryan, Highways, Travel and Environment

Executive Director: John Sellgren, Executive Director of Place

**Officer Contact:**

Name: Ken Buchan

Tel: 01305 225132

Email: k.buchan@dorsetcc.gov.uk

**Recommendation to Cabinet and Full Council:-**

That:-

- 1) an application being made to the Marine Management Organisation for a Harbour Revision Order in respect of Lyme Regis Harbour to consolidate and modernise the applicable current local legislation;
- 2) delegated authority is given to the Executive Director of Place in consultation with the Portfolio Holder for Highways, Travel and Environment to determine the wording of the HRO based on legal advice and undertake all procedures for the submission of the HRO to the MMO;
- 3) a budget of £31,500.00 be allocated for this work to include legal advice, the application fee and public notices.

**Reason for Recommendation:**

To secure approval for the submission of an HRO to modernise the local legislation for Lyme Regis harbour.

**Appendix:**

Report to Harbours Committee – 25 September 2019

**Background Documents: Minutes from meeting 25 September 2019**

[Minutes of Harbours Committee - 25 September 2019](#)

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Date of Meeting: 25 September 2019

Portfolio Holder: Cllr R Bryan, Highways, Travel and Environment

Local Member(s): Cllr K Wheller, Chair Harbours Committee

Director: John Sellgren, Executive Director of Place

**Executive Summary:** The purpose of this report is to seek authority to prepare and submit a Harbour Revision Order (HRO) to the Marine Management Organisation (MMO) in order to modernise the current local legislation relating to Lyme Regis Harbour.

**Equalities Impact Assessment:**

Not applicable.

**Budget:**

The advice a specialist marine lawyer is required to make the application. Those fees are likely to be in the region of £10-12K plus the MMO application fee. The application fee is currently of £4K although it is anticipated that this fee level will increase on 1 October 2019 to somewhere between £15 - 17.5K. There will also be a requirement to place public notices which will cost in the region of £2K. Based on the maximum potential costs estimates a budget is required in the sum of £31.5K, which may be split over 2 years.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: LOW

Residual Risk LOW

**Climate implications:**

Not applicable.

**Other Implications:**

Not applicable.

**Recommendation:**

The Harbours Committee recommends to the Executive and Full Council that in so far as they have power so to do they agree and otherwise support:

- 1) an application being made to the Marine Management Organisation for a Harbour Revision Order in respect of Lyme Regis Harbour to consolidate and modernise the applicable current local legislation;
- 2) delegated authority is given to the Executive Director of Place in consultation with the Portfolio Holder for Highways, Travel and Environment to determine the wording of the HRO based on legal advice and undertake all procedures for the submission of the HRO to the MMO;
- 3) a budget of £31,500.00 be allocated for this work to include legal advice, the application fee and public notices. This may be split over 2 years.

**Reason for Recommendation:**

To secure approval for the submission of an HRO to modernise the local legislation for Lyme Regis harbour.

**Appendices:**

N/A

**Background Papers:**

Nil

**Officer Contact:**

Name: Ken Buchan

Tel: 01305 225132

Email: k.buchan@dorsetcc.gov.uk

**1. Lyme Regis Harbour Revision Order**

- 1.1 A review of the local legislation for Lyme Regis harbour was recently undertaken by a specialist marine lawyer from Ashfords Solicitors. The review identified that the local legislation which dates from 1584 ('An Act for the maintenance of the Peere and Cobb of Lyme Regis'), requires modernisation and consolidation under an HRO to facilitate improved harbour management and control.
- 1.2 In particular there are no powers of special directions, general directions or harbour directions or in relation to Lyme Regis harbour. The Port Marine Safety Code Guide to Good Practise recommends that where there are no

general or harbour directions statutory harbour authorities would be well advised to secure these powers to support the effective management of vessels in the harbour. (Obtaining powers of general direction requires an HRO.).

- 1.3 There are also a range of additional common statutory harbour powers which are not in place for Lyme Regis that would assist in the efficient running of the harbour e.g.in relation to charges, to dispose of land etc.
- 1.4 The advice and support of a specialist marine lawyer is required to make the application to the MMO and a budget of £31,500.00 is suggested to cover this legal advice, the application fee and the cost of public notices.

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# Cabinet 5 November 2019

## Recommendation from Place Scrutiny Committee 24 October 2019

<b>Report Title</b>	Community Safety Annual Report
Portfolio Holder:	Cllr G Carr-Jones, Housing
Local Ward Member:	N/A
Director:	Mathew Kendall, Executive Director of People - Adults

**Officer Contact:**

Name and Job Title: Andy Frost. Community Safety Manager

Tel: 01305 224331

Email: andy.frost@dorset council.gov.uk

**Recommendation to Full Council**

That Cabinet be asked to recommend the Community Safety Plan 2017-2020 (2019 refresh), Reducing Reoffending Strategy 2018-2021 (2019 refresh), including the amendment, and Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy to Dorset Council for adoption as amended by the Supplement for Item 6, Appendix 4 – Amendment of Wording in the Reducing Reoffending Strategy (Page 4 – Dorset, Devon and Cornwall Community Rehabilitation Company).

**Reason for Recommendation:**

To ensure Dorset Council met its duties as set out in relevant legislation.

**Appendix:**

1. Partnership Structure Chart
2. Crime Trend Information
3. Community Safety Plan 2017-2021 (2019 refresh)
4. Reducing Reoffending Strategy 2018-2021 (2019 refresh), including the amendment.
5. Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy

**Background papers:**

[Dorset CSP Web Pages](#)

[Dorset CSP Terms of Reference](#)

[Equality Impact Assessments](#)

[Domestic Homicide Reviews](#)

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# Place Scrutiny – 24 October 2019 Cabinet – 5 November 2019 Council – 21 November 2019

## Community Safety Annual Report

Date of Meeting: Place Scrutiny Committee - 24 October 2019; Cabinet - 5 November;  
Council - 21 November

Portfolio Holder: Cllr G Carr-Jones, Housing

Local Member(s):

Director: Mathew Kendall, Executive Director of People - Adults

### **Executive Summary:**

Place Scrutiny Committee is the Council's formal Crime & Disorder Committee (as required under The Police & Justice Act 2006).

The committee is responsible for scrutinising the work of the Dorset Community Safety Partnership (CSP) and partners' delivery of their community safety functions.

Partners must develop and implement three-year community safety plans (that are reviewed annually), reducing reoffending strategies and substance misuse strategies. These plans and strategies should be formally adopted by Dorset Council.

This report sets out work undertaken by the Dorset CSP, for consideration by members of the committee, and statutory plans and strategies for adoption by the Council.

### **Equalities Impact Assessment:**

Equality Impact Assessments (EqIAs) have been completed on the Community Safety Plan 2017-2020 (2019 refresh) and Reducing Reoffending Strategy 2018-2021 (2019 refresh). Both highlighted positive impacts for many protected characteristics.

An EqIA screening was undertaken in February 2016 when the Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy was first written. The assessment concluded that a full EqIA was not needed. A new EqIA will be completed as part of the development of the new strategy.

**Budget:**

The Dorset CSP does not receive any funding, however partners' plans and strategies clarify where they will focus their time and effort and their broad activity to meet priorities.

A funding agreement is in place with partners to meet the costs of conducting Domestic Homicide Reviews (DHRs).

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: LOW

Residual Risk LOW

**Climate implications:**

It is not anticipated that partners' work to tackle community safety and substance misuse, including through the Community Safety Plan, Reducing Reoffending Strategy or Alcohol & Drugs Strategy, will have an adverse effect on the environment or climate change.

**Other Implications:**

Partners work closely with both the Adults and Children's Safeguarding Boards on areas of mutual interest, including joint approaches to learning lessons and good practice in relation to serious case reviews and domestic homicide reviews.

**Recommendations:**

1. Members of the Committee consider and comment on partners' community safety work.
2. That the Community Safety Plan 2017-2020 (2019 refresh), Reducing Reoffending Strategy 2018-2021 (2019 refresh) and Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy be recommended to Dorset Council for adoption.

**Reason for Recommendations:**

To ensure Dorset Council meets its duties as set out in relevant legislation.

**Appendices:**

1. Partnership Structure Chart

2. Crime Trend Information
3. Community Safety Plan 2017-2021 (2019 refresh)
4. Reducing Reoffending Strategy 2018-2021 (2019 refresh)
5. Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy

**Background Papers:**

Dorset CSP web pages - [click here](#)  
Dorset CSP Terms of Reference – [click here](#)  
Equality Impact Assessments – [click here](#)  
Domestic Homicide Reviews - [click here](#)

**Officer Contact:**

Name: Andy Frost, Community Safety Manager  
Tel: 01305 224331  
Email: [andy.frost@dorsetcouncil.gov.uk](mailto:andy.frost@dorsetcouncil.gov.uk)

For queries in relation to the Substance Misuse Strategy please contact:

Name: Will Haydock, Senior Health Programme Advisor  
Tel: 01305 224104  
Email: [w.r.haydock@dorsetcc.gov.uk](mailto:w.r.haydock@dorsetcc.gov.uk)

**1. The Dorset Community Safety Partnership (CSP)**

1.1 The Dorset CSP is a statutory partnership under The Crime & Disorder Act 1998. It brings together the following responsible authorities who must work together to understand and address community safety issues in their area:

- Dorset Council
- Dorset Police
- Dorset Clinical Commissioning Group
- Dorset & Wiltshire Fire & Rescue Authority
- National Probation Service (Dorset)
- Dorset, Devon and Cornwall Community Rehabilitation Company

1.2 There are a number of other organisations who attend the CSP and contribute to its work but are not under the same statutory duty. They include:

- The Dorset Combined Youth Offending Service
- Public Health Dorset
- The Office of the Police & Crime Commissioner
- The Dorset Association of Parish & Town Councils
- Dorset & Wiltshire Fire & Rescue Service

- Dorset Domestic Abuse Forum
- 1.3 The terms of reference for the Dorset CSP describe its role, working practices and the duties the partnership is required to carry out. They include:
- Producing an annual Partnership Strategic Assessment (PSA) that pulls together information, provides an analysis of community safety issues and sets out the matters that partners should prioritise.
  - Developing and implementing a three-year community safety plan that is updated annually.
  - Engaging and consulting with communities about community safety issues in the area.
  - Having in place a protocol to allow partners to share relevant information to tackle issues.
  - Developing and implementing a Reducing Reoffending Strategy for the area.
  - Conducting Domestic Homicide Reviews.
- 1.4 There is also a requirement to have a strategy in place to tackle substance misuse. In Dorset, this work is led by Public Health.
- 1.5 To organise and deliver the work, partners put in place a structure that allowed functions and tasks to be delivered at the most appropriate level, from specific neighbourhoods to across the pan-Dorset area (see structure chart at Appendix 1). They are currently reflecting on that structure in light of local government re-organisation.
- 1.6 Every local authority must have a Crime & Disorder Committee that scrutinises partners' community safety work (including statutory duties). Dorset Council decided to meet this requirement by making Place Scrutiny Committee its formal Crime & Disorder Committee (many other councils have also incorporated the function into the remit of other scrutiny committees).
- 1.7 Crime & Disorder Committees should receive a report at least once a year setting out progress with community safety work. This first annual report sets out progress generally and against statutory duties and includes three statutory plans for the Committee to recommend to the Council for adoption.

