



People and Health Overview Committee

Date: Tuesday, 23 July 2024
Time: 10.00 am
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Beryl Ezzard (Chair), Will Chakawhata (Vice-Chair), Jindy Atwal, Louise Bown, Carole Jones, Stella Jones, Cathy Lugg, Steve Murcer, Jon Orrell and Andy Todd

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

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

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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Agenda

Item		Pages
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	DECLARATIONS OF INTEREST	
	To disclose any pecuniary, other registrable or non-registrable interest as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.	
	If required, further advice should be sought from the Monitoring Officer in advance of the meeting.	
3.	MINUTES	5 - 10
	To confirm and sign the minutes of the meeting held on 13 June 2024.	

4. PUBLIC PARTICIPATION

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

All submissions must be emailed in full to george.dare@dorsetcouncil.gov.uk by 8.30am on Thursday, 18 July 2024.

When submitting your question or statement please note that:

- You can submit 1 question or 1 statement.
- a question may include a short pre-amble to set the context.
- It must be a single question and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to 3 minutes to present your question.
- when submitting a question please indicate who the question is for (e.g., the name of the committee or Portfolio Holder)
- Include your name, address, and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.
- all questions, statements and responses will be published in full within the minutes of the meeting.

5. COUNCILLOR QUESTIONS

To receive questions submitted by councillors.

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

within the minutes of the meeting.

The submissions must be emailed in full to add your email address by 8.30am on Thursday, 18 July 2024.

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

6. URGENT ITEMS

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

7. COMMITTEE'S WORK PROGRAMME AND EXECUTIVE FORWARD PLANS 11 - 40

To consider the Committee's Work Programme and the Executive Forward Plans.

8. EQUALITY, DIVERSITY AND INCLUSION STRATEGY AND ACTION PLAN 41 - 124

To receive a report by the Equality, Diversity and Inclusion Officer.

9. COMMUNITY SAFETY PLAN 2023-26 (2024-25 REFRESH), PAN-DORSET REDUCING REOFFENDING STRATEGY 2024-27, AND SERIOUS VIOLENCE STRATEGY 2024-25 125 - 164

To receive a report by the Service Manager for Community Safety.

10. TOWARDS A NEW MODEL FOR DAY OPPORTUNITIES IN DORSET 165 - 202

To receive a report by the Corporate Director for Adult Commissioning and Improvement.

11. EXEMPT BUSINESS

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

There are no exempt items scheduled for this meeting.

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PEOPLE AND HEALTH OVERVIEW COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 13 JUNE 2024

Present: Cllrs Beryl Ezzard (Chair), Will Chakawhata (Vice-Chair), Jindy Atwal, Louise Bown, Carole Jones, Jon Orrell and Andy Todd

Apologies: Cllrs Stella Jones, Cathy Lugg and Steve Murcer

Also present: Cllr Jon Andrews, Cllr Steve Robinson and Cllr Clare Sutton

Also present remotely: Cllr Gill Taylor

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

Andrew Billany (Corporate Director for Housing), George Dare (Senior Democratic Services Officer), Amanda Davis (Corporate Director for Education and Learning), Paul Dempsey (Corporate Director - Care & Protection), Julia Ingram (Corporate Director for Adult Social Care Operations), Jonathan Price (Executive Director of People - Adults and Housing), Mark Tyson (Corporate Director for Adult Commissioning & Improvement), Adam Fitzgerald (Programme Manager for the accommodation with Support programme), Joshua Kennedy (Democratic Services Officer), Sarah Sewell (Head of Service - Commissioning for Older People, Prevention and Market Access) and David Webb (Manager - Dorset Combined Youth Justice Service)

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

Lisa Reid (Corporate Director for Quality Assurance & Safeguarding Families)

1. **Apologies**

Apologies for absence were received from Councillors Stella Jones, Cathy Lugg, and Steve Murcer.

2. **Declarations of Interest**

There were no declarations of interest.

3. **Minutes**

Decision:

That the minutes of the meeting held on 6 February 2024 be confirmed and signed.

4. **Public Participation**

There was no public participation.

5. **Councillor Questions**

There were no questions from councillors.

6. **Urgent Items**

There were no urgent items.

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

A member raised an issue with allocating housing to people without cars, causing isolation and loneliness. They were advised that housing allocation was a choice based letting system so people may apply for housing where they may not have transport. Particular cases need a conversation with a Housing Officer.

The Senior Democratic Services Officer raised that there would be a work programming session following the next meeting. Members could attend directorate webinars and days before the next meeting to find out more about the opportunities and challenges in services which could contribute to the work programme.

8. **Youth Justice Plan 2024/25**

The Corporate Director for Care and Protection introduced the Youth Justice Plan, which covers Dorset and BCP Council. The Head of the Dorset Combined Youth Justice Service outlined the plan for the multi-disciplinary service. The key indicators for the service were reducing first-time entrants, reducing reoffending, and minimising the use of custodial sentences.

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

- There was an increase in the number of first-time entrants in the Dorset Council area, whereas a decrease in BCP Council in 2023-24. The average across the whole area was the same, however the increase was due to delays in the judicial process.
- When a young person has 2 suspensions from school, there is a targeted youth offer. Speech and language therapy is available to children at risk of exclusion.
- The budget for the service was from the youth justice grant. This grant was often received late which made long-term planning more difficult. Some funding was from the Police and Crime Commissioner.

- There was a concern about young people entering the justice system due to drugs. If this happened, early intervention, such as a health approach, did not work. There could also be a restorative response, so offenders understand the point or views of the victim and community.
- School exclusion and criminal behaviour had common causes. Two key priorities in the report were to do with education. There were also other plans such as the extra-familial harm strategy.
- A young person being excluded can be a significant step, which can lead to criminal behaviour.

Proposed by Cllr Andy Todd, seconded by Cllr Carole Jones.

Decision:

That the committee endorse the Youth Justice Plan so that Cabinet can recommend approval to Full Council.

9. Extra Care Housing Strategy & Accommodation with Support Programme

The Cabinet Member for Adult Social Care introduced the report.

The Corporate Director for Adult Commissioning and Improvement and the Corporate Director for Housing gave a presentation on the strategy. The presentation explained what extra care housing was, where it was already located in Dorset, and the need for more extra care housing. The 5 strategic priorities for extra care housing were outlined. There were two sites already identified: Wareham and Bridport, and two further sites would be commissioned, developing at least 240 properties over the next 10 years. The council would procure a partner to enter a strategic partnership to develop the 4 projects.

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

- There would be potential for at least 60 units on each site. There was a need to explore where there was need for affordable to buy and rent.
- The strategic partnership with a developer would ensure that the council and developer worked together. Rents would be the same as the housing register and there would be no greenbelt development.
- The 4 sites would be a starting point and there could be more in the future. It would provide some provision in areas which did not have any. It could encourage other developers to run similar schemes.
- There was a concern about whether assets would remain with Dorset Council or the developer. In response, members were advised that no firm decision had been made on assets, at this stage, but the expectation was that land would transfer to the development partner. The strategic partnership and separate governance arrangements and development agreement for each site would ensure that the council had control over what

was delivered on the sites. The developer would bring their own expertise and experience in developing extra care housing sites.

- There was also a concern that if tenants could purchase the homes then there would be less provision in the future, and it could be passed on to someone who many not need care. There would be restrictions around future use of properties so there was continual use of the extra care element.
- Leases would state who could live in the properties so that families would sell the property to the right person, or for it to be brought back by the company.

Members explored the option of the council delivering the schemes directly as a local authority, rather than through a developer, which would include advertising new positions and attracting people to new roles at the council. Members were supportive of recommending this as an option for Cabinet to give further consideration, alongside the recommendations in the report. Officers advised that this option would require significant redevelopment of the strategy and the financial implications would need to be fully considered.

Proposed by Cllr Jon Orrell, seconded by Cllr Jindy Atwal.

Decision:

That the committee make the following recommendations to Cabinet:

- 1) To adopt the Extra Care Housing Strategic Statement and Appendices as Dorset Council's publicly stated strategic direction as part of the suite of Adult Social Care Commissioning Strategies
- 2) To approve in principle the use of Dorset Council land assets to deliver these development projects, with the inclusion of specific sites to be agreed by the Executive Lead for the Place Directorate and in consultation with the Cabinet Member for Assets and Regeneration.
- 3) To approve public procurement for a Strategic Development Partner as the preferred delivery mechanism, and to approve commencement of this procurement process.
- 4) To delegate to the Executive Director for People (Adults) and the Executive Director for Corporate Development, acting jointly:
 - a. To agree the terms for the agreement with the Strategic Development Partner,
 - b. To award the Strategic Partnership Agreement to the preferred bidder. The final award decision shall be made in consultation with the Cabinet Member for Public Health, Environmental Health, Housing, Community Safety and Regulatory Service, and the Cabinet Member for Adult Social Care.
- 5) To approve that the terms of the property related transactions (whether freehold, leasehold, or contractual dispositions) will be agreed in project-

specific development agreements with the selected Strategic Development Partner.

- 6) To approve that the decision to complete each development agreement will be taken by the Executive Director for People (Adults and Housing), the Executive Lead for the Place Directorate and the Executive Director for Corporate Development acting jointly.

Or

- 7) To investigate and give further consideration to the option of delivering these developments directly.

10. **Exempt Business**

There was no exempt business.

Duration of meeting: 10.00 - 11.55 am

Chairman

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People and Health Overview Committee Work Programme

Meeting Date: 23 July 2024

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
Community Safety Plan 2023-26 (2024-25 refresh), Pan-Dorset Reducing Reoffending Strategy 2024-2027 and Serious Violence Strategy 2024-25	Review of the Community Safety Plan and Reducing Reoffending Strategy ahead of consideration by Cabinet. Recommending any improvements or amendments to Cabinet.	Andy Frost – Service Manager for Community Safety Cllr Gill Taylor – Cabinet Member for Health and Housing	Report to be considered by Cabinet on 10 September and Full Council on 10 October.
Commissioning for a better life, Day Opportunities in Dorset	To review the report and make any recommendations ahead of consideration by Cabinet.	Mark Tyson – Corporate Director for Adults Commissioning Cllr Steve Robinson – Cabinet Member for Adult Social Care	Consideration by Cabinet on 10 September.
Equality, Diversity, and Inclusion Strategy and Action Plan	To review the refreshed EDI Strategy and to make any recommendations to Cabinet.	James Palferman-Kay – Equality, Diversity, and Inclusion Officer Cllr Ryan Holloway – Cabinet Member for Corporate Development and Transformation	Consideration by Cabinet on 10 September.

Meeting Date: 24 September 2024

Report Title	Aims and Objectives	Lead Officers / Members	Other Information

Meeting Date: 29 October 2024

Report Title	Aims and Objectives	Lead Officers / Members	Other Information
<p>Page 12</p> <p>Families First for Children Pathfinder Progress Update</p>	<p>To receive an update and to review the progress of the Families First for Children Pathfinder</p>	<p>Paul Dempsey – Corporate Director for Care and Protection</p> <p>Cllr Clare Sutton – Cabinet Member for Children’s Services, Education, and Skills</p>	
<p>Family Hubs Update</p>	<p>To receive an update and to review the progress of Family Hubs</p>	<p>Paul Dempsey – Corporate Director for Care and Protection</p> <p>Cllr Clare Sutton – Cabinet Member for Children’s Services, Education, and Skills</p>	

School Place Planning		<p>Amanda Davis – Corporate Director for Education and Learning</p> <p>Cllr Clare Sutton – Cabinet Member for Children’s Services, Education, and Skills</p>	
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Meeting Date: 21 January 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information

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Meeting Date: 20 March 2025

Report Title	Aims and Objectives	Lead Officers / Members	Other Information

Unscheduled Committee Items

Report Title	Aims and Objectives	Lead Officers / Members	Other Information

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Informal Work of the Committee:

Date	Topic	Format	Members	Lead Officers / Members	Other Information



The Cabinet Forward Plan - July to October 2024 (Publication date – 10 JUNE 2024)

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 -

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

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

Cabinet Members and Portfolios 2024/25

Nick Ireland	Leader / Governance, Performance and Communications, Environment, Climate Change and Safeguarding
Richard Biggs	Deputy Leader, Property & Assets, Economic Growth & Levelling Up
Simon Clifford	Finance & Capital Strategy
Ryan Holloway	Corporate Development, Transformation, Digital & Change
Jon Andrews	Place Commissioned Services
Clare Sutton	Children's Services, Education & Skills
Steve Robinson	Adult Social Care
Gill Taylor	Public health, Environmental Health, Housing, Community Safety and Regulatory Service.
Shane Bartlett	Planning and Emergency Planning
Ryan Hope	Customer, Culture and Community Engagement

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
July					
<p>Youth Justice Plan 2024/25</p> <p>Key Decision - Yes Public Access - Open</p> <p>Annual approval of the Youth Justice Plan.</p>	<p>Decision Maker Dorset Council</p>	<p>Decision Date 18 Jul 2024</p>	<p>People and Health Overview Committee 13 Jun 2024</p> <p>Cabinet 9 Jul 2024</p>	<p>Cabinet Member for Children's Services, Education and Skills</p>	<p><i>David Webb, Manager - Dorset Combined Youth Justice Service</i> <i>david.webb@bcpcouncil.gov.uk</i> <i>Executive Director, People - Children (Theresa Leavy)</i></p>
<p>Ofsted ILACS Annual Conversation including Self-Assessment</p> <p>Key Decision - Yes Public Access - Open</p> <p>To receive the ILACS Annual Conversation, Self-Assessment and Annual Test of Assurance)</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Cabinet Member for Children's Services, Education and Skills</p>	<p><i>Richard Belcher, Service Manager - Strategic Partnerships</i> <i>richard.belcher@dorsetcouncil.gov.uk, Alice Deacon, Corporate Director for Commissioning and Partnerships</i> <i>alice.deacon@dorsetcouncil.gov.uk, Lisa Reid, Corporate Director for Quality Assurance & Safeguarding Families</i> <i>lisa.reid@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Children (Theresa Leavy)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Extra Care Housing Strategy & Accommodation with support programme</p> <p>Key Decision - Yes Public Access - Open</p> <p>To present the Extra Care Housing Strategy, seek endorsement from Cabinet, and to brief members on the Accommodation with Support programme.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>	<p>People and Health Overview Committee 13 Jun 2024</p>	<p>Cabinet Member for Public Health, Environmental Health, Housing, Community Safety and Regulatory Service, Cabinet Member for Adult Social Care</p>	<p><i>Adam Fitzgerald, Programme Manager for the accommodation with Support programme adam.fitzgerald@dorsetcouncil.gov.uk Executive Director, People - Adults</i></p>
<p>Productivity Plan</p> <p>Key Decision - No Public Access - Open</p> <p>Response to the government's request, as outlined in the Local Government Finance Settlement, to produce and submit a productivity plan.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Leader, Cabinet Member for Governance, Performance, Communications, Environment, Climate Change and Safeguarding</p>	<p><i>Steven Ford, Corporate Director for Strategy, Performance and Sustainability steven.ford@dorsetcouncil.gov.uk Chief Executive (Matt Prosser)</i></p>
<p>Electric Vehicle Public Charging Infrastructure Procurement</p> <p>Key Decision - Yes Public Access - Open</p> <p>Request to go out to tender to procure an electric vehicle infrastructure installer and changepoint operator.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Cabinet Member for Place Commissioned Services</p>	<p><i>Christopher Whitehouse, Projects Team Manager christopher.whitehouse@dorsetcouncil.gov.uk, Jack Wiltshire, Head of Highways jack.wiltshire@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Blackhorn Weston and Kington Magna Neighbourhood Plan 2021 to 2038</p> <p>Key Decision - Yes Public Access - Open</p> <p>This item relates to the 'making' (adoption) of the neighbourhood plan subject to a favourable outcome in the referendum.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Cabinet Member for Planning and Emergency Planning</p>	<p><i>Ed Gerry, Community Planning Manager ed.gerry@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>
<p>Dorset Local Visitor Economy Partnership</p> <p>Key Decision - Yes Public Access - Open</p> <p>To endorse Dorset's Councils application to Visit England for the establishment of a Dorset Local Economy Partnership (LVEP). To endorse assuming the role of Accountable Body for the proposed LVEP and to delegate authority to the Executive Lead for Place, in consultation with the appropriate Cabinet, to agree the terms of any partnership agreement and governance arrangements.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Deputy Leader, Cabinet Member for Property & Assets, Economic Growth & Levelling Up</p>	<p><i>Jon Bird, Service Manager for Growth and Economic Regeneration jon.bird@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Dinah's Hollow Slope Stabilisation</p> <p>Key Decision - Yes Public Access - Open</p> <p>Purchase land (CPO) and seeking an approval for a funding increase.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Cabinet Member for Place Commissioned Services</p>	<p><i>Jack Wiltshire, Head of Highways jack.wiltshire@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>
<p>Brit Valley Natural Flood Management Project</p> <p>Key Decision - Yes Public Access - Open</p> <p>An offer for Phase 1 funding has been made by the Environment Agency to the Dorset National Landscape team to deliver a project in the Brit Catchment (covering all or part of Bridport, Eggardon, Beaminster and Marshwood Vale wards). We are asking Cabinet to accept this offer with installation of monitoring equipment (c£240k) by September '24 to unlock second stage funding of c£433k to deliver a series of leaky dams, floodplain reconnection and land use changes by March 2027.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Leader, Cabinet Member for Governance, Performance, Communications, Environment, Climate Change and Safeguarding</p>	<p><i>Ken Buchan, Head of Environment and Wellbeing ken.buchan@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Nature Buddies</p> <p>Key Decision - Yes Public Access - Open</p> <p>An offer of funding has been made by the National Lottery Heritage fund to the Dorset National Landscape Partnership for project titled 'Nature Buddies'. To accept this offer and allow an officer to sign the agreement under the scheme of delegation.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Leader, Cabinet Member for Governance, Performance, Communications, Environment, Climate Change and Safeguarding</p>	<p><i>Ken Buchan, Head of Environment and Wellbeing ken.buchan@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>
<p>Middle Farm, Higher Kingcombe Potential land purchase</p> <p>Key Decision - Yes Public Access - Fully exempt</p> <p>To consider a report on the potential land purchase using local nutrient mitigation funds to deliver nutrient mitigation for development in Poole Harbour Catchment.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 9 Jul 2024</p>		<p>Deputy Leader, Cabinet Member for Property & Assets, Economic Growth & Levelling Up</p>	<p><i>Ken Buchan, Head of Environment and Wellbeing ken.buchan@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>
<p>September</p>					

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Equality, Diversity and Inclusion Strategy</p> <p>Key Decision - Yes Public Access - Open</p> <p>To approve the EDI Strategy and Action Plan.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 10 Sep 2024</p>	<p>People and Health Overview Committee 23 Jul 2024</p>	<p>Cabinet Member for Corporate Development, Transformation, Digital & Change</p>	<p><i>Jennifer Lewis, Head of Strategic Communications and Engagement</i> <i>jennifer.lewis@dorsetcouncil.gov.uk, James Palfreman-Kay, Equality, Diversity & Inclusion Officer</i> <i>james.palfreman-kay@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>Quarter 1 Financial Monitoring Report 2024/25</p> <p>Key Decision - No Public Access - Open</p> <p>To consider the Quarter 1 Financial Monitoring Report 2024/25</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 10 Sep 2024</p>		<p>Cabinet Member for Finance & Capital Strategy</p>	<p><i>Sean Cremer, Corporate Director for Finance and Commercial</i> <i>sean.cremer@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>Strategic Asset Management Plan 2024 - 2030</p> <p>Key Decision - Yes Public Access - Open</p> <p>To present the Strategic Asset Management Plan 2024-2030 and seek endorsement.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 10 Sep 2024</p>	<p>Place and Resources Overview Committee 11 Jul 2024</p>	<p>Deputy Leader, Cabinet Member for Property & Assets, Economic Growth & Levelling Up</p>	<p><i>Tim Hulme, Corporate Director of Assets and Regeneration</i> <i>tim.hulme@dorsetcouncil.gov.uk, Julian Wain, Strategic Property Advisor</i> <i>Julian.wain@dorsetcouncil.gov.uk</i> <i>Executive Lead for Place Directorate (Jan Britton)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Additional Procurement Forward Plan Report - £500k (2024 - 2025) and Modern Slavery Transparency Statement 2023- 2024</p> <p>Key Decision - Yes Public Access - Open</p> <p>The Council define key decision as those with a financial consequence of £500k or more. A procurement forward plan report was approved by Cabinet 12th March 2024. This report is additional activity that has since been identified. The Modern Slavery statement is an annual update in respect of financial year 2023/24.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 10 Sep 2024</p>		<p>Cabinet Member for Corporate Development, Transformation, Digital & Change, Cabinet Member for Finance & Capital Strategy</p>	<p><i>Dawn Adams, Service Manager for Commercial and Procurement dawn.adams@dorsetcouncil.gov.uk, Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>Commissioning for better life, Day Opportunities in Dorset</p> <p>Key Decision - Yes Public Access - Open</p> <p>Report on the current Day Opportunities including research to date, supporting data and recommendations develop a model that delivers a bespoke and range of options for future reinvestment.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 10 Sep 2024</p>	<p>People and Health Overview Committee 23 Jul 2024</p>	<p>Cabinet Member for Adult Social Care</p>	<p><i>Mark Tyson, Corporate Director for Adult Commissioning & Improvement mark.tyson@dorsetcouncil.gov.uk Corporate Director of Commissioning, People - Adults</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Dorset Community Safety Plan and Pan-Dorset Reducing Reoffending Strategy</p> <p>Key Decision - Yes Public Access - Open</p> <p>The Dorset Community Safety Partnership (CSP) is required to produce three-year Community Safety Plans that are revised annually and Reducing Reoffending.</p>	<p>Decision Maker Dorset Council</p>	<p>Decision Date 10 Oct 2024</p>	<p>Cabinet People and Health Overview Committee 10 Sep 2024 23 Jul 2024</p>	<p>Cabinet Member for Public Health, Environmental Health, Housing, Community Safety and Regulatory Service</p>	<p><i>Andy Frost, Service Manager for Community Safety</i> <i>andy.frost@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i></p>