## **2. Community Safety Work**

## Duties

- 2.1 Legislation places a number of statutory duties on CSPs. Although the Dorset CSP retains accountability for these, it utilises the pan-Dorset Community Safety & Criminal Justice Board (CSCJB) to deliver some of them on its behalf.
- 2.2 The table below lists the various statutory duties and how they are implemented by partners:

<b>Duty</b>	<b>Implementation</b>
Annual Partnership Strategic Assessment (PSA)	Completed for 2018/19 and signed off by the CSCJB in February 2019. Priorities have been used to update partners' Community Safety Plan. The next PSA will be undertaken towards the end of the 2019 calendar year and will be used to inform the new Community Safety Plan covering 2020-2023.
Community Safety Plan	Partners' current Community Safety Plan runs from 2017-2020 and is updated annually. The most recent update (for 2019/2020) was agreed by the Dorset CSP at its meeting on 17 June 2019. It is included in this paper for the committee to recommend to the Council for adoption.
Community Engagement and Consultation	Partners sought to incorporate the views of the public in the development of the most recent PSA and refreshed Community Safety Plan, including through the findings of consultations undertaken locally and nationally.  The CSP has agreed to further develop its community consultation work to inform the next version of its community safety plan.
Information Sharing Protocol	The CSP works under the Dorset Information Sharing Charter (DISC). In addition to this, the Partnership has Personal Information Sharing Agreements (PISAs) in place for specific pieces of work.
Reducing Reoffending Strategy	Partners' current Reducing Reoffending Strategy runs from 2018-2021. It has been updated for 2019/2020 and is included within this paper for the committee to recommend to the Council for adoption.

<p>Domestic Homicide Reviews (DHRs)</p>	<p>In line with statutory guidance, the CSP has completed four DHRs (two of which have been closed because all actions associated with the recommendations from the reviews have been completed), is in the process of conducting two reviews and is undertaking scoping work for a further review. The Partnership has also engaged in two reviews led by other CSPs.</p> <p>Progress against DHR recommendations is formally monitored by the CSP at its quarterly meetings.</p>
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### General Progress

- 2.3 The CSP uses crime statistics and other information every quarter to understand issues and assess performance. A summary of information is provided at Appendix 2 along with a short explanation of trends.
- 2.4 A range of statistical information is also used to assess progress against the Reducing Reoffending Strategy by the theme group that leads this work.
- 2.5 Although police statistics help guide partners' discussion and response, they do not, in themselves, provide a completely accurate picture of issues. Changes in Police recording practices impact figures significantly making it difficult to assess trends over a long period of time. Positive action taken by partners can also influence trends. For example, the increase in domestic abuse crimes is likely to be partly due to work undertaken to raise awareness and encourage and enable victims to report issues.
- 2.6 Given these factors, rather than take crime statistics at face value, the CSP aims to undertake further research and analysis, within the resources available to it, to develop the best possible picture of what's happening so it can put the most effective solutions in place.

### Actions and Impact

- 2.7 Behind their formal plans and strategies sit a number of actions that partners take to deliver their priorities. Details of the actions being taken to deliver Partners' Community Safety Plan can be found on CSP's web-pages (follow link in background papers section above).
- 2.8 As far as possible, actions are based on the best available understanding of issues to have the biggest impact. However, due to the wide range of factors that influence crime, it is often difficult to make a direct correlation between completion of a specific action and a change in performance.

## Partners' Actions

### 2.9 Examples of actions taken by partners to address priority issues include:

- To meet statutory duties, 160 officers from across Dorset Council have received training in relation to Modern Slavery. There have been two known cases where staff knowledge of Modern Slavery has informed the Council's response.
- Changes to practice based on learning from DHRs include changes to safeguarding policy and practice for children who are experiencing neglect, changes to non-school attendance procedures to improve monitoring of children not attending school, development of a multi-agency domestic abuse training framework, changes to front line police practice including provision of mobile phones to victims of domestic abuse and renewed focus on the bail conditions and the need to safeguard victims and improved screening of referrals to the high risk service for victims of domestic abuse.
- A cross partnership approach has been taken to address 'County Lines' (the term used when criminals from major cities expand their drug networks to other areas of the country) which has involved using partners' intelligence and evidence to map vulnerable locations and groups vulnerable to exploitation, working with Bournemouth University to develop screening and assessment tools for adults at risk of exploitation and close working across partnership bodies to develop joint understanding and responses to avoid duplication and ensure clear governance.
- Partners created a local policy which sets out a common approach to dealing with long running neighbour disputes.
- Work has been undertaken to better manage situations involving dual diagnosis (alcohol / drugs and mental health issues) by developing the use of Multi Agency Risk Management (MARM) meetings.
- Partners have continued to develop the Rural Crime Project, which focuses on working closely with rural communities and tackling crimes specific to them.
- A comprehensive domestic abuse training framework has been developed for staff to ensure they know how to spot the signs of domestic abuse and respond appropriately.
- A communications plan for domestic abuse has been implemented ensuring the timely provision of awareness raising and information including promoting the 16 days of action which is supported by Public Health England.
- Ensuring that each GP practice has a domestic abuse lead in place.
- Successfully securing grant funding to enhance and develop domestic abuse services.

### 2.10 Actions relating to the Alcohol & Drugs Strategy are highlighted at 3.19.

## The Role of Council Services

2.11 The Council not only plays a key role in helping co-ordinate partnership effort to tackle crime, through its services, it directly impacts on addressing priority community safety issues. Examples include:

- Regulatory and Housing services investigating the use of licencing schemes for Houses of Multiple Occupation and ensuring minimum security standards are being met.
- The Council's Community Safety Team based in the Place Directorate, further developing the Community Safety Accreditation Scheme in Melcombe Regis and exploring the development of a community safety hub in Weymouth.
- Licencing and Trading Standards working to ensure licenced premises are complying with their responsibilities.
- The Community Safety Team based in the Place Directorate exploring the feasibility of a 'reducing the strength' campaign to tackle issues of street drinking and serving to those already intoxicated.
- Commissioners based in the People – Adults Directorate commissioning domestic abuse support services that meet needs and provide flexibility around future provision.
- Children's Services working with partners to identify and respond to vulnerable children at risk of exploitation including getting drawn into County Lines activity.
- Learning and Organisational Development teams working with the Community Safety Team based in the People – Adults Directorate to ensure staff training is in place for key issues including domestic abuse, preventing violent extremism and modern slavery.

### **3. Statutory Plans and Strategies**

3.1 The Crime & Disorder Act 1998 lists three plans and strategies that must be developed and implemented by partners. Collectively they are known as 'The Crime & Disorder Reduction Strategy'. They are:

- The Community Safety Plan
- The Reducing Reoffending Strategy
- The Substance Misuse Strategy (in Dorset this is called the Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy)



- 3.2 The plans and strategies should be formally adopted by the local authority's full council and the most recent version of each plan / strategy is appended for the Committee to recommend to Council for adoption, via Cabinet. A summary of each plan / strategy is provided below.

Community Safety Plan 2017-2020 (2019 Refresh) – Appendix 3

- 3.3 The Dorset CSP is required to produce three-year Community Safety Plans that are revised annually in light of the findings from their latest PSA.
- 3.4 Partners' current plan runs from 2017-2020. The 2019/20 refresh of the Plan was agreed by the Dorset CSP and its meeting on 17 June 2019.
- 3.5 The Plan sets out partners' community safety priorities and how they will address them in broad terms. Priorities for 2019/20 include:
- Domestic Abuse and Sexual Violence
  - Serious Violence and Criminal Exploitation
  - Acquisitive Crime
  - Public Order and Anti-Social Behaviour (ASB)
  - Non-Domestic Violence Against the Person
- 3.6 Partners have also agreed to monitor and address hate crime, tackle rural crime, address priority locations including Melcombe Regis in Weymouth and support work to address modern slavery and preventing violent extremism.
- 3.7 The Plan is supported by a number of actions and activities which are set out in partners work plans. The CSP monitors progress against issues and the completion of actions every quarter.
- 3.8 Work to produce a new Community Safety Plan for 2020-2023 will begin in the autumn with the production of an updated PSA. In producing the new plan, partners will draw on information and intelligence from a range of organisations and seek the views of members of the public about community safety issues.

Reducing Reoffending Strategy 2018-2021 (2019 Refresh) – Appendix 4

- 3.9 Partners' Reducing Reoffending Strategy runs from 2018-2021. It has been updated for the current year and was agreed by the Dorset CSP at its meeting on 10 October 2019.
- 3.10 The Strategy sets out partners' vision for reducing reoffending which is:

*'To cut crime, reduce harm and protect victims by reducing re-offending through joint working and rehabilitation'.*

- 3.11 It contains information on the reasons for reoffending and the services and programmes operating in Dorset to address issues.
- 3.12 The Strategy is based around a number of strategic principles and includes the following objectives:
- Promote joint working and assess the effectiveness of services
  - Develop the Integrated Offender Management (IOM) approach
  - Reduce the number of prisoners being released with no suitable accommodation
  - Monitor the supervision and rehabilitation of Dorset offenders
- 3.13 Partners use a series of measures to assess progress against their objectives.

Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy – Appendix 5

- 3.14 The Bournemouth, Poole and Dorset 2016-2020 Alcohol and Drugs Strategy was developed and agreed by a range of partners and launched in June 2016. The strategy identified three key themes and outcomes:
- Prevention: *“The wellbeing of communities and people affected by alcohol and other drugs is improved”*
  - Treatment: *“People achieve real sustained recovery from drug and alcohol misuse”*
  - Safety: *“Communities and people affected by alcohol and other drugs are safer”*
- 3.15 This structure was based on the 2010 Drug Strategy published by the Home Office and other partners, which was maintained in the subsequent 2017 document, with the addition of a fourth theme – ‘Global Action’ – which has less relevance to local activity.
- 3.16 The challenges we face as a local community are broadly the same as in 2016 when the current strategy was approved.

Alcohol

- Alcohol-related harm is concentrated in the poorest areas, even though people living there drink less on average than the wealthiest groups in society.
- Only a small proportion (about 10%-15%) of people who could benefit from alcohol treatment are accessing it at any given time.
- Hospital admissions related to alcohol continue to rise, particularly in Bournemouth, Christchurch and Poole.

### Heroin and Crack Cocaine

- An ageing cohort of people who use heroin and crack cocaine remain engaged in treatment, but often without making significant progress towards recovery – and whether in treatment or not are at increased risk of dying from complications related to their substance use.
- In addition, crack use appears to be rising locally (in line with national trends), and the phenomenon of ‘County Lines’ – whereby dealers from large cities target more outlying areas, often exploiting children and vulnerable adults – has been more clearly identified and is being more directly addressed locally than when the strategy was drafted, where the focus was more on child sexual exploitation.

### Other Established Drugs

- Support is generally accessible for people who need it, but there may be people who need brief interventions for illicit substance use who are reluctant to access mainstream treatment services traditionally designed for people who use heroin and crack cocaine.

### Emerging Substances

- While the use of specifically ‘new’ psychoactive substances (such as mephedrone) does not appear to have expanded since 2016, and the 2016 Psychoactive Substances Act has changed supply routes, use of online markets and peer-to-peer selling, particularly in relation to alprazolam (Xanax) remains an issue.

3.17 In addressing issues associated with the use of alcohol and other drugs, partners agreed to work to the following four principles:

- Build services around the need of the service user, their families and the wider community.
- Focus on areas of demographic and geographic need.
- Work in partnership to make the best use of all resources in our communities.
- Share appropriate information for the benefit of service design and service user support.

3.18 At the time of its development, the governance mechanism for the strategy was the pan-Dorset Drug and Alcohol Governance Board, which replaced the three Drug and Alcohol Action Team boards, and included membership from the local authorities, Public Health Dorset, Dorset Clinical Commissioning Group (CCG), Public Health England, Dorset Police, Police and Crime Commissioner, National Probation Service, Community Rehabilitation Company. The Governance Board last met in January 2018, with the Joint Public Health Board (to which it previously reported) taking on its responsibilities from June 2018.

3.19 Action plans were developed jointly by all partner organisations, and monitored through the Governance Board. Successes include the following:

- All acute hospitals now have alcohol liaison teams as recommended by Public Health England and the National Institute for Health and Care Excellence.
- The Pan Dorset area now provides Naloxone to all service users (Naloxone is the emergency antidote for overdoses caused by heroin and other opioids such as methadone, morphine and fentanyl). Drug services can supply it without a prescription. This process has saved many lives across Dorset.
- Smoking cessation has been introduced to drug and alcohol treatment services, tackling the significant level of COPD (chronic obstructive pulmonary disease) amongst this vulnerable cohort that is a key factor in the rising rate of drug-related deaths.
- A review of opiate services across the Pan Dorset area has improved the quality of pathways and clinical care of patients, and led to significant increase in the numbers of people accessing treatment in Bournemouth.
- Risk processes for young people have a clear and strong link to the Children at Risk of or Linked to Exploitation (CAROLE) Tactical Group. Commissioned young people services participate in local multi-agency information sharing arrangements and meetings to identify and protect children at risk of exploitation.
- The case management system used by drug and alcohol treatment providers now operates as a Pan Dorset model, with available appropriate access to the Multi-agency Safeguarding Hub (MASH) and the three acute trusts.

3.20 Monitoring of action plans has proved more challenging in the absence of the Board and with the focus on local government reorganisation within the local authorities. The key objectives within each aim, however, remain applicable:

#### Prevention

- Young people and adults have a better understanding of the risks of using alcohol and other drugs.
- For those who do use alcohol and other drugs, they do so in a way that reduces risks of immediate or long-term health damage, including death.
- Young people and adults at risk are identified through the use of appropriate screening tools by frontline workers in all relevant settings.
- Where young people and adults are identified as being at risk, appropriate interventions and onward referrals are made to ensure the individual and those around them, including family and carers, receive the support they need.

#### Treatment

- Ensure people are able to access appropriate treatment and harm reduction interventions at times and places fitting their needs.
- People move through the full range of local services smoothly as appropriate for their changing age and needs.
- Improve treatment outcomes, particularly amongst those who have been engaged for 2 or more years.

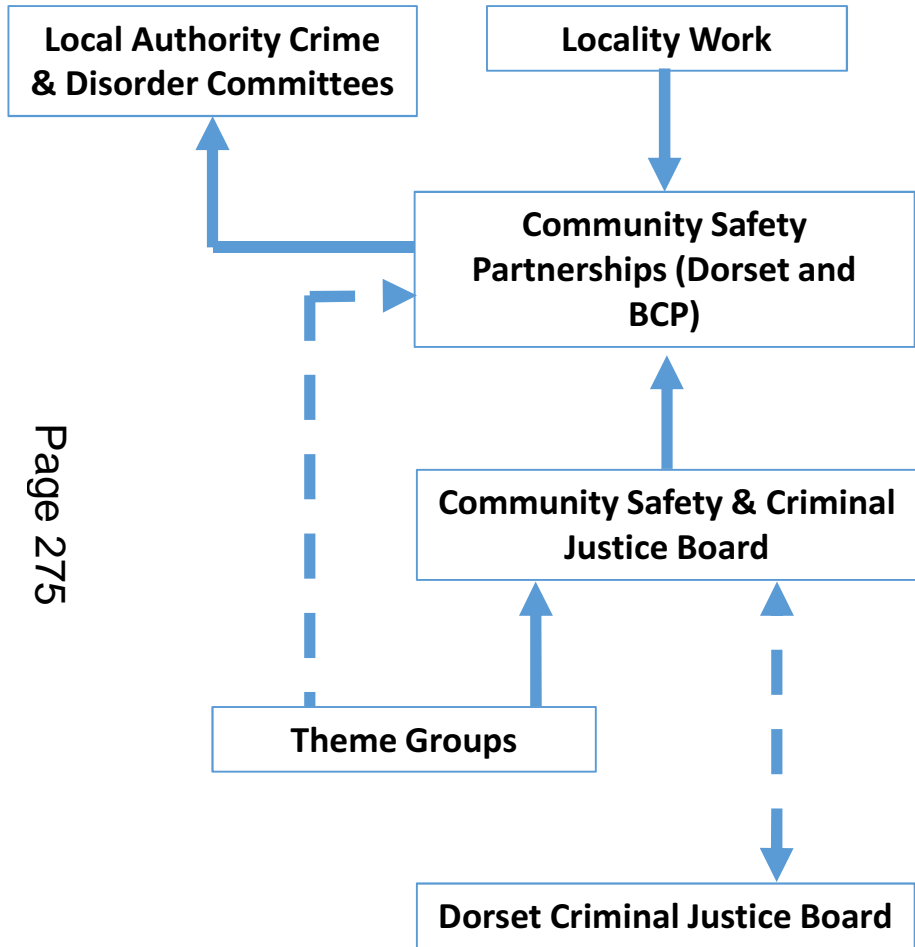
- Establish recovery as a hope and ambition for people to be both free of dependence on substances and living lives independent from support services.

### Safety

- Any adult or child who is vulnerable through their own or others' substance use is assessed, prioritised and managed through appropriate safeguarding procedures in line with established local guidelines.
- There is a coordinated and consistent approach to licensing and other forms of local regulation across the area regarding alcohol.
- There is a clear and consistent approach to addressing supply of emerging substances.
- Activity is coordinated to ensure that enforcement actions are effective in reducing substance misuse and related crime and disorder.

3.21 Despite this continuity, a full review and consultation would be required to support the development of a new, relevant strategy by the end of 2020.

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Grass roots, neighbourhood level community safety work. CSPs have oversight of locality work in their area.

Statutory partnership bodies accountable for legal duties placed on CSPs.

Strategic, pan-Dorset partnership group responsible for functions delegated to it by the two CSPs, delivery of shared community safety priorities and linking community safety and criminal justice partnership work. Accountable to the two CSPs.

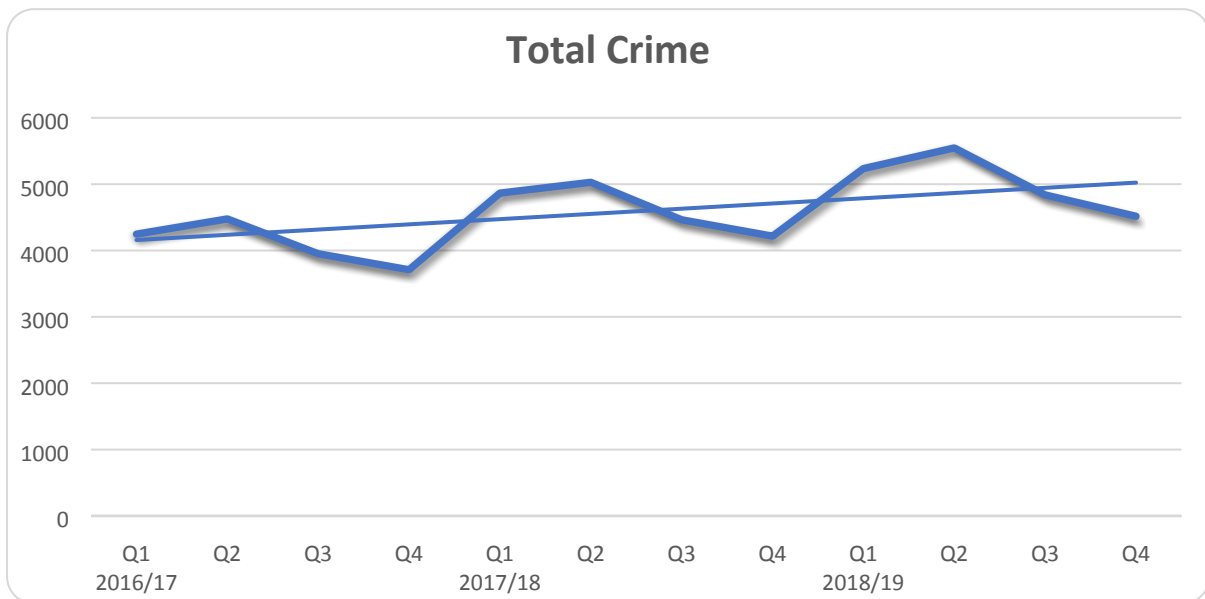
Pan-Dorset partnership groups responsible for delivering against shared community safety priorities. Report to CSCJB but may also directly advise the two CSPs in some cases.