October

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<p>Waste Strategy for Dorset 2024</p> <p>Key Decision - Yes Public Access - Open</p> <p>To consider and approve the Waste Strategy for Dorset.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 15 Oct 2024</p>	<p>Place and Resources Overview Committee 12 Sep 2024</p>	<p>Cabinet Member for Place Commissioned Services</p>	<p><i>Gemma Clinton, Head of Commercial Waste and Strategy</i> <i>gemma.clinton@dorsetcouncil.gov.uk, Lisa Mouny, Service Development Manager</i> <i>lisa.mouny@dorsetcouncil.gov.uk</i> <i>Executive Lead for Place Directorate (Jan Britton)</i></p>
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Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Growth & Economic Regeneration Strategy</p> <p>Key Decision - Yes Public Access - Open</p> <p>To consider and agree a refresh of the Council's strategy for economic growth. This will encompass the functions to be taken over by the Council from Dorset Local Enterprise Partnership in accordance with devolution and promote the needs and actions required to drive forward the economy in the Dorset Council area.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 15 Oct 2024</p>	<p>Place and Resources Overview Committee 12 Sep 2024</p>	<p>Deputy Leader, Cabinet Member for Property & Assets, Economic Growth & Levelling Up</p>	<p><i>Jon Bird, Service Manager for Growth and Economic Regeneration jon.bird@dorsetcouncil.gov.uk, Nick Webster, Head of Growth and Economic Regeneration nicholas.webster@dorsetcouncil.gov.uk Executive Lead for Place Directorate (Jan Britton)</i></p>
<p>November</p>					

<p>Quarter 2 Financial Monitoring Report 2024/25</p> <p>Key Decision - Yes Public Access - Open</p> <p>To consider the Quarter 2 Financial Monitoring Report 2024/25</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 19 Nov 2024</p>		<p>Cabinet Member for Finance & Capital Strategy</p>	<p><i>Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
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Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Medium Term Financial Plan (MTFP) and budget strategy - update</p> <p>Key Decision - Yes Public Access - Open</p> <p>To receive a budget update for 2025/26.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 19 Nov 2024</p>		<p>Cabinet Member for Finance & Capital Strategy</p>	<p><i>Sean Cremer, Corporate Director for Finance and Commercial</i> <i>sean.cremer@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>Draft Contaminated Land Strategy</p> <p>Key Decision - Yes Public Access - Open</p> <p>Draft Contaminated Land Strategy and report of consultation findings on the draft strategy.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 19 Nov 2024</p>	<p>Place and Resources Overview Committee 12 Sep 2024</p>	<p>Cabinet Member for Customer, Culture and Community Engagement</p>	<p><i>Steven Horsler, Environmental Health Officer</i> <i>steven.horsler@dorsetcouncil.gov.uk, Janet Moore, Service Manager for Environmental Protection</i> <i>Janet.Moore@dorsetcouncil.gov.uk</i> <i>Executive Lead for Place Directorate (Jan Britton)</i></p>
<p>January 2025</p>					
<p>Quarter 3 Financial Monitoring 2024/25</p> <p>Key Decision - No Public Access - Open</p> <p>To consider the Quarter 3 financial Monitoring Report 2024/25</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 28 Jan 2025</p>		<p>Cabinet Member for Finance & Capital Strategy</p>	<p><i>Sean Cremer, Corporate Director for Finance and Commercial</i> <i>sean.cremer@dorsetcouncil.gov.uk</i> <i>Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Budget strategy and medium-term financial plan (MTFP)</p> <p>Key Decision - Yes Public Access - Open</p> <p>To consider a report and recommendation of the Portfolio Holder for Finance, Commercial and Capital Assets.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 28 Jan 2025</p>	<p>People and Health Scrutiny Committee Place and Resources Scrutiny Committee 17 Jan 2025 16 Jan 2025</p>	<p>Cabinet Member for Finance & Capital Strategy</p>	<p><i>Sean Cremer, Corporate Director for Finance and Commercial sean.cremer@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>

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

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Shareholder Committee for Care Dorset Holdings Ltd Forward Plan For the period 1 JULY 2024 to 31 OCTOBER 2024

Explanatory Note:

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

Definition of Key Decisions

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

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

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

Committee Membership 2023/24

Cllr Nick Ireland – Leader of the Council and Portfolio Holder for Governance, Performance, Communications, Environment, Climate Change and Safeguarding

Cllr Richard Biggs – Deputy Leader of the Council and Portfolio Holder for Property & Assets, Economic Growth & Levelling Up

Cllr Ryan Holloway - Portfolio Holder for Corporate Development, Transformation, Digital & Change

Cllr Steve Robinson – Portfolio Holder for Adult Social Care

Cllr Gill Taylor - Portfolio Holder for Public Health, Environmental Health, Housing, Community Safety and Regulatory Service

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
July				
Review of the Committee's Terms of Reference Key Decision - No Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 1 Jul 2024	Councillor Nick Ireland	<i>Jonathan Mair, Director of Legal and Democratic and Monitoring Officer jonathan.mair@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 1 Jul 2024	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 1 Jul 2024	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Care Dorset Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 1 Jul 2024	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
October				

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 7 Oct 2024	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk Corporate Director of Commissioning, People - Adults</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 7 Oct 2024	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Care Dorset Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 7 Oct 2024	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk, Chris Best, Interim Managing Director chris.best@caredorset.co.uk Executive Director, People - Adults</i>
Care Dorset Five Year Business Plan Key Decision - Yes Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 7 Oct 2024	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>

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Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Annual Reports				
Annual Performance Update for Council Key Decision - No Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Councillor Steve Robinson	<i>Executive Director, People - Adults</i>
Care Dorset Business Plan - 6 month review and update Key Decision - No Public Access - Open For the Shareholder Committee to consider progress in delivering the 5 year business plan, and any review of the plan as necessary.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Councillor Steve Robinson	<i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk, Mark Tyson, Corporate Director for Adult Commissioning & Improvement mark.tyson@dorsetcouncil.gov.uk Executive Director, People - Adults</i>

2023-24
32

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 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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**The Shareholder Committee for the Dorset Centre of Excellence (DCOE) Forward Plan -
For the period 10 JUNE 2024 to 30 SEPTEMBER 2024
(Publication date – 13 MAY 2024)**

Explanatory Note:

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

Definition of Key Decisions

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

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

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

Committee Membership 2024/25

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Standing items for consideration				

June

Review of Terms of Reference Key Decision - No Public Access - Open	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 10 Jun 2024	Leader of the Council	<i>Chris Harrod, Senior Democratic Services Officer chris.harrod@dorsetcouncil.gov.uk Director of Legal and Democratic Services - Monitoring Officer (Jonathan Mair)</i>
Dorset Council Delegated Decisions Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 10 Jun 2024	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Executive Director, People - Children (Theresa Leavy)</i>
Dorset Council Commissioning Report Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 10 Jun 2024	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Executive Director, People - Children (Theresa Leavy)</i>
DCoE - Report of the Chair of the Board Key Decision - No	Decision Maker The Shareholder Committee for the Dorset Centre of	Decision Date 10 Jun 2024	Portfolio Holder for People - Children, Education, Skills and Early Help	<i>Executive Director, People - Children (Theresa Leavy)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Public Access - Part exempt	Excellence (DCOE)			
September				

Dorset Council Delegated Decisions Key Decision - No Public Access - Open	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 11 Mar 2024	Councillor Byron Quayle	<i>Executive Director, People - Children (Theresa Leavy)</i>
Dorset Council Commissioning Report Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 11 Mar 2024	Councillor Byron Quayle	<i>Executive Director, People - Children (Theresa Leavy)</i>
DCoE - Report of the Chair of the Board Key Decision - No Public Access - Part exempt	Decision Maker The Shareholder Committee for the Dorset Centre of Excellence (DCOE)	Decision Date 11 Mar 2024	Councillor Byron Quayle	<i>Executive Director, People - Children (Theresa Leavy)</i>
Annual Reports				

Annual Performance Report to Council	Decision Maker The Shareholder	Decision Date	Portfolio Holder for People - Children,	<i>Executive Director, People - Children</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Key Decision - No Public Access - Open	Committee for the Dorset Centre of Excellence (DCOE)		Education, Skills and Early Help	<i>(Theresa Leavy)</i>

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People and Health Overview Committee 23 July 2024

Dorset Council Equality, Diversity and Inclusion Strategy and Action Plan

For Recommendation to Cabinet

Cabinet Member and Portfolio:

Cllr R Holloway, Corporate Development and Transformation

Local Councillor(s):

All

Executive Director:

Aidan Dunn, Executive Director Corporate Development and Chair of EDI Strategic Board

Report Author: Dr James Palfreman-Kay

Job Title: Equality, Diversity and Inclusion Officer

Tel:

Email: James.Palfreman-Kay@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

Our Equality, Diversity and Inclusion (EDI) Strategy describes what we plan to do over the next four years to deliver better outcomes for those living and working in Dorset. The strategy frames proposed action around four key objectives:

1. Understand and foster good relations with and within our communities
2. Demonstrate our leadership, partnership and organisational commitment to equality, diversity and inclusion
3. Develop and deliver inclusive and responsive services
4. Develop and support a diverse and engaged workforce

The strategy and action plan were developed through engagement with employees and stakeholders, including colleagues from the voluntary and community sector.

We met with representatives from our EDI Reference Group, employee networks, trade unions and senior officers throughout 2022, 2023 and 2024.

The EDI strategy has been developed using data on both the profile of our local communities and the make-up of the council's workforce. Work has been undertaken to provide definitions for each of our 7 local characteristics which have been taken from the 2021 census. The Local Government Association's Equality Framework has been used as a tool to assess our progress on EDI to date and to help shape our future direction of work.

A detailed action plan has been developed which assigns actions to officers.

Recommendation:

To recommend to Cabinet that it:

- Supports the adoption and supporting definitions for the 7 local protected characteristics.
- Approves the EDI Strategy and Action Plan 2024-2027
- Approves the supporting detailed EDI Action Plan which covers the period 2024-2027.

Reason for Recommendation:

1. Background

1.1 As a council we have legal duties under the Equality Act 2010 which are to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity, and
- Promote good relations between different groups of people.

1.2 We have also identified 7 local protected characteristics: the EDI strategy and supporting action plan provide an opportunity to show how we are responding to these specific groups.

1.3 It is also recognised that there is continuing and persistent inequality in society and, as a council, we have an influential community leadership role in challenging that inequality. We can ensure that what we do is always for the benefit of Dorset's residents by:

- Delivering high quality responsive services and improving customer care
- Delivering fair and equal access for all to facilities and services, free from discrimination
- Supporting a diverse and engaged workforce that represents the communities we serve

- Being more efficient – providing value for money with improved and targeted services and savings.

To ensure that our workplace and our services are meeting the needs of everyone, we have a responsibility to listen and respond better. As one of the county's largest employers, we also have a responsibility to lead by example.

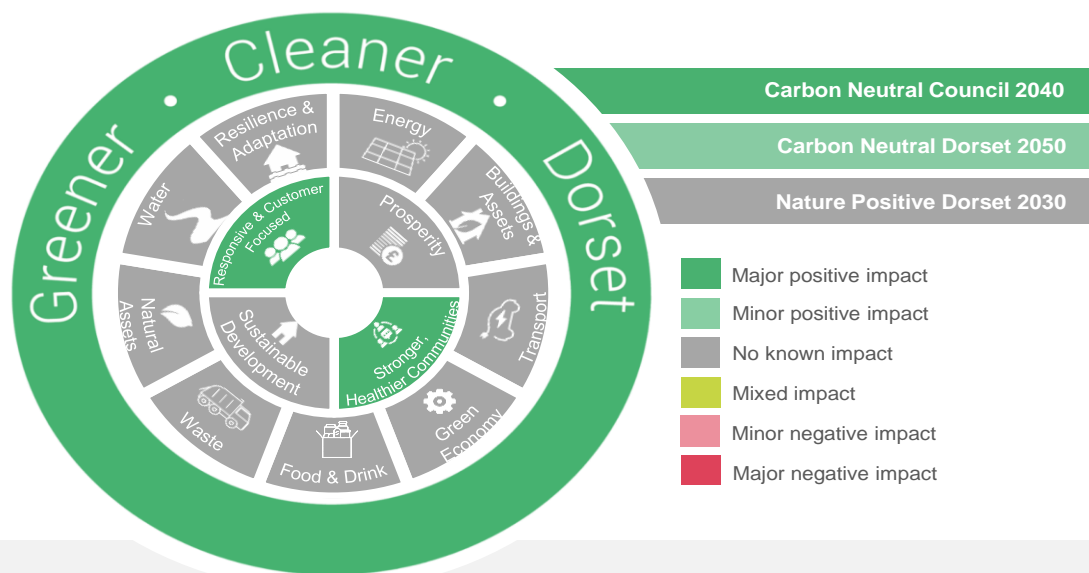
1.4 The strategy and action plan make an essential contribution to the achievement of all five priorities set out in the Council Plan. In particular, this strategy aims to support the achievement of the council's vision by focusing on the priorities of 'creating stronger, healthier communities' and a diverse and engaged workforce to enable us to 'become a more responsive, customer-focused council'.

2. Financial Implications

2.1, There are negative financial implications if we do not consider Equality, Diversity and Inclusion as part of normal business activity. The proposed EDI Strategy and Action Plan aim to mitigate this implication. For example, failure to consider EDI may results in judicial review or employment tribunal cases.

3. Natural Environment, Climate & Ecology Implications

Overall, the strategy currently seeks to have a carbon neutral impact. The current assessment illustrated in the table below is high level only. Assessments will be completed for the detailed delivery plan actions as they are developed.



Quantitative Impact on CEE targets (if known)		
	Unit	Number of units (+/-)
2030 - Natural asset extent & condition	Ha	0
2040 - Operational Emissions	CO ₂ (tonnes)	0

Accessible Table showing impacts

Natural Environment, Climate & Ecology Strategy Commitments	
Energy	Impact
Buildings & Assets	No known impact
Transport	No known impact
Green Economy	No known impact
Food & Drink	No known impact
Waste	No known impact
Natural Assets & Ecology	No known impact
Water	No known impact
Resilience and Adaptation	No known impact
Corporate Plan Aims	
Prosperity	Impact
Stronger healthier communities	no response
Sustainable Development & Housing	strongly supports it
Responsive & Customer Focused	no response

4. Well-being and Health Implications

4.1 Implementation of the EDI Strategy and Action Plan is likely to have a positive impact on well-being and health implications for our employees and residents living in the Dorset Council area.

5. Other Implications

There are no other identified implications.

6. Risk Assessment

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

Current Risk: low

Residual Risk: low

7. Equalities Impact Assessment

7.1 The whole purpose of this EDI Strategy and Action Plan is to have a positive impact on our employees and residents living within the Dorset Council area. The Equality Impact Assessment for the EDI Strategy and Action Plan is included as Appendix 3 to this report.

8. Appendices

Appendix 1: Dorset Council Equality, Diversity and Inclusion Strategy and Action Plan 2024-2027

Appendix 2: Dorset Council Equality, Diversity and Inclusion Action Plan (Detailed) 2024-2027

Appendix 3: Equality Impact Assessment

10. Background Papers

None

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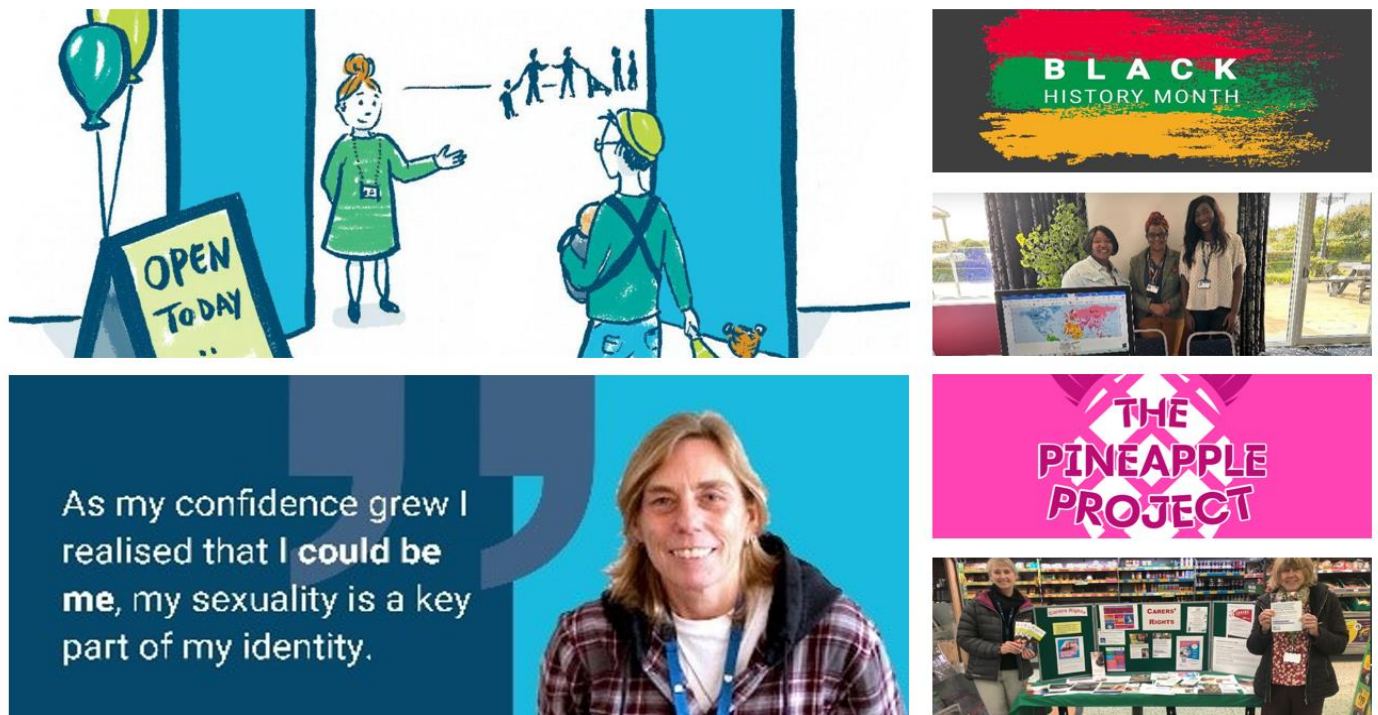
Equality, Diversity and Inclusion Strategy & Action Plan 2024-2027



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Figure 1: EDI activity within and outside Dorset Council



1. Welcome

Dorset Council has an important role to play in helping reduce inequalities in the county and safeguarding the rights of people protected by the Equality Act 2010.

As a public body and local organisation, we recognise that the council has a special responsibility to show leadership through our actions and words on equality, diversity and inclusion.

Tackling inequality, challenging discrimination, promoting inclusion and celebrating diversity helps to achieve this vision for Dorset. We are committed to leading by example, working with others, investing in communities, and listening and acting when people tell us how we can deliver better services.

We invite you to read our Equality, Diversity and Inclusion Strategy 2024-2027. This document sets out our approach, objectives and actions for Equality, Diversity and Inclusion over the next four years, building on the valuable work done to date.

By placing fairness at the centre of what we do, promoting equality of opportunity and celebrating diversity and community cohesion, we can help to build a fairer future for all.

If you would like document in an alternative format, please call 01305 221000 or email customerservices@dorsetcouncil.gov.uk

Cllr Ryan Holloway, Cabinet Member for Corporate Development and Transformation
Cllr Ryan Hope, Cabinet Member for Customer, Culture and Community Engagement
Aidan Dunn, Executive Director of Corporate Development and Chair of Equality, Diversity and Inclusion Strategic Board

2. Introduction

Our Equality, Diversity, and Inclusion (EDI) Strategy describes our plans over the next four years to deliver better outcomes for those living and working in Dorset. The intention of this strategy and supporting action plan is to make a positive difference to our residents, workforce and visitors.

Dorset Council has a legal duty to:

- eliminate unlawful discrimination, harassment and victimization
- advance equality of opportunity, and
- promote good relations between different groups of people

These provisions are found in the Equality Act 2010.

The Equality Act also introduced the term 'protected characteristics' to refer to specific aspects of a person's identity that cannot be used as a reason to discriminate against. These are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- marriage and civil partnership
- race
- religion or belief
- sex
- sexual orientation

We are following the definitions for each protected characteristic provided by the Equality Human Rights Commission, case law and guidance provided by central government and the NHS. It is important to note that carers are also protected through association with any of the above nine protected characteristics.¹

We recognise there are some additional characteristics that impact people in Dorset and their ability to access services and/or participate in public life, and we also consider these when making decisions and refer to these as 'local protected characteristics'. These include:

- armed forces
- carers
- care experience (individuals who have been in care)
- gender identity
- lone parent
- rural isolation

¹ [Protected characteristics | EHRC \(equalityhumanrights.com\)](https://www.equalityhumanrights.com/en/protected-characteristics)

- socio-economic status

Appendix 1 provides a definition we have adopted for each local characteristic. Our definitions are based on the 2021 census and other relevant information provided by the Equality Human Rights Commission, case law, guidance provided by the central government and best practices.

Under the Public Sector Equality Duty (PSED), the council is required to:

- publish relevant information demonstrating its compliance with the Equality Duty, which we do at the end of March each year
- set specific, measurable equality objectives which need to be reviewed every four years.

However, the drive behind this strategy is not just to meet a legal requirement. We recognise that there is continuing and persistent inequality in society and, as a council, we have an influential community leadership role in challenging that inequality. It will also help us ensure that what we do is always for the benefit of Dorset's residents by:

- delivering high quality responsive services and improving customer care
- delivering facilities and services which are fair, equal and free from discrimination
- being more efficient – providing value for money with improved and targeted services and savings.

To ensure that our workplace and our services are meeting the needs of everyone, we have a responsibility to listen and respond better. As one of the county's largest employers, we also have a responsibility to lead by example. This document outlines the principles and objectives that will guide us on our journey.

3. Our commitment to equality, diversity, and inclusion

The Dorset Council Plan 2022-2024 sets out our vision to “make Dorset a great place to live, work and visit”. The development of a new equality, diversity and inclusion strategy is key to achieving this vision. This strategy makes an essential contribution to the achievement of all five priorities set out in the Council Plan:

- driving economic prosperity
- creating stronger, healthier communities
- creating sustainable development and housing
- protecting our natural environment, climate and ecology
- becoming a more responsive, customer focused council

In particular, the purpose of this strategy is to support achievement of the council's vision by focusing on the priorities of 'stronger, healthier communities' and a diverse and engaged workforce to enable us to become 'a more responsive, customer focused council'.

As a council, we believe in the value of diversity in our workforce by:

- making diversity an important part of the recruiting process, which broadens our talent pool of prospective employees
- understanding different perspectives can inspire creativity and drive innovation when delivering services to our residents
- having diverse teams can increase problem solving capacity, be more productive and perform better.