Pan-Dorset partnership group that aims to provide an effective Criminal Justice System.

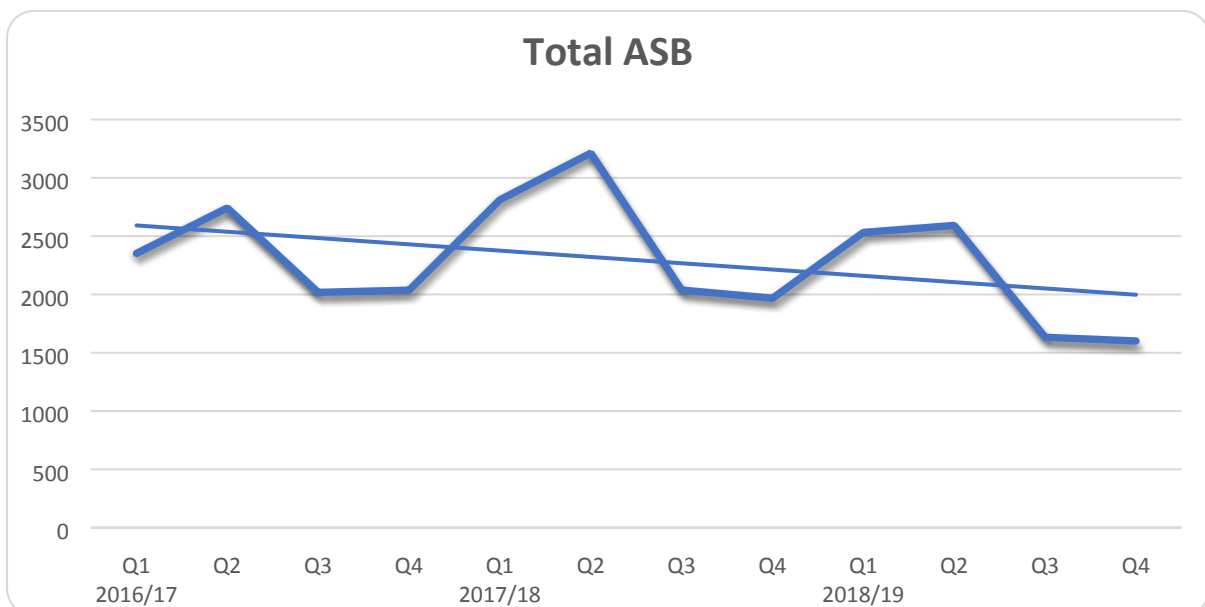
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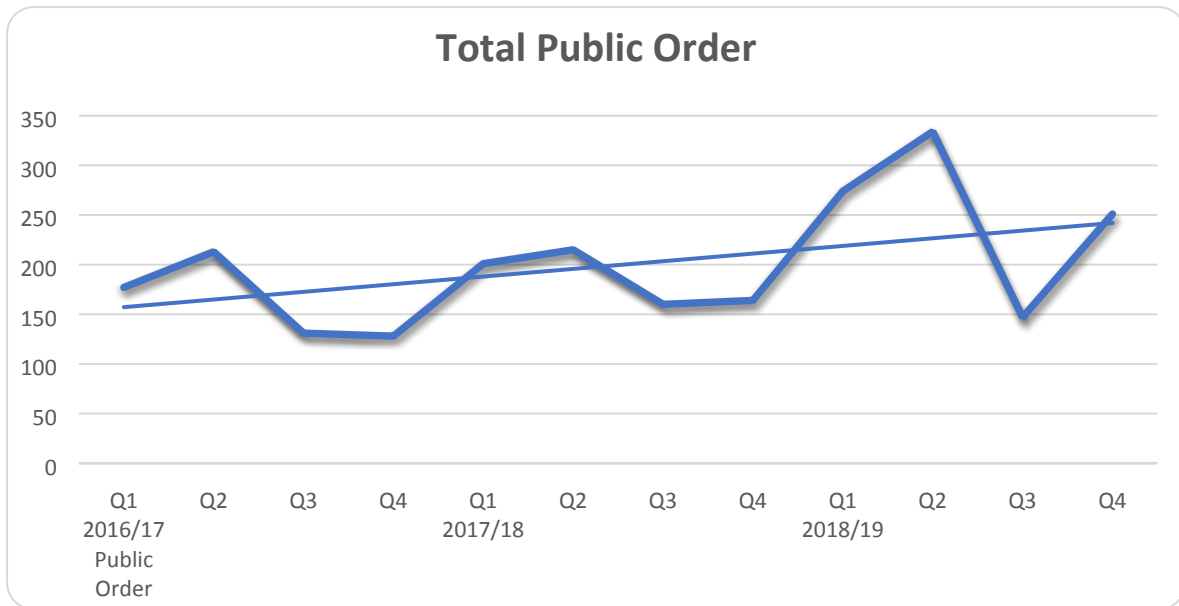
### Crime Trend Information



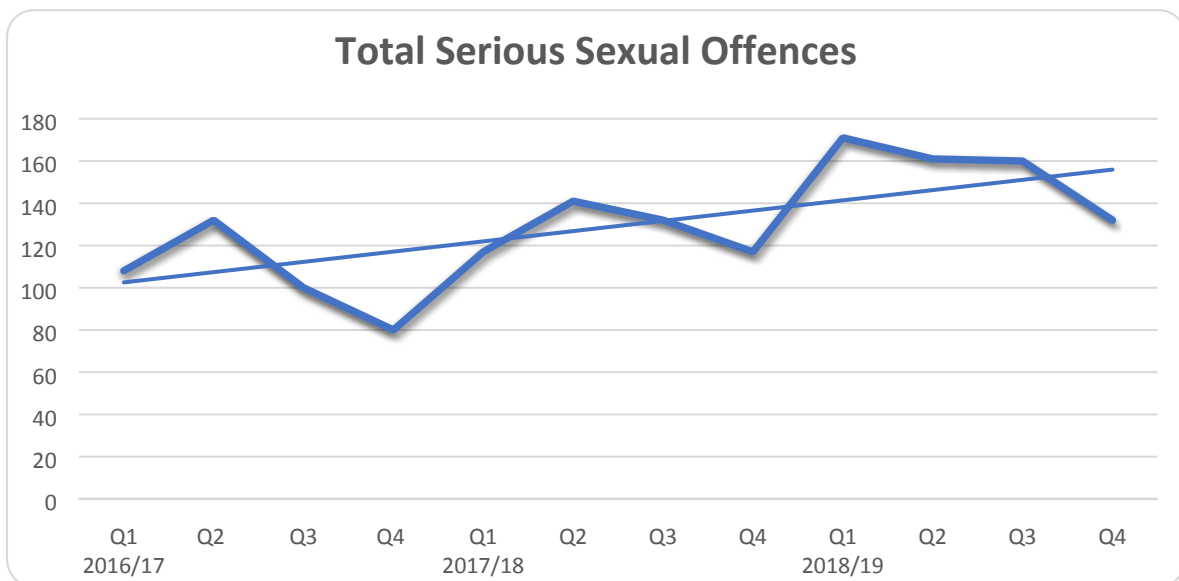
In line with national trends total crime has increased in Dorset over the past 3 years. It is believed this is largely due to changes in recording practices where many more incidents are now being recorded as crimes.



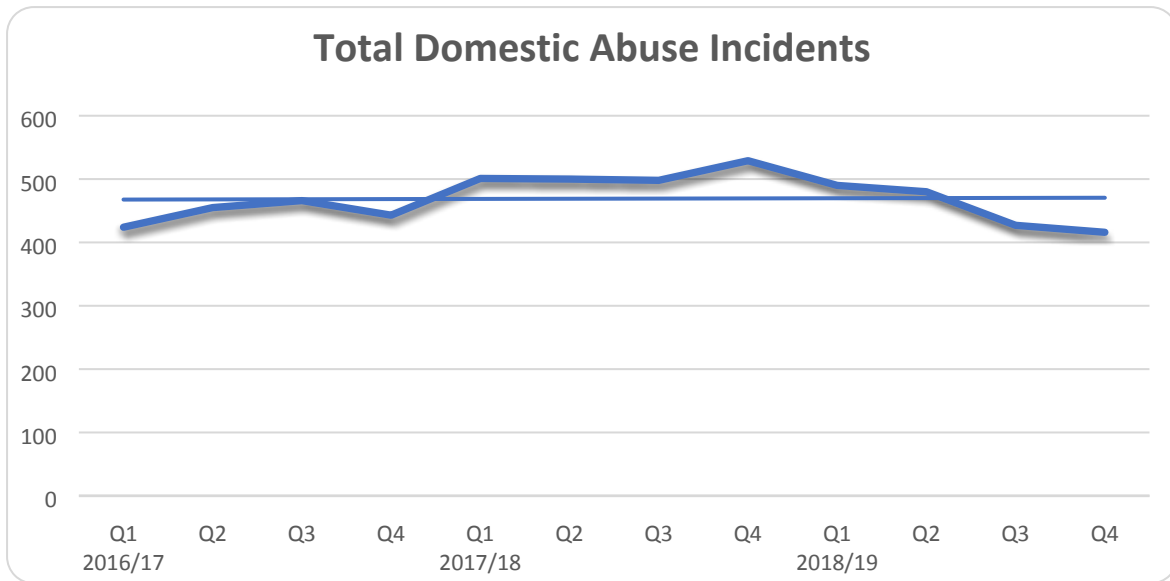
Anti-Social Behaviour (ASB) in Dorset has steadily declined over the past 3 years. Although some ASB incidents are now being recorded as Public Order offences, there has still been an overall decrease.