The change we want to see

In developing this strategy, we talked to our colleagues and partners within Dorset to gather their views on the top priorities for equality, diversity and inclusion at the council. As a result of this activity, we have identified five high level outcomes which underpin this strategy. They are summarised below as the change we want to see over the four years of the strategy.

1. Equality, diversity and inclusion is everyone's business

Decisions are made using the lens of equality, diversity and inclusion. Elected members and employees assess the impact of decisions on our residents and colleagues and will adapt services and projects as needed to mitigate any negative impact.

2. Services and facilities are accessible to all

Dorset Council's facilities and services, whether for residents or employees, will be adapted to meet the needs of our diverse communities. We will aim to update and adapt these through co-design with our employees, customers, residents and partners to ensure they meet everyone's needs.

3. We will strengthen our relationships with communities

We will work together with our communities, building relationships based on trust and respect, coming to the table as equal partners.

We will use different methods of engagement, tailored to the needs of our diverse communities. We will have ongoing and regular conversations where we listen and act upon feedback.

4. We celebrate and support our diverse workforce

We will celebrate the benefits that a diverse workforce brings and will actively work to be as diverse as we can by creating a workplace where barriers are removed, with an inclusive culture where colleagues feel well supported.

5. The council celebrates the diversity of Dorset

Where the council leads the way with equality initiatives, or has a good news story to tell, the council will act as an advocate for everyone in Dorset.

We recognise that we have a long way still to go on our EDI journey, and culture change takes many years to achieve. We must acknowledge that the council is working under considerable constraints – for instance, the ongoing financial pressures. Whilst recognising this, it is acknowledged that undertaking council work through an EDI lens will benefit all, whether you are an employee, resident or visiting the Dorset Council area. This strategy sets out our clear direction of travel and our commitment to deliver the change required for our residents and our employees.

4. How this strategy was developed

This strategy and action plan was developed through engagement with employees and stakeholders, including colleagues from the voluntary and community sector. Throughout 2022, 2023, and 2024, we met with representatives from our EDI Reference Group, employee networks, recognised trade unions, and senior officers.

We asked questions about our key actions, rationale and success measures for this work. Drafts of this strategy were shared with these partners and their feedback was used to shape the final version to produce a genuinely co-designed strategy. This work was undertaken to embed EDI into all council activities.

We have also used the Local Government Association's Equality Framework as a tool to assess our progress on EDI to date and to help shape our future direction of work.

To support the development of our new EDI Strategy and Action plan, we have drawn on key council strategies, including those outlining our work with the voluntary and community sector, young people, the provision of library services and how we lead, manage and support the development of our employees. Where appropriate, relevant tasks have been incorporated into the action plan.

Dorset Council is committed to embedding inclusive practices, culture and behaviours to contribute towards making Dorset a great place to live, work and visit. This approach enables employees to engage fully in their work and helps our communities thrive. The need to ensure everyone is treated equitably, with dignity and respect, is at the heart of everything we do.

5. Diverse Dorset

To support us in making informed decisions, it is important that we understand who our residents and our employees are. Population and workforce data tell us that the needs of our customers, visitors and employees are continually changing; therefore, we need to anticipate and respond to current and future requirements.

5.1 Dorset Council area²

We use census information to understand who may access our services or work for us. Figure 2 (Dorset as a village of 100 residents) provides insight into who lives in the Dorset Council area.

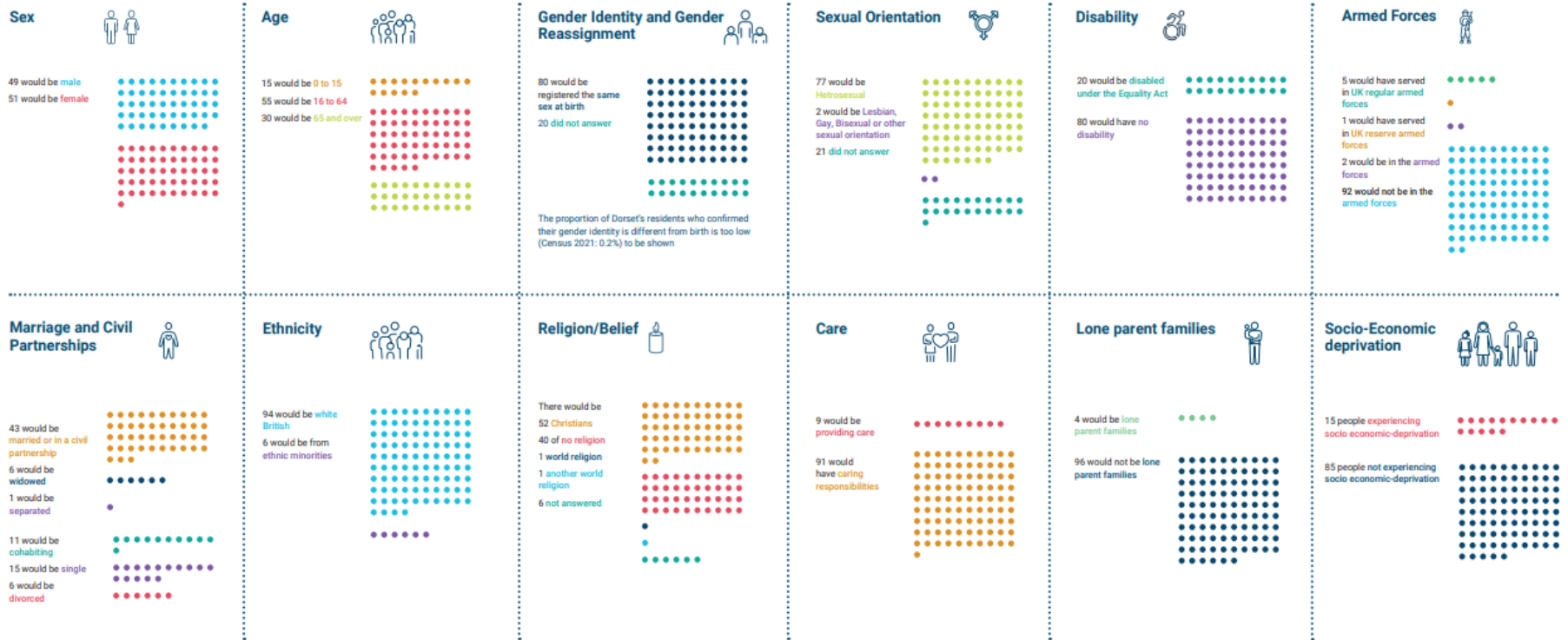
The council has recently adopted care experience as a local protected characteristic, and at the end of May 2024, we had 298 active care leavers. The 2019 Indices of Deprivation shows that 46% of the population lives in rurally isolated areas. The data provided in Figure 2 tells us that the council must consider the needs of different communities when developing policies for future employees or services for our residents.

² There is no pregnancy or maternity data provided in this section because it is not provided by the 2021 census or suitable information being available.

Figure 2: Demographic profile of the Dorset Council area

If Dorset was a village of 100 people...

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Protected characteristics are aspects of a person's identity that make up who they are. The presented characteristics are based on the Equality Act 2010 as well as the local protected characteristics Dorset Council has adopted. Data for this infographic has been taken from the 2021 census.

5.2 Dorset Council workforce

Our workforce demographic data, which we publish annually, tells us that in 2024.

- Most of our employees (96.8%) are from the United Kingdom.
- Over 50% of the workforce is aged 40-59.
- Most council employees identify as female (64.0%)
- Majority of the workforce identify as White British (62.2%) and do not have a disability (53.7%).
- A large proportion of council employees have not shared any information concerning their disability (42.8%), ethnicity (33.9%) and religion or belief (74.9%)
- The proportion of employees who identify as lesbian, gay, bisexual or other has increased and reached 1.9%.

When comparing workforce data as outlined in Appendix 2 against demographic information provided by the 2021 census, we can see our workforce is above the area average in relation to several age categories and the proportion of the workforce who identify as female. The workforce reflects the proportion of employees and residents who have shared information concerning their sexual orientation.

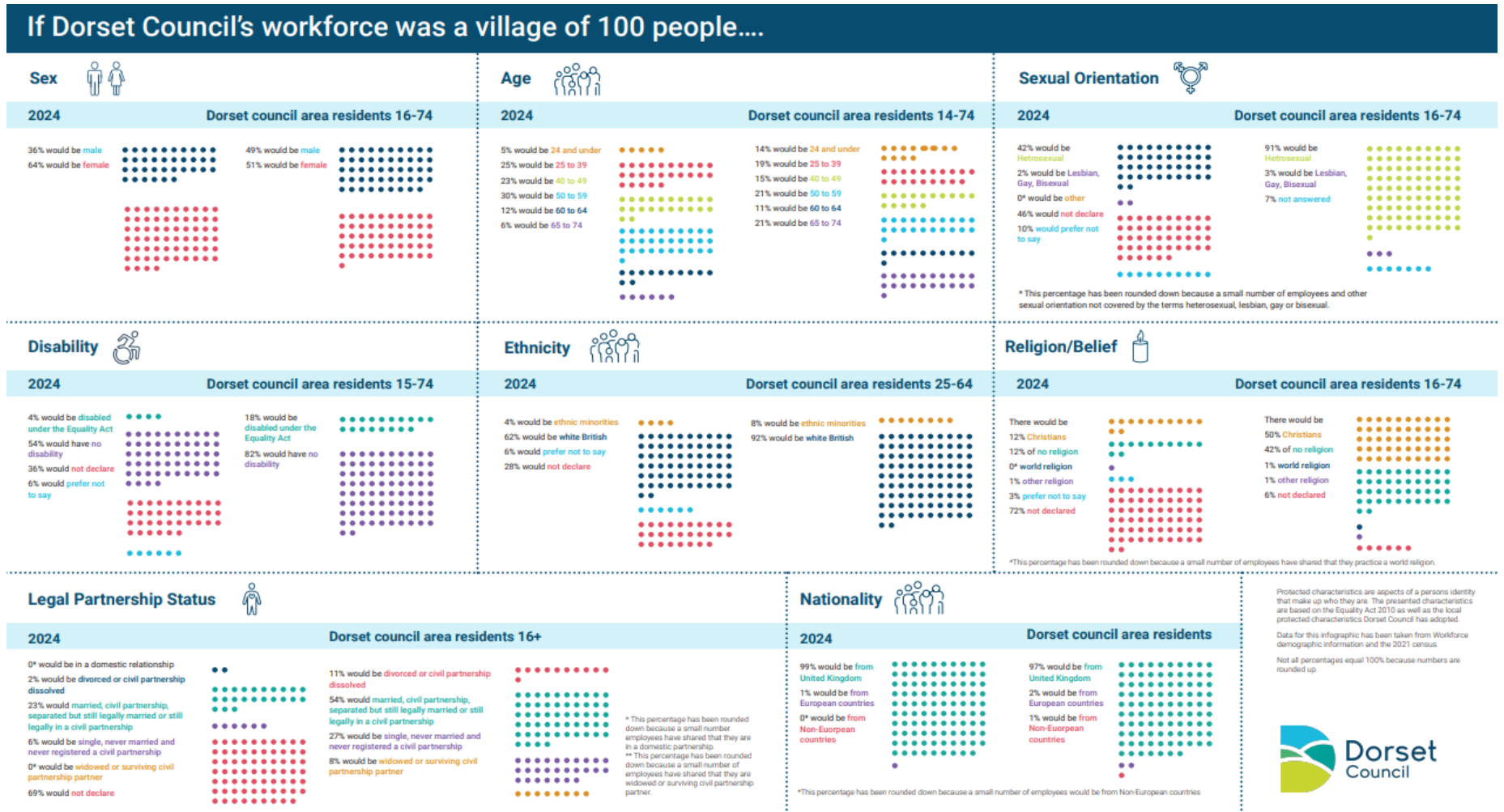
Our workforce does not reflect the communities we serve in relation to disability, ethnicity and sexual orientation. However, it should be noted that there are some big gaps in the available data. This could be because employees do not understand why the council wants this information and choose not to provide it because they do not feel confident enough to share or know they can. Further work is needed to improve the quality of data on the profile of our workforce.