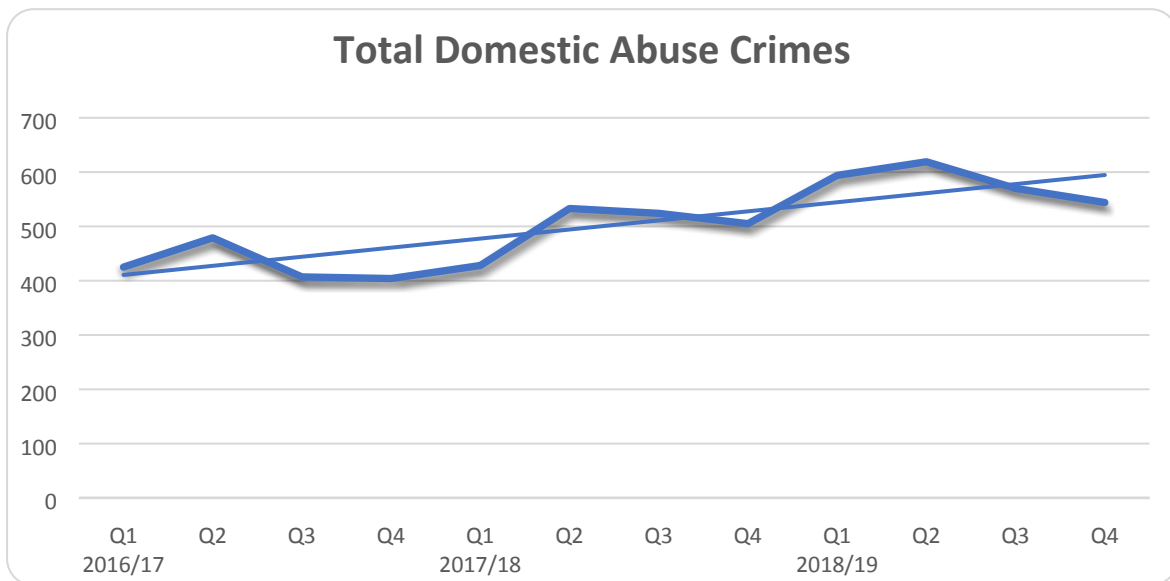
The number of Public Order offences are low across Dorset though numbers have increased slightly due to some ASB incidents now being recorded in this category.



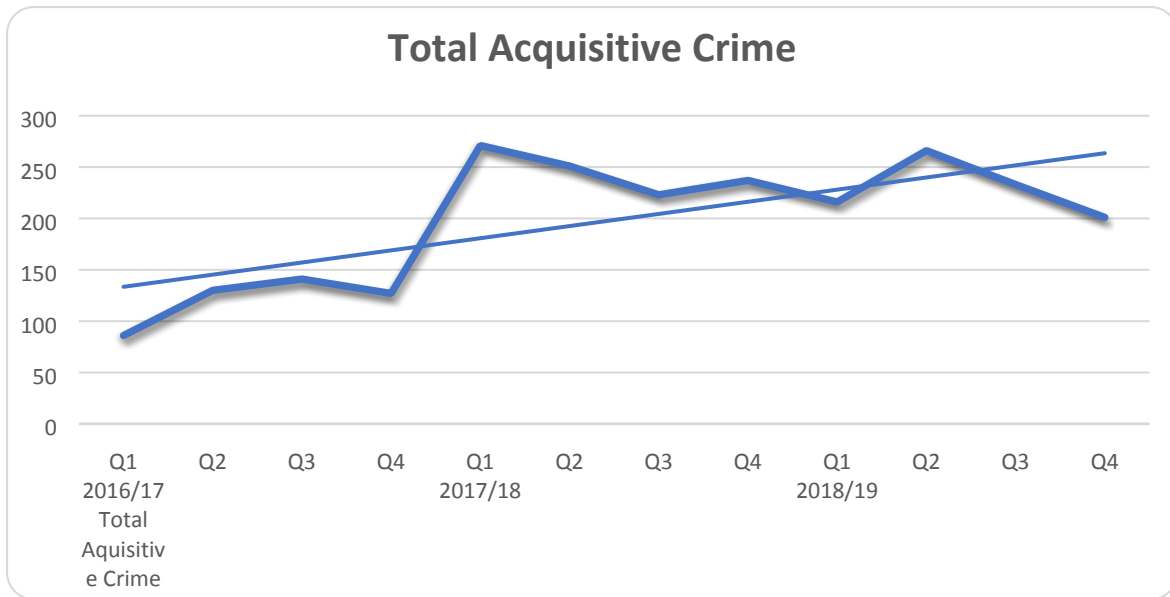
Total Serious Sexual Offences have increased significantly over the last 3 years. It is believed that the increase is mainly due to awareness raising of issues and increased confidence of victims to report incidents as well as changes to recording practices.



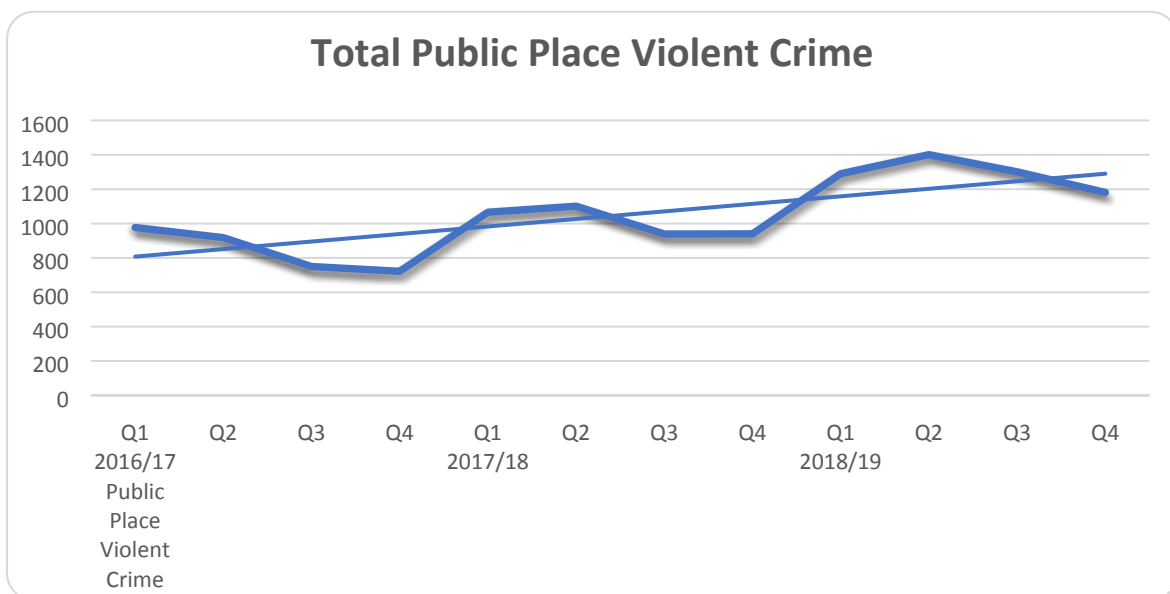
Domestic Abuse Incidents have remained relatively static over the past 3 years but have recently seen a decrease. The decrease could, in part, be due to more Incidents being recorded as crimes.



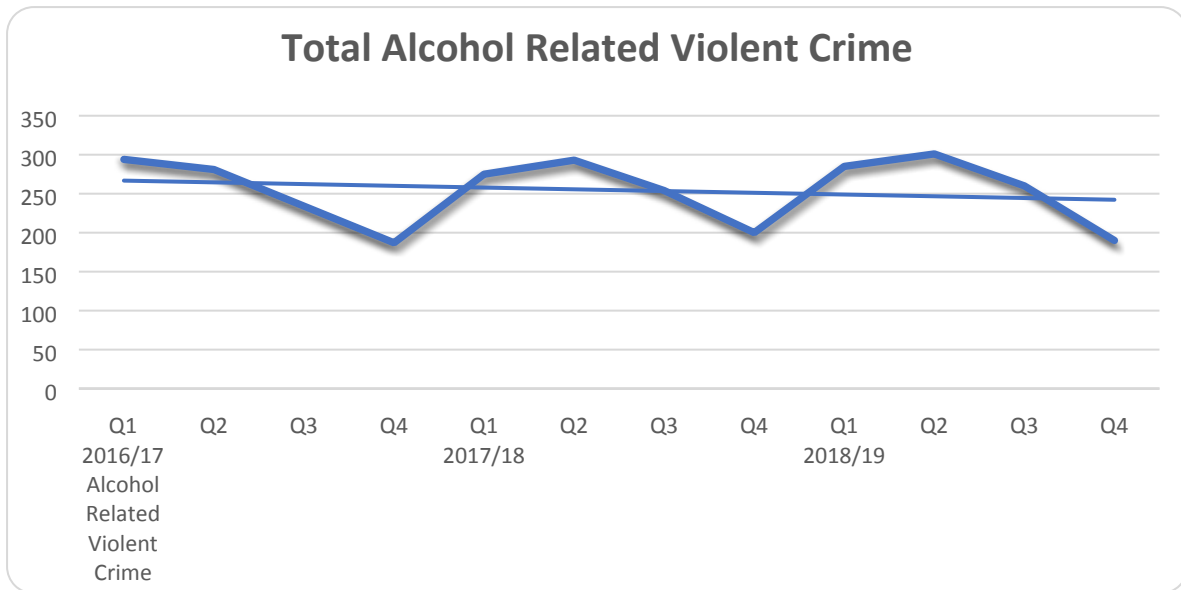
Domestic Abuse Crimes across Dorset have increased steadily over the last 3 years. Changes in recording practices along with increased awareness and confidence to report incidents will have impacted on the increase.