As a council, we must publish information on our gender pay gap³ every year. Our Gender Pay gap as of 31 March 2023 identified that the mean hourly pay gap of 0.24% is negligible and well below the average for public and private sector organisations.

Whilst the 2021 census has published information concerning gender identity, we are unable to make any comparisons concerning gender identity as we currently do not ask our workforce this question.

³ [Gender pay gap reporting - Dorset Council](#)

Figure 3: Demographic profile of Dorset Council workforce



6. How do we currently deliver on EDI?

6.1 Governance

EDI work is being undertaken in several ways across the council, and this part of the strategy provides an overview of the activity. With the council providing over 450 services to 380,000 residents, it is vital we have clear governance structures to oversee all EDI work. The EDI Strategic Board aims to review and embed EDI activity within Dorset Council and the delivery of its services when working with partners and stakeholders. Membership of the Board is drawn from senior officers and trade unions. A member of the Senior Leadership Team leads the board.

Figure 4: EDI governance at Dorset Council 2022 to date

Group	what does it do?
Portfolio holder for Corporate Development and Transformation	The elected member holds the EDI responsibility for the council.
People and Health Overview/Scrutiny Committees	Responsible for overseeing the Council's statutory functions in relation to EDI.
Senior Leadership Team (SLT)	Ensures the strategic direction set by our councillors is followed. They make high-level decisions that have an impact on more than one area of the council. Key decisions made by individual directorates are also shared with SLT. The group meets weekly.
Senior Sponsor	Represents the voice and advocate for the Employee Network they are sponsoring within and outside Dorset Council.
EDI Strategic Board	Has strategic oversight of EDI within Dorset Council and all its external work.
EDI Operational Group	Oversees the operational EDI work within Dorset Council and the wider community.
Breaking Down Barriers Group	The purpose of this network is to provide structure for engagement and a platform for discussion and cooperation on themes or projects that contribute to improving accessibility for the residents of Dorset and the employees of Dorset Council.
EDI Reference Group	The role of the group, which comprises external organisations, is to act as a critical friend to the council and assist in delivering the council's Equality, Diversity and Inclusion Strategy and Action plan.
Network Leads Group	Provides an opportunity for Network Leads to discuss items of relevance with employees of specific relevance to the Employee Networks.

Group	What does it do?
Specific task and finish groups to progress specific pieces of work	Undertakes specific time-limited pieces of EDI work.

6.2 Current EDI activity

Dorset Council's first EDI Strategy and Action plan was published in 2021. It identified 35 actions. We have completed 14 actions and partially progressed 18 actions. A small number of actions (3) have not been progressed. We are proud of the achievements to date but realise there is more work to do, which is outlined in this refreshed strategy and action plan. An overview of activity⁴ is published annually as part of our Public Sector Equality Duty requirements.

6.3 Accreditations, charter marks, strategic commitments and frameworks

As a council, we have committed to several accreditations, charter marks, and strategic commitments:

- To promote the council as an inclusive employer
- To inform the development of inclusive policies, services and support for all who live, work and visit the Dorset Council area
- To reflect and understand the needs of the different communities we serve as a council
- To provide effective mechanisms to help us deliver on the Public Sector Equality and Armed Forces Covenant Duties

Appendix 4 provides a rationale for why we have signed each one. Resourcing requirements will be met via the EDI budget.

Figure 5: EDI Accreditations at Dorset Council



⁴ [Equality, diversity and inclusion: Our workforce data - Dorset Council](#)

7. Our equality, diversity and inclusion objectives

We have refreshed the council's equality objectives, which support the council's wider vision, based on feedback from colleagues and partners. These updated objectives are to:

- understand and foster good relations with and within our communities
- demonstrate our leadership, partnership and organisational commitment to equality, diversity and inclusion
- develop and deliver inclusive and responsive services
- develop and support a diverse and engaged workforce

These objectives align neatly with the Equality Framework for Local Government. As part of this framework, there are three levels of attainment: 'developing', 'achieving' and 'excellent'. The focus of our work up to 2027 is on fully meeting the 'developing' and 'achieving' criteria in all areas. This approach continues to build on our current achievements and provides a clear focus to inform future priorities. After 2027, we want to achieve the 'excellent' category in all the identified areas.

8. Action plan

We have developed an action plan to help us meet the four themes of the local government equality framework, aiming to make Dorset a great place to live, work and visit. It is broken down under the key priorities to be achieved within each financial year. Some priorities will be running throughout the period as they are key to providing the evidence base to inform activity and show impact. We recognise that there might be change, whether locally, nationally or internationally; if this occurs, the EDI Strategic Board will decide whether or not existing priorities need to be added or changed. Success in achieving our priorities is based on the expectation that officers will be held accountable and that the work is part of normal business activities.

An action plan has been developed by seeking feedback from identified internal stakeholders (Senior Leadership Team, EDI Strategic Board, EDI Operational Group, employee networks, trade unions), the community and voluntary sector and members of the Integrated Care Board.

Figure 7 provides a breakdown of the considered priorities. The detailed action plan is held internally by members of the EDI Strategic Board. If you want to see a copy of this action plan, please email EDI@dorsetcouncil.gov.uk.

Figure 6: Feedback from Dorset Council Officer feedback on EDI activity

“When I first joined Dorset Council five years ago, I felt like I didn’t fit in. when I checked the intranet and couldn’t find anything for Black workers like me. Although there’s been some progress, it’s been slow. One big win for me and my colleagues is seeing the Black History Month flag raised, something I’d never seen before. I’ve been part of efforts to make the hiring process better for everyone. The Council introduced courses like the Black Talent Leadership and Beyond Difference Leadership programme, thanks to the support of our Learning and Development team. Our EDI officer has been a great help, and we now work closely with our communications department to share information.”

Florence Matimba, Chair of Ethnic Minority Employee Network

“This group is highly engaged and always suggests considerations we may have overlooked. They also seem to be flexible to engage in different ways. They have shown interest in coming in person to access our libraries and help us find ways to make the spaces more inclusive. They also don’t just make assumptions on behalf of the networks they represent. They proactively look for ways to get involved and challenge us to engage with them directly.”

Officer feedback on the impact of the EDI Reference Group

Figure 7: Dorset Council top level priorities 2024-2025

Dorset Council EDI top level priorities
Top-level priorities 2024-2025
<ul style="list-style-type: none">• embed care experience as a local protected characteristic across all business activities at Dorset Council.• deliver an organisational approach to translation, interpretation and alternative formats• complete the Wellbeing Service review• publish a Dorset Council Transgender inclusion policy for future and current employees• ensure EDI is a core element of transformation work• ensure Dorset Council workplaces are accessible and inclusive for all• share the learning from the 'Dorset Leading for Inclusion' Change Agents Programme with officers and members to shape future organisational activity• aim for 100% completion of EDI mandatory training for all officers and members• encourage applicants, employees and members to share demographic data at key points throughout the year. This will help the council address any gaps, identify future priorities, and foster a culture of respect and belonging.

Figure 8: EDI activity within and outside Dorset Council



Appendix 1: Definitions adopted for Dorset local protected characteristics

It is important to provide a definition for each of our local characteristics. The council draws on these definitions to measure our activity in relation to each characteristic which are based on the 2021 Census, NHS and central government.

Figure 9: Dorset Council local characteristic definitions

Local characteristic	Definition
Armed Forces Veteran ⁵	People who have previously served in the UK armed forces. This includes those who have served for at least one day in armed forces, either regular or reserves, or Merchant Mariners who have seen duty on legally defined military operations.
Carers ⁶	An unpaid carer may look after, give help or support to anyone who has long-term physical or mental ill-health conditions, illness or problems related to old age. This does not include any activities as part of paid employment. This help can be within or outside of the carer's household.
Care experience	An organisational definition has not been agreed upon. It is a priority for 2024.
Gender Identity ⁷	Refers to a person's sense of their own gender, whether male, female or another category such as non-binary. This may or may not be the same as their sex registered at birth. We are aware that the quality of this data has been questioned and will continue to follow guidance provided by the Office for National Statistics. ⁸
Lone parent family ⁹	A family with a single male or female parent living with either dependent or non-dependent children. Note: The definition of a lone parent does not make any distinction between situations where a child has regular contact and/or partly resides with their other parent and a child who solely resides with and is cared for by one parent. Only the parent living with their children is included in the estimated number of lone-parent families and households

⁵ [UK armed forces veterans, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

⁶ [NHS commissioning » Who is considered a carer? \(england.nhs.uk\)](https://www.england.nhs.uk)

⁷ [Gender identity, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

⁸ [Quality of Census 2021 gender identity data - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

⁹ [Families and households in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Local characteristic	Definition
Rural isolation ¹⁰	People who live in areas of the county that have been highlighted nationally as being a significant geographical distance to a range of important local services.
Socio-economic status ¹¹	<p>A household is considered to be deprived if it meets two of the following dimensions or more.</p> <ul style="list-style-type: none"> • Education: A household is classified as deprived in the education dimension if no one has at least level 2 education and no one aged 16 to 18 years is a full-time student. • Employment: A household is classified as deprived in the employment dimension if any member, not a full-time student, is either unemployed or economically inactive due to long-term sickness or disability. • Health: A household is classified as deprived in the health dimension if any person in the household has general health that is bad or very bad or is identified as disabled. People who have assessed their day-to-day activities as limited by long-term physical or mental health conditions or illnesses are considered disabled. This definition of a disabled person meets the harmonised standard for measuring disability and is in line with the Equality Act (2010). • Housing: A household is classified as deprived in the housing dimension if the household's accommodation is either overcrowded, in a shared dwelling, or has no central heating.

¹⁰ [English Indices of Deprivation 2019: technical report \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/812222/english-indices-of-deprivation-2019-technical-report.pdf)

¹¹ [Household deprivation variable: Census 2021 - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/people-and-population/census-2021/census-2021-deprivation-variables)

Appendix 2: Workforce at Dorset Council 2021-2024

Tables 1 to 8 compare the proportion of the workforce against the working population for the Dorset Council area. The population data for Dorset, England and Wales has been provided by the Office of National Statistics: Census 2021. The presented resident data by age group may vary between protected characteristics because this is how it has been shared by the ONS.