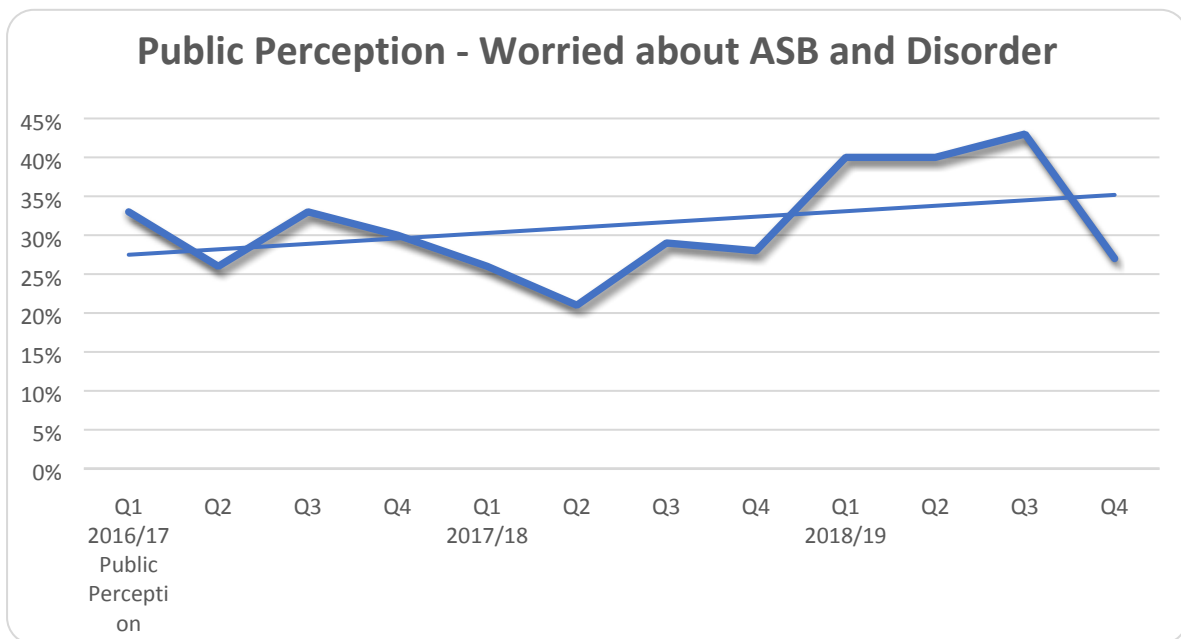
Acquisitive Crime (Robbery and Residential Burglary) has increased overall since 2016 but has been decreasing steadily since 2018. This is also reflected in the most recent figures for quarter 1 of 2019/20 (not included) which show the lowest number of acquisitive crimes recorded since 2016.



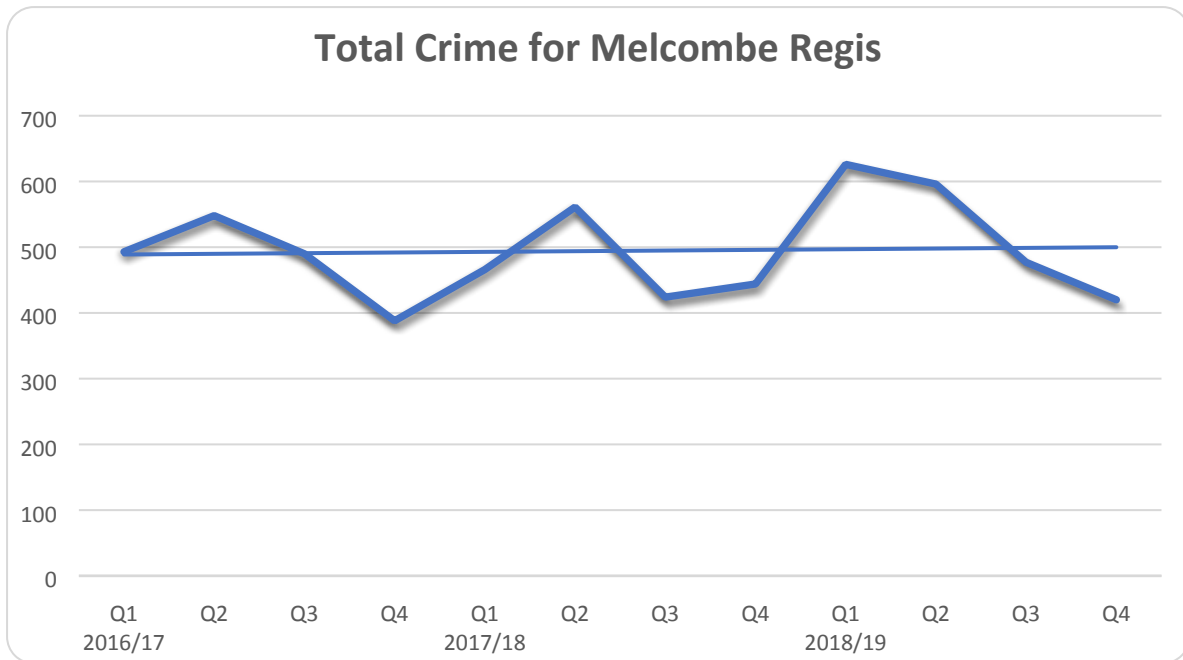
There has been an increase in Public Place Violent Crime over the last 3 years. Public Place Violent Crime rises and falls with the seasons and the influx of holiday makers and tourists during the busy summer periods.



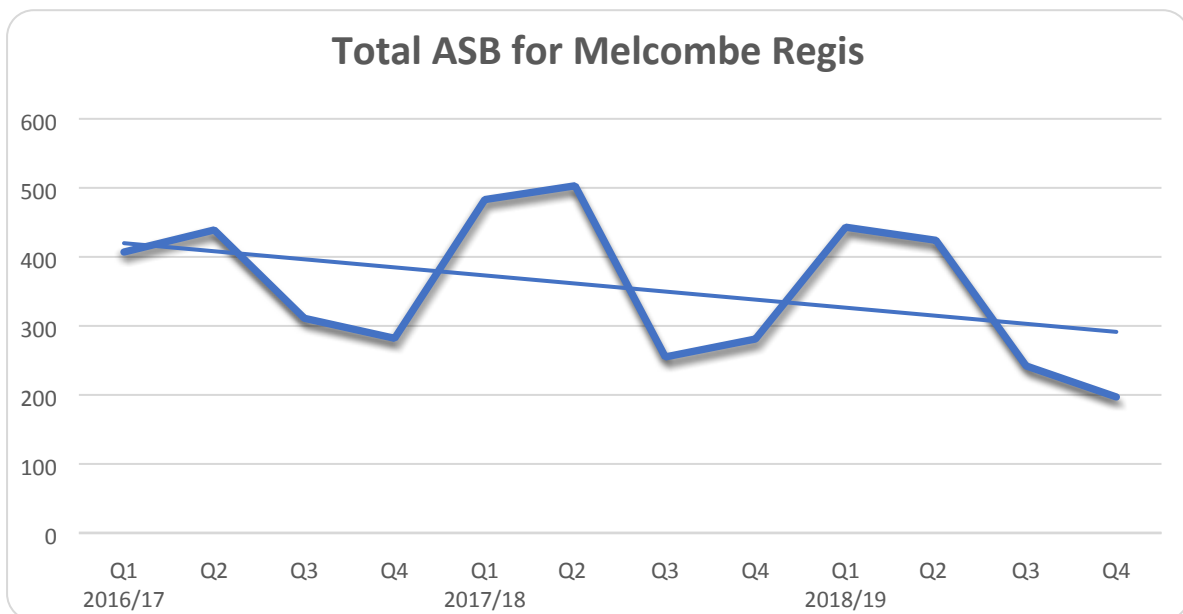
As with Public Place Violent Crime, Alcohol Related Violent Crime also rises and falls with the seasons and the influx of holiday makers and tourists during the busy summer periods. There has, though, been an overall decrease in Alcohol Related Violent Crime over the last 3 years.



There has been a small increase in the percentage of residents worried about ASB and Disorder since 2016.



Total Crime in Melcombe Regis has remained steady across the last 3 years. There is a trend across the busy summer season of high peaks in total crime for an area that includes the seafront.



Overall ASB for Melcombe Regis has seen a steady decline in the last 3 years. Although recording practices (where some incidents are now recorded as Public Order offences) will have had an impact on this, it does not account for the total drop in ASB.

# Community Safety Plan 2017-2020

Dorset Community Safety Partnership

2019/20 Refresh



## Introduction

The Dorset Community Safety Partnership (CSP) aims to:

- Reduce crime and the fear of crime;
- Address risk, threat and harm to victims and local communities; and
- Facilitate the strengthening of Dorset's communities in the delivery of local initiatives.

Find out more about the CSP here: [Dorset Community Safety Partnership](#)

CSPs are required to have three-year Community Safety Plans that are refreshed annually. This latest refresh of the 2017-2020 Plan sets out partners' current priorities based on the most recent assessment of community safety issues.

The Community Safety Plan should be read in conjunction with partners' annual work plans which can be found here: [Annual Work Plans](#)

## Crime in Dorset County

In a national context, crime in Dorset is consistently very low, well below the average in England. Although total recorded crime has risen in recent years, this reflects a national trend and is partly due to improved crime recording practices and changes to Home Office recording standards. These help to provide a better picture of crime levels and issues.

Crime levels in the area are usually higher across the summer months and crime rates vary according to location.

Detailed information can be found here: [Dorset Statistics Crime Statistics](#)

## Consultation and Engagement

Partners use the findings of consultation and engagement exercises to help inform their understanding and work to tackle community safety issues.

The latest full year results from the Community Safety Survey conducted by Opinion Research Services (ORS) for Dorset Police discovered that<sup>1</sup>:

- 97% of respondents felt safe living in their local area
- 99% of respondents felt safe walking alone during the day in their local area
- 84% of respondents felt safe walking alone after dark in their local area
- 31% of respondents felt the amount of crime in their local area had gone up in the past 12 months. Of these, 60% said that reporting in the media had caused them to think crime had increased.
- The crime that respondents were most worried about was financial crime (57%), followed by having their shed, garage or outbuilding burgled (45%) and having their house burgled (35%).
- 53% of respondents were worried about speeding / reckless driving, 46% were worried about cars parked illegally, dangerously or inconsiderately and 33% were worried about anti-social behaviour and disorder in general.
- 41% of respondents agreed that the police and local council are working in partnership to deal with anti-social behaviour and crime issues that matter in the area. This represented a seven percentage point drop from the previous year.

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<sup>1</sup> Figures are for the former Dorset County Council area



- 17% of respondents disagreed that the police and local council are working in partnership to deal with anti-social behaviour and crime issues that matter in the area. This represented a five percentage point increase from the previous year.