Table 1: Proportion of Dorset Council workforce by age 2022-2024

Age	2022	2023	2024	Dorset council residents 14-74	Dorset council area (all residents)	England and Wales (all residents)
24 and under	4.5%	4.7%	4.7%	14.0%	19.2%	29.1%
25-39	25.1%	24.6%	24.8%	19.4%	14.1%	20.2%
40-49	23.4%	23.4%	23.1%	14.7%	10.7%	12.7%
50-59	31.3%	30.5%	29.7%	20.6%	14.9%	13.7%
60-64	10.1%	11.1%	11.7%	10.5%	7.6%	5.8%
65-74	5.5%	5.6%	6.1%	20.9%	15.1%	9.9%

Table 2: Proportion of Dorset Council workforce by Disability 2022-2024

Disability	2022	2023	2024	Dorset council residents 15-74	Dorset council area (all residents in households)	England and Wales (all residents in households)
Disclosed disability	3.0%	3.6%	3.5%	17.9%	19.3%	17.1%
No Disability	57.6%	54.8%	53.7%	82.1%	80.7%	82.9%
Not declared	32.0%	34.6%	36.4%	N/A	N/A	N/A
Prefer not to say	7.5%	7.1%	6.4%	N/A	N/A	N/A

Table 3: Proportion of workforce by ethnicity at Dorset Council 2022-2024

Ethnic minorities	2022	2023	2024	Dorset Council residents 25-64	Dorset council (all residents)	England and Wales (all residents)
Arab	<0.0%	<0.0%	0.0%	0.1%	0.1%	0.6%
Asian	0.4%	0.3%	0.3%	1.5%	1.1%	9.3%
Black	0.7%	0.6%	0.6%	0.4%	0.3%	4.0%
Mixed	0.5%	0.6%	0.4%	1.6%	1.2%	2.9%
Other	0.2%	0.2%	0.1%	0.4%	0.3%	1.6%
White: Gypsy/Irish Traveller	<0.0%	<0.0%	<0.0%	0.2%	0.2%	0.1%
White: Irish	0.6%	0.6%	0.5%	0.4%	0.5%	0.9%
White: Other	1.8%	1.6%	1.7%	3.0%	2.5%	6.2%
Ethnic minorities	4.2%	4.0%	3.9%	7.6%	6.1%	25.6%
White: British	65.6%	63.5%	62.2%	92.4%	93.9%	74.4%
Prefer not to say	8.0%	7.4%	6.2%	N/A	N/A	N/A
Not declared	22.2%	25.1%	27.7%	N/A	N/A	N/A

Table 4: Proportion of workforce by legal partnership 2022-2024

Legal partnership status	2022	2023	2024	Dorset council area (all residents aged 16 years and over)	England and Wales (all residents aged 16 years and over)
Domestic partnership	0.2%	0.2%	0.1%	N/A	N/A
Divorced or civil partnership dissolved	2.1%	2.2%	2.2%	10.8%	9.1%
Married, civil partnership, separated but still legally married or still legally in a civil partnership	23.9%	22.9%	22.5%	53.7%	46.8%
Single, never married and never registered a civil partnership	6.4%	6.2%	5.9%	27.4%	37.9%
Widowed or surviving civil partnership partner	0.4%	0.4%	0.4%	8.2%	6.1%
Not declared	67.0%	68.2%	68.7%	N/A	N/A

Table 5: Proportion of workforce by nationality 2022-2024

Nationality	2022	2023	2024	Dorset council residents (all)	England and Wales (all residents)
United Kingdom	98.7%	98.7%	98.8%	96.8%	90.2%
European countries	1.0%	1.0%	0.8%	2.3%	6.1%
Non-European countries	0.1%	0.2%	0.4%	0.9%	3.7%

Table 6: Proportion of workforce by religion and belief 2022-2024

Religion and Belief	2022	2023	2024	Dorset council residents 16-74	Dorset council residents (all)	England and Wales (all residents)
Buddhist	0.1%	0.2%	0.2%	0.5%	0.4%	0.5%
Christian	13.1%	12.4%	11.9%	49.5%	51.6%	46.2%
Hindu	0.1%	<0.0%	<0.0%	0.2%	0.2%	1.7%
Jewish	<0.0%	<0.0%	<0.0%	0.1%	0.1%	0.5%
Muslim	<0.0%	0.0%	0.1%	0.4%	0.4%	6.5%
Sikh	0.0%	0.0%	0.0%	<0.0%	0.0%	0.9%
Other	0.7%	0.9%	0.9%	0.8%	0.6%	0.6%
No religion	11.4%	11.8%	11.9%	42.1%	40.1%	37.2%
Not declared	70.3%	70.8%	71.5%	6.3%	6.5%	6.0%
Prefer not to say	4.2%	3.8%	3.4%	N/A	N/A	N/A

Table 7: Proportion of Dorset Council workforce by sex 2022-2024

Sex	2022	2023	2024	Dorset council residents 16-74	Dorset council area (all residents)	England and Wales (all residents)
Female	63.9%	64.3%	64.0%	51.1%	51.4%	51.0%
Males	36.1%	35.7%	35.8%	48.9%	48.6%	49.0%
Prefer not to say	N/A	0.1%	0.1%	N/A	N/A	N/A

Table 8: Dorset Council workforce by sexual orientation 2022-2024

Sexual orientation	2022	2023	2024	Dorset council residents 16-74	Dorset council area residents (16 yrs and over)	England and Wales (16 yrs and over)
Lesbian, Gay Bisexual and Other	1.5%	1.8%	1.9%	2.6%	2.2%	3.1%
Heterosexual	41.7%	42.0%	42.8%	90.8%	90.6%	89.4%
Not declared	46.4%	46.3%	46.3%	N/A	N/A	N/A
Declined	<0.0%	0.0%	0.0%	N/A	N/A	N/A
Prefer not to say	10.5%	9.9%	9.9%	N/A	N/A	N/A
Did not answer	N/A	N/A	N/A	6.6%	7.2%	7.5%

Appendix 3: Accreditations, charter marks, strategic commitments and frameworks

Local and national protected characteristic	Accreditations, charter marks and strategic commitments	Why have we signed this commitment?
All protected characteristics	Equality Framework for Local Government	We are drawing on the framework because it helps councils: <ul style="list-style-type: none"> • deliver accessible, inclusive and responsive services to customers and residents in their communities including those from under-represented groups. • employ a workforce that reflects the diversity of the area they are serving. • provide equality of opportunity for all staff. • meet the requirements of the Public Sector Equality Duty and support any aspirations to exceed these.
Age	Age-friendly Employer pledge	47.2% of our workforce is from the age group 50-74. As a council, we want to recognise the value of our workforce.
Armed Forces	Armed Forces Covenant	The 2021 census identified that 14.2% (45,768) of our residents are veterans. Through our covenant work, we want to ensure that the services we offer recognise the needs of our veterans and their families.
Disability	Disability Confident	As one of the largest employers in Dorset, we believe it is appropriate to take a leading role in recruiting, retaining and supporting the career development of disabled people.
Race	Social Care, Workforce Race Equality Standard	Social Care Workforce Race Equality Standard identifies issues and measures improvements in the workforce with respect to the experiences of people from ethnic minorities. Our goal is to promote Dorset Council as an anti-racist organisation.
Mental health	Mindful Employer ¹²	We are committed to supporting the mental health of all our employees. Membership of this charter supports our work in this area.

Local and national protected characteristic	Accreditations, charter marks and strategic commitments	Why have we signed this commitment?
Religion and Belief	International Holocaust Remembrance Alliance (IHRA) working definition of antisemitism	Central government required councils to adopt this definition.

As a member of the Dorset Integrated Care Board (ICB), we have signed the South West Leading for Inclusion Strategy. The purpose of the strategy is to:

- create a culture where our people feel valued, heard, and able to be their best selves at work
- develop our leaders to be compassionate and inclusive in all they do
- recruit, develop, and retain a more diverse workforce to ensure equitable representation with an initial focus on disabilities, race and ethnicity, and LGBTQ+
- improve staff experience across all protected characteristics to ensure the South West NHS (with a specific focus on the Dorset Integrated Care System) is the best place to work

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Dorset Council Equality, Diversity and Inclusion (EDI) Action Plan 2024-2027

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Equality, Diversity and Inclusion Action Plan 2024-2027

1. How has the action plan been organised?

The action plan has been divided into four objectives based on the LGA Equality Framework and three areas: indicator, measurement and actions. The indicator column provides the criteria we are planning to meet, and the second column outlines our measurement and what tasks are being undertaken. It is recognised that the person responsible for each task may delegate this responsibility to another. If this occurs the individual identified will still be expected to provide a report on activity. It is also important to view the action plan as a living document which may result in a change in task and date for completion.

2. How will progress be monitored?

Monitoring activity will be the overall responsibility of the EDI Strategic Board, who will receive reports on activity for each meeting. The following reporting process is being introduced to help with the provision of updates. It would cover the following areas:

- Objective/Local Government Association (LGA) Theme
- Indicator
- Measure
- Task
- Who is responsible for the task?
- Date for completion
- What is our starting position in relation to this task?
- What quantitative and qualitative data is available concerning this task?
- Is there any evidence of impact to date in relation to this task?
- What quantitative and qualitative data is available to support the impact?
- Any issues of concern or risks in relation to this task
- Recommendations

A RAG approach is being introduced to help with the tracking and completion of identified tasks within the EDI action plan.

- Green – The task is going well and is progressing as planned.
- Amber – the task is progressing, but it is facing potential issues. Support maybe required from the Board or Operational Group members.
- Red – there are problems with the specific action. Action is required from the Board or Operational Group members.

Objective 1: Understand and foster good relations with and within our communities

Indicator 1.1: Collection and sharing of information

Developing category: The council has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect share and use equality information with partners.

Measurement: Dorset Council is clear about what sources of information (both local and national) are relevant and useful. The council knows what information is already being collected internally and by its partners, including voluntary and community sector stakeholders. Some information and data have been gathered and published. The organisation is working with its partners to ensure information is shared effectively. Partners ensure efficient collection of data that avoids duplication. The council is compliant with GDPR legislation in its collection, analysis, storage and use of data and information.

No	Tasks	Who	By When
1.1.1	Understand what community information is currently collected by different Directorates and partners.	Principal Research Officer – Social	End of December 2024
1.1.2	Ensure employees undertake data protection training, which is available via the Learning Hub.	All line managers	Ongoing
1.1.3	Publish an EDI dashboard which provides information concerning the different communities living within the Dorset Council area by protected characteristics.	Equality, Diversity and Inclusion Officer, Business Intelligence Team	End of December 2024
1.1.4	Promote information on the different communities living in Dorset to employees and partners through the Data and insight for Dorset and EDI SharePoint pages.	Principal Research Officer – Social	Ongoing

Indicator 1.1: Collection and sharing of information

Achieving category: Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared appropriately across the organisation and with partners, informing the planning of services and contributing to better outcomes.

Measurement: Information is analysed on the basis of different communities, including those sharing protected characteristics. Quantitative and qualitative research methods are used to gather data and information. National and regional data is used and analysed. Information from ward councillors is gathered in a systematic way. Data is easily accessed, shared and used by departments across the organisation. The council is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories. Information is being shared to identify and measure equality needs and to understand and measure outcomes for the area. There are robust and effective protocols in place for sharing information between partners and within the council and to ensure data protection. Information is being captured about health and the social determinants of health including socio-economic deprivation and other inequalities.

No	Tasks	Who	By When
1.1.5	Publish EDI Dorset Council data as part of the annual public sector equality duty reporting.	Equality Diversity and Inclusion Officer	The end of March each year
1.1.6	Ensure Dorset Council systems ask the standard demographic questions when appropriate.	Head of ICT Operations	Ongoing
1.1.7	Monitor complaints and compliments by protected characteristics to follow any inequality or discrimination.	Complaints Manager, Assurance	Ongoing

Indicator 1.2: Analysing and using data information

Developing category: Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.