The National Rural Crime Survey is organised by the National Rural Crime Network which was formed in 2014 to bring greater recognition and understanding of impact and problems of crime in rural areas. The Network brings together 30 Police and Crime Commissioners from across the country along with a number of other interested bodies.

Although the National Rural Crime Survey is not specific to Dorset, it includes 654 responses from the Dorset Police Force area and aims to reflect the views of rural communities. The 2018 National Rural Crime Survey can be found here: [National Rural Crime Survey 2018](#)

The findings include:

- That the perception of policing in rural communities is poor, and much worse than in urban areas
- Some of the most common concerns are not solely policing matters, like flytipping and speeding – too many partners, like local authorities, are less able to respond to the needs of rural communities
- Crime is not just an inconvenience - crime, and the fear of crime, is leading to emotional strain and a loss of confidence within rural communities, particularly among young people, families and farmers
- Communities believe crime in rural areas is a big problem – and is getting worse
- Many crimes in rural communities go unreported – especially by business owners, because they don't feel the offence will be taken seriously or anything will be done
- Residents and businesses in rural communities believe they are being specifically targeted – and, on balance, most believe the crime is organised
- Farmers and agricultural businesses are facing huge challenges – and they don't feel there is enough being done to support them
- The financial impact of crime is substantial – for residents and, particularly, for businesses who are the lifeblood of the rural economy
- Rural victims feel angry and annoyed that they are not taken seriously by those in positions of power – and the extent of crime is making communities feel vulnerable
- Ultimately, rural communities are not understood and services do not match need – if nothing is done there is a risk of a wholesale loss of trust in rural policing

Findings from further consultation exercises undertaken over the course of the year, including with the People Panel for Dorset Council, will be used to inform future revisions of this plan.

### **Community Safety Priorities**

Partners carry out an annual Partnership Strategic Assessment (PSA) using evidence from a variety of sources to assess crime and disorder issues in the area. The assessment is used to set and review partners' priorities. When setting and reviewing priorities consideration is also given to the local Policing objectives in the area. Priorities are reviewed regularly.

The following priorities have been agreed by partners for 2019/20:

- Domestic Abuse and Sexual Violence
- Serious Violence and Criminal Exploitation
- Acquisitive Crime
- Public Order and Anti-Social Behaviour (ASB)
- Non-Domestic Violence Against the Person

Partners have also agreed to monitor and address Hate Crime.

The Dorset CSP is committed to helping tackle rural crime and leads on developing the partnership approach to tackling local community safety issues. Weymouth & Portland remains a priority locality due to the disproportionately high volumes of crime and anti-social behaviour in the area.

Other priority areas identified in the PSA include Modern Slavery and Human Trafficking, the national terrorism threat and killed or seriously injured on the roads. There are existing partnership arrangements in place to tackle these issues.

Reducing re-offending remains a cross cutting area of work for partners and they have developed a separate strategy to address this issue. There is also a separate Alcohol & Drugs Strategy 2016-2020 that covers the pan-Dorset area.

A summary of the type of activity partners will take to address priorities is provided below. Full details are set out in partners' annual work plans.

**Domestic Abuse and Sexual Violence (overseen by the pan Dorset CSCJB)**

**Summary of Activity:**

- Implement the pan Dorset Domestic Abuse Strategy 2017-20 and action plans
- Develop a whole systems approach to domestic abuse to ensure services meet need and pathways are clear
- Ensure learning from Domestic Homicide Reviews (DHRs) is implemented across the area
- Raise awareness of domestic abuse issues and available support services
- Implement partners' Sexual Violence Strategy 2017-2025 and action plans
- Ensure services and interventions to address sexual violence are fit for purpose and effective
- Work with the Safeguarding Boards to jointly address issues of sexual violence (and child exploitation) including against under 18 year olds

**Serious Violence and Criminal Exploitation (overseen by the pan Dorset CSCJB)**

**Summary of Activity:**

- Undertake work to clarify the approaches taken to County Lines by organisations, identify overlaps and determine lead organisations
- Support the development of pathways for children and adults at risk of exploitation
- Determine clear accountability and governance structures for this area of work

**Acquisitive Crime (overseen by the Dorset CSP)**

**Summary of Activity:**

- Develop a more co-ordinated approach to crime prevention, including an audit of current awareness programmes including mapping where services and interventions are already in place to support groups who are more likely to be victims of burglary
- Work to better understand the nature of the increases in residential burglary and the reasons for this
- Investigate the use of licencing schemes for Houses of Multiple Occupation and ensure minimum security standards are being met

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### Public Order and Anti-Social Behaviour (ASB) (overseen by the Dorset CSP)

#### Summary of Activity:

- Work to address problems associated with disruptive behaviour by those who choose not to engage with services
- Map current services and interventions, identifying gaps and compare best practice from elsewhere to help address problems associated with improper street use
- Work with the Dorset Association of Parish and Town Council's (DAPTC) to facilitate the provision of information and intelligence about local issues
- Ensure there is a consistent response across Dorset when dealing with Youth ASB
- Work with partners, including Public Health Dorset and the Melcombe Regis Board, to explore options to address the problems associated with needles and drug paraphernalia in Weymouth
- Make use of Public Space Protection Orders to tackle specific locations

### Non-Domestic Violence Against the Person (overseen by the Dorset CSP)

#### Summary of Activity:

- Work with Public Health Dorset to better understand the issues associated with non-domestic violent crime
- Determine where alcohol is being purchased and ensure licenced premises are complying with their responsibilities
- Respond to emerging legislation on tackling serious violence and determine the implications for partnership working and individual agencies

### Performance Management

Partners use performance information and data coupled with an assessment of progress against their agreed actions at each meeting, to determine whether they are delivering against their priorities.

Partners' intend to gather a wide range of information and data to complement Police statistics and develop a comprehensive understanding of community safety issues.

### Governance

The Dorset CSP is the statutory Community Safety Partnership for the local area. It brings together senior officers and elected members from:

- Dorset Police
- Dorset Council
- Dorset & Wiltshire Fire & Rescue Authority
- National Probation Service
- Dorset, Devon and Cornwall Community Rehabilitation Company
- Dorset Clinical Commissioning Group

Other partners including the Dorset Association of Parish & Town Councils, the Dorset & Wiltshire Fire & Rescue Service and the Dorset Combined Youth Offending Service are also members of the CSP.

The Pan-Dorset Community Safety & Criminal Justice Board (CSCJB) was established by partners in 2016 to tackle strategic issues and work jointly on shared initiatives. Although statutory duties remain at the CSP level, some functions have been delegated to the CSCJB to deliver on the CSPs' behalf.

Find out more about the CSCJB here: [Pan Dorset Community Safety and Criminal Justice Board \(opens in a new window\)](#)

At a local level, there are Partnership Co-ordinating Groups (PCGs) that come together to identify solutions to local issues. The PCGs feed into the Dorset CSP.

# **Pan Dorset Reducing Reoffending Strategy**

**2018-2021**  
**(2019/2020 Refresh)**

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## Introduction

Section 108 of the Policing and Crime Act 2009 places a statutory duty on Community Safety Partnerships (CSPs) to formulate and implement a strategy to reduce reoffending by adult and young offenders.

CSPs bring together the police, local authorities, fire authorities, health services, probation services and youth offending services to tackle crime and community safety issues in their area.

This joint strategy is owned by the CSPs in the Dorset Council and Bournemouth, Christchurch and Poole Council areas and by the Dorset Criminal Justice Board, for whom reducing reoffending is a priority. The strategy runs from 2018 to 2021.

## Vision

Partners' vision for reducing reoffending is:

**To cut crime, reduce harm and protect victims by reducing re-offending through joint working and rehabilitation.**

## Dorset Partnerships

There are currently two CSPs covering the pan-Dorset area. Each is a statutory partnership and is ultimately responsible for ensuring that legal duties and requirements placed on CSPs are met.

The Dorset Criminal Justice Board (DCJB) aims to deliver in partnership, the best possible criminal justice service to Dorset's communities. The Board's priority is to provide an effective Criminal Justice System, focusing on offering a high standard of service to victims and witnesses, protecting the public, reducing crime and reoffending.

The pan-Dorset Community Safety & Criminal Justice Board (CSCJB) was established in 2016. The CSCJB co-ordinates the activity of community safety and criminal justice partners at the strategic level. It carries out a number of functions on behalf of the two CSPs including the formation and implementation of a reducing reoffending strategy.

The Reducing Reoffending Strategy Group (RRSG) is a sub-group of the CSCJB and DCJB and is responsible for developing plans and strategies and delivering initiatives that reduce reoffending.

A separate group, the Domestic Abuse and Sexual Violence Strategic Group, oversees work to reduce offending related to domestic abuse and sexual violence.

## **Services, Programmes and Initiatives**

There are a number of services, programmes and initiatives operating in Dorset that specifically aim to tackle reoffending. They include:

### **The Dorset Combined Youth Offending Service**

The Dorset Combined Youth Offending Service (DCYOS) works across the pan-Dorset area to provide statutory youth justice services, including advice to police and courts, and supervision of youth out of court disposals and youth court orders. The service aims both to prevent offending and to reduce reoffending. DCYOS is a multi-agency partnership between the local authorities, Dorset Police, National Probation Service Dorset, NHS Dorset Clinical Commissioning Group and Dorset HealthCare University H+NHS Foundation Trust.

<https://www.bournemouth.gov.uk/childreducation/youth-offending-service/dorset-combined-youth-offending-service.aspx>

### **The Dorset, Devon and Cornwall Community Rehabilitation Company**

In February 2019, the Kent, Surrey and Sussex Community Rehabilitation Company (CRC) which is owned by Seetec, was appointed by the Ministry of Justice to deliver the service formerly provided by Working Links, known as the Dorset, Devon and Cornwall CRC.



The service is responsible for the management of low and medium-risk offenders who have been sentenced to serve their order in the community. It also manages and supports low and medium-risk offenders who are released from prison on licence, as well as offenders who are sentenced to less than 12 months in custody via the 'Through the Gate' initiative. The service is responsible for delivering Community Payback and interventions including accredited programmes and rehabilitation activity requirements for both CRC and National Probation Service (NPS) service users.

The service works closely with the [National Probation Service](#) (NPS) who manage high-risk offenders, advise courts on sentencing and work with victims. The service also provides rehabilitation interventions to some high-risk offenders managed by the NPS.

<https://ddc.probatonservices.co.uk/>

### **The National Probation Service**

The National Probation Service (NPS) is a statutory criminal justice service that supervises high-risk offenders released into the community. The NPS is responsible for:

- preparing pre-sentence reports for courts, to help them select the most appropriate sentence
- managing approved premises for offenders with a residence requirement on their sentence
- assessing offenders in prison to prepare them for release on licence to the community, when they will come under our supervision
- helping all offenders serving sentences in the community to meet the requirements ordered by the courts
- communicating with and prioritising the wellbeing of victims of serious sexual and violent offences, when the offender has received a prison sentence of 12 months or more, or is detained as a mental health patient

<https://www.gov.uk/government/organisations/national-probation-service>

### **Integrated Offender Management (IOM)**

Integrated Offender Management (IOM) brings a cross-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together.

IOM helps to improve quality of life in communities by:

- reducing the negative impact of crime and reoffending
- reducing the number of people who become victims of crime
- helping to improve the public's confidence in the criminal justice system

## **Multi-Agency Public Protection Arrangement (MAPPA)**

Multi-agency public protection arrangements (MAPPA) are in place to ensure the successful management of violent and sexual offenders. There is a Statutory Strategic Management Board (SMB) which oversees the joint management of risk between partners.

Police, National Probation Service and Prisons are responsible authorities. Other agencies have a duty to co-operate and can become involved in cases, for example Youth Offending Services in the case of young offenders, Health, including mental health and Specialist Services, Housing, Children's and Adults Services provided by the Local authorities.

## **Management of Sexual Offenders & Violent Offenders (MOSOVO)**

The MOSOVO Team are part of Dorset Police. They manage registered sex offenders (RSOs), violent offenders under MAPPA and offenders who are identified by Dorset police as being potentially dangerous persons (PDPs).

The Team work closely with partner agencies, especially the National Probation Service.

## **Substance Misuse Treatment**

Adult offenders with substance misuse issues can receive a Drug Rehabilitation Requirement (DRR) or Alcohol Treatment Requirement (ATR) from court instead of receiving a custodial sentence. As a result, the offender has to engage with both probation services and treatment services. Failure to comply with this order results in the individual going back to court to be re-sentenced.

Local substance misuse treatment services offer multi-disciplinary interventions to people who use drugs involved in the criminal justice system, managing them from the point of arrest to release and on to a programme aiming to reduce drug related crime throughout treatment. Services also engage with multidisciplinary work such as Prolific and Priority Offender (PPO) and MAPPA meetings as required.

## **Out of Court Disposal**

Out of Court Disposals (OoCD) allow the police to deal quickly and proportionately with low-level, often first-time offending which could more appropriately be resolved without a prosecution at court.

Using out-of-court disposals allows offenders to be directed into rehabilitative or educational services to tackle the causes of offending behaviour and reduce the likelihood of re-offending.

Youth out-of-court disposals provide the opportunity to assess and put in place interventions to prevent further offending.

## Restorative Justice

Restorative justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward.

The approach gives victims the chance to tell offenders the real impact of their crime, get answers to their questions and get an apology.

Restorative justice holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends.

Dorset's Police and Crime Commissioner has commissioned Restorative Dorset which provides restorative justice services for offences committed by adults (18 years old and above). This has been in operation since September 2017 and provides both restorative mediation for anti-social behaviour cases and restorative justice for any crime type, including post-conviction, subject to a robust risk assessment process.

Full details can be found at <https://www.poole.gov.uk/community-advice-and-safety/crime-and-disorder/safer-poole-partnership/restorative-dorset/>

The Safe Schools and Communities Team also deliver restorative justice interventions. They have officers trained as restorative justice practitioners who take part in restorative justice conferences that deal with bullying, shoplifting and possession of drugs and also in retail and drugs workshops as part of the rehabilitative conditions of youth conditional cautions.

The Combined Dorset Youth Offending Service (YOS) offer restorative justice to the victims of all offences committed by young people who work with the YOS.

## Reasons for Reoffending

To reduce reoffending, it is important to understand the 'criminogenic needs' of offenders, address the underlining causes of criminal behaviour and provide the best support possible to progress offenders' recovery back into the community. The Corston Report (2007)<sup>1</sup> recommended that the specific needs of women, particularly in relation to domestic violence, sexual abuse and prostitution in relation to offending should be recognised. Other cohorts requiring specialist support are care leavers, veterans, Black and Minority Ethnic (BAME) and people with learning difficulties and/or disabilities. Needs, causes and support include:

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<sup>1</sup> Corston, J. (2007) The Corston Report: A Review of Women with Particular Vulnerabilities in the Criminal Justice System

**Accommodation** – A lack of secure or appropriate accommodation can have a significant impact on an individual’s likelihood of reoffending. Having a clean, dry and safe place to sleep at night provides a solid base to start reintegrating back into society. Stable accommodation also allows offender managers to provide the vital building blocks for a range of support services and employment. Many women will have long-standing, complex housing problems and will need considerable help if they are to establish somewhere stable to live on release.

**Education, training and employment** – Having a job can reduce the risk of reoffending and teaching an individual the necessary skills to seek employment offers them an avenue away from reoffending. Education, work and training should provide an integrated service to the woman based on her needs. Governors in prisons should ensure that during contract negotiations women’s particular Education Training and Employment needs are recognised.

**Finance (including benefits and debt)** – For many offenders, having the necessary finances to cover their living essentials and debt is an issue. Around half of prisoners report a history of debt, which gets worse for about a third when they are in custody. More than 80% of prisoners claim benefits upon release. Accessing advice on these areas is key.

**Relationships** – Maintaining strong relationships with families and children can play a major role in assisting prisoners make and sustain changes that help them avoid reoffending. Parents should be given support and information to assist them in understanding the effects of their imprisonment on their separated children. This should include how to tell their children of their imprisonment and how to support them.

**Health** - Offenders are disproportionately more likely to suffer from physical or mental health problems than the general population. These issues can often be undiagnosed and needs unmet.

**Alcohol and Drugs** – Around two-thirds of prisoners use illegal drugs in the year prior to imprisonment. Intoxication by alcohol is linked to a significant proportion of crime, particularly crimes of violence (almost 50%), whilst drug misuse is linked to significant proportions of theft and acquisitive crimes, such as burglary, vehicle crime and shoplifting.

**Attitudes, thinking and behaviour** – Offenders can struggle with negative social attitudes and poor self-control. Successfully addressing such attitudes, thinking and behaviour can help reduce reoffending. Programmes for women should include a greater emphasis on emotional regulation and relationships in addition to the other offending risk factors. Women should be assessed for and able to access appropriate offending behaviour programmes to meet their needs.

**Adverse Childhood Experiences (ACEs)** - ACEs are traumatic events that affect children while growing up, such as suffering child maltreatment or living in a household affected by domestic violence, substance misuse or mental illness. There are strong links between many women's substance misuse and previous experience of trauma and a strong correlation between drug and/or alcohol misuse, previous abuse and self-harm. Support and interventions for those offenders disclosing abuse and/or domestic abuse is essential.

**Sexual Exploitation including Prostitution** - Women should be given every support if they ask for help to build a new life away from prostitution. Staff should receive awareness training in the issues that face women who work as prostitutes. It is important to note that not only women are vulnerable to sex working, and all offenders should be supported if disclosing this need.

## Strategic Principles

Partners' approach to reducing reoffending is based on a number of strategic principles.

The principles recognise the importance of understanding the negative influences on the lives of offenders and their needs to prevent them reoffending. The principles are:

- **Localised** - delivering at a local level supported by countywide agencies, to reintegrate offenders back into their local communities
- **Integrated** - working together to reduce re-offending using co-commissioning where possible, to increase joint accountability
- **Targeted** - effort and resources are used efficiently and are targeted to where they can make the most impact
- **Holistic** - working with not just those who offend, but their families and the communities in which they live, which is crucial in supporting offenders to stop offending
- **Restorative** - adopting a restorative approach designed at repairing relationships, fostering social responsibility and shared accountability
- **Evidence-based** – local re-offending priorities will be based on evidence of local issues, such as the annual Pan-Dorset Strategic Assessment. Work to reduce re-offending should use evidence-based interventions and practice methods.
- **Preventative** - supporting preventative approaches including evidence based early years intervention and parenting to reduce the impact of adverse childhood experiences on offending and reoffending behaviour.

The principles enable a focus on offenders but recognise that there will also be a positive benefit to victims. They also allow for a preventative as well as a reactive approach.

# Objectives

Partners have agreed a number of objectives which direct their work to reduce reoffending.

## **Promote Joint Working and Assess the Effectiveness of Services**

Partners will ensure a coordinated approach that focuses on offenders and their families, concentrating on outcomes which are shown to reduce re-offending, and considering the bigger picture of family support.

In doing this partners will assess the effectiveness of services and interventions, including how they work together to reduce reoffending.

Work will be undertaken to enable multi-agency identification of offenders and their families so agencies know if they are working with the same family and better understand and develop 'Through the Gate' services for offenders leaving custody.

## **Develop the IOM Approach**

The RRSO provides an oversight role for IOM, enabling a multi-agency perspective on the work and ensuring a focus on the issues that matter most in the area.

The intention is to prioritise those offenders with highest risk of reoffending and causing harm, to map existing multi-agency mechanisms and identify possible gaps.

## **Reduce the Number of Prisoners Being Released with no Suitable Accommodation**

Accommodation impacts hugely on the success of other interventions aimed at reducing reoffending.

Partners will undertake and respond to a multi-agency needs assessment to help better understand issues, determine current provision and identify gaps in relation to accommodation.

## **Monitor the Supervision and Rehabilitation of Dorset Offenders**

Partners' aim is to assess performance data from the NPS and DDC CRC to help determine whether partners' interventions and activity are being successful.

## Measuring Success

Partners use performance measures to assess progress against their objectives. Measures fall within the following theme areas:

- Accommodation
- Youth
- Employment, Training and Education
- Mental Health
- Reconvictions
- Substance Misuse
- Domestic Abuse

## Governance

The RRSG is responsible for the day to day delivery of this strategy.

The RRSG reports regularly progress to the CSCJB and DCJB. The CSCJB provides regular reports to the CSPs on progress including in relation to reoffending.

Although the Reducing Reoffending Strategy runs for three years, it will be reviewed annually.

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