Measurement: Dorset Council is developing and improving systems for collating and analysing the different sets of data being collected. Information is collected by front-line employees or key decision makers and taken account of. Information captured about inequalities is used in decision-making. The council is compliant with GDPR legislation, analysis and use of data and information.

No	Tasks	Who	By When
1.2.1	Ensure all surveys that are shared with the public ask the full range of demographic questions.	Principal Research Officer – Social, Senior Consultation & Engagement Officer	Ongoing
1.2.2	Data provided by the Residents Survey is used to inform service planning, commissioning, and decision-making.	Principal Research Officer – Social, Senior Consultation & Engagement Officer	Ongoing
1.2.3	Available data is used to inform the setting of relevant equality objectives and equality impact assessment work.	Principal Research Officer – Social, Senior Consultation & Engagement Officer	Ongoing
1.2.4	Ensure employees undertake data protection training available via the Learning Hub.	All Line Managers	Ongoing

Indicator 1.2: Analysing and using data information

Achieving category: Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.

Measurement: Data is used to inform the setting of relevant equality objectives, and these are regularly monitored. Data is used in service planning, commissioning and decision making. Data is continuously gathered and analysed. Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Information and data are used effectively as part of impact assessment/risk assessment ensuring due regard is given to the public sector equality duty. Performance data is monitored against equality objectives and outcomes with key partners and other stakeholders. EDI outcomes for commissioned and procured services are monitored and reported on.

No	Tasks	Who	By When
1.2.5	Available Dorset Council and system data are used to inform the setting of relevant equality objectives and priorities at EDI Strategic Board meetings.	EDI Strategic Board members	Every three months
1.2.6	Grant funding applications are analysed by national and local protected characteristics to establish which communities are being funded.	Grants Monitoring Officer	Ongoing
1.2.7	Work with EDI groups based in Dorset to prepare them to build capacity to make applications for funding.	Grants Monitoring Officer, Equality Diversity and Inclusion Officer	Ongoing

Indicator 1.3: Effective community engagement

Developing category: Throughout the organisation, a whole council approach to developing inclusive community engagement structures is being developed. Communities have opportunities to be involved in decision-making.

Measurement: The council has an agreed approach to engagement. It is clear about different levels of engagement (i.e. informing, consulting, participating, co-producing) and when these are appropriate. Engagement structures are in place. There are opportunities for under-represented groups to engage with decision making. The organisation can evidence examples of these opportunities. Shared engagement structures/mechanisms are in development with partners. There are some shared engagement activities with partners.

No	Tasks	Who	By When
1.3.1	Development, publication and delivery of the actions identified in the Dorset Council Community Strategy. It outlines how we will make a greater difference to those in our communities who need support.	Business Partner - Communities & Partnerships, Equality Diversity and Inclusion Officer Senior Consultation & Engagement Officer	July 2026
1.3.2	Promote the council's approach to consultation and engagement, which is published on the intranet/website. Consultation and Engagement - Home (sharepoint.com)	Senior Consultation & Engagement Officer	Ongoing
1.3.3	Ensure good representation of EDI groups at funding workshops.	Grants Monitoring Officer, Equality Diversity and Inclusion Officer	Ongoing
1.3.4	Collaborate with the Armed Forces Covenant programme to develop the library service's role in supporting members of the Armed Forces and their families in Dorset.	Libraries, Business Partner - Communities & Partnerships, Covenant Programme Board	December 2024
1.3.5	Collaborate with the Dorset Council EDI groups, networks, and governance to improve the provision of accessible services.	Assets and Regeneration, Libraries, Equality Diversity and Inclusion Officer	December 2024

Indicator 1.3: Effective community engagement

1.3 Achieving category: Integrated engagement mechanisms and structures are in place to involve stakeholders in scrutinising service delivery, decision-making and progress. The council engages with all its communities when making decisions, including those from under-represented groups.

Measurement: People from under-represented groups are encouraged and enabled to participate in decision-making. A range of engagement methodologies are used. Priorities have been changed as a result of community engagement with a clear and demonstrable evidence basis. The organisation and its partners share information and the results of engagement activities to ensure that particular groups are not being over consulted with. There is an increase in the involvement of underrepresented groups. Engagement with the community and voluntary sector and the wider community effectively inform decisions. There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing priorities. Feedback is given and people in the community are able to challenge and have their views taken account of.

No	Tasks	Who	By When
1.3.6	Involve local people/EDI groups in decisions and issues that affect them, which builds trust and confidence in council processes and decision-making.	All employees Senior, Consultation & Engagement Officer, Equality Diversity and Inclusion Officer	Ongoing
1.3.7	An annual increase in the improvement of underrepresented groups engaging with Dorset Council.	All employees Senior, Consultation & Engagement Officer, Equality Diversity and Inclusion Officer	Ongoing
1.3.8	Collaborate with partners and the community and voluntary sector on EDI issues e.g. Gypsy & Traveller Liaison Group, Dorchester Access Group and South Dorset Access Forum.	Equality Diversity and Inclusion Officer	Ongoing
1.3.9	Provide space where residents can connect with health and wellbeing opportunities, partners and groups.	Adult Social Care, Our Dorset Integrated Care System, Public Health Dorset, LiveWell Dorset,	December 2025

No	Tasks	Who	By When
1.3.10	Explore connecting with Dorset's health and care networks and promote the library's social prescribing offer.	Our Dorset Integrated Care System	Ongoing
1.3.11	Continue to support Dorset Council residents who are experiencing cost of living challenges through specific projects.	Dorset Together: Cost of Living Group	Ongoing

Indicator 1.4: Fostering good community relations

Developing level: Structures are in place within the council and across partnerships to understand community relationships and map community tensions.

Measurement: There are joint partnerships responsible for monitoring community tensions. The council has a strategy in place to consider community cohesiveness. Council communications/ promote positive relations.

No	Tasks	Who	By When
1.4.1	Provide updates on harassment and hate crimes and the response, including violence against women and girls, at meetings of the EDI Operational Group.	Service Manager for Community Safety	Ongoing
1.4.2	To put in place a strategy to strengthen community cohesion.	Service Manager for Community Safety, Equality Diversity and Inclusion Officer	Summer 2025
1.4.3	Establish libraries as inclusive, welcoming and trusted spaces, offering refuge and support.	Libraries, Communities and Engagement	Ongoing
1.4.5	To continue participation in refugee resettlement and asylum seekers programmes.	Manager for Refugee Resettlement, Service Manager for Ukraine, Libraries	Ongoing

Indicator 1.4: Fostering good community relations

Achieving level: The council and its partners strongly understand the quality of relations between different communities and collectively monitor relations and tensions. They are actively engaged in planning and delivering activities that foster good relations.

Measurement: Harassment and hate crimes are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified. Members play a role in monitoring community relations and reporting intelligence. Data is available, and it is disaggregated to cover the protected characteristics. Data and intelligence are regularly analysed and acted upon. Stakeholders and communities are involved in the monitoring of community relations and cohesion.

No	Task	Who	By When
1.4.6	Working in partnership with community groups and Dorset Police to monitor harassment and hate crimes and take appropriate action, which involves media campaigns or delivering development opportunities.	Service Manager for Community Safety, Equality Diversity and Inclusion Officer	Ongoing

Indicator 1.5: Participating in public life

Developing category: Dorset Council has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.

Measurement: The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.

No	Tasks	Who	By When
1.5.1	People that are taking part in local democracy and representation to share their demographic information on a voluntary basis.	Service Manager for Democratic Services	Ongoing
1.5.2	Invite the individuals that are supporting their local communities as school governor or as board members of voluntary /statutory sector to share their demographic information on a voluntary basis.	Corporate Director Education and Learning, Service Manager for Democratic Services	Ongoing

Indicator 1.5: Participation in public life

Achieving category: Local people are encouraged to participate in public life or in other activities where they are under-represented. The council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.

Measurement: The council actively informs and involves local people, including under-represented groups, in opportunities for public participation. The range of participation is wide - from involvement in service consultations to participation in community-based forums, to becoming school governors etc. Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.

No	Tasks	Who	By When
1.5.3	Facilitate opportunities and provide support for Dorset residents to participate in the democratic process, for instance, remote attendance, inclusive access to meetings etc	Service Manager for Democratic Services	Ongoing
1.5.4	Provide opportunities, activities or events for engagement with democratic processes (e.g. Youth Parliament elections, councillor shadowing opportunities, and activities for International Democracy Day).	Service Manager for Democratic Services, Youth Voice Manager	Ongoing

Objective 2: Demonstrate our leadership, partnership and organisational commitment to equality, diversity and inclusion within the Dorset Council area

Indicator 2.1: Political and officer leadership

Developing category: The political and executive leadership of Dorset Council have publicly committed to reducing inequality, fostering good community relations and challenging discrimination.

Measurement: Senior leaders in the council have stated their commitment to a diverse workforce and have made clear what is expected from employees when delivering services to the community. Leadership on EDI is demonstrated in a way that is recognised and understood by the organisation and local communities. Leaders have publicly committed to improving equality in their area. There is some evidence of action, not just ‘talking about it’. The organisation has established and publicised a strong business case for its equality work. There is evidence that the organisation is aware of the socio-economic duty within the Equality Act 2010. The organisation regularly communicates its commitment to promoting equality to employees and the community. There is evidence that publications reflect the organisation’s commitment to equality and fostering good relations. There is adequate resourcing and some expertise for EDI work across the organisation.

No	Tasks	Who	By When
2.1.1	Members of the Extended Leadership Team and elected members provide strategic support to the council by holding membership of several EDI accreditations, charter marks, strategic commitments, and frameworks. The EDI Strategic Board is responsible for agreeing on the process for undertaking any relevant resourcing which is built into work plans.	Cabinet member for Corporate Development and Transformation, Cabinet member for Customer, Culture and Community Engagement	Ongoing
2.1.2	Dorset Council signs the Unison anti-racist charter, which requires the council to make several commitments within 12 months of signing.	Executive Director (Corporate Development S151)	End of October 2024
2.1.3	Members of the Extended Leadership Team communicate their commitment to EDI at key points throughout the year. Examples of this commitment could include sponsoring employees to undertake	Senior Leadership Team, Corporate Leadership Team	Ongoing

No	Tasks	Who	By When
	appropriate development, supporting employees to join an Employee Network or adopting an EDI ROADmap objective(s) which supports aspects of the work outlined in this action plan.		
2.1.4	To ensure there is a nominated, elected member who acts as the EDI representative for the council.	Elected Members, Senior Leadership Team, Corporate Leadership Team	Ongoing
2.1.5	To ensure a representative from the senior leadership team acts as the Chair of the EDI Strategic Board.	Senior Leadership Team, Corporate Leadership Team	Ongoing
2.1.6	Senior leaders share a zero-tolerance commitment to bullying, harassment and discrimination at key points throughout the year via Team meetings, manager/leadership forums, Directorate meetings and organisational events. This would involve sharing relevant policies and available support.	Senior Leadership Team, Corporate Leadership Team	Ongoing
2.1.7	Corporate Directors agree to become senior sponsors of Employee Networks every two years.	Senior Leadership Team, Corporate Leadership Team	Ongoing
2.1.8	Senior Leaders attend EDI events within and outside the council and draw on this learning to share and inform organisational practice.	Senior Leadership Team, Corporate Leadership Team	Ongoing
2.1.9	An annual budget is in place to support EDI work within and outside the council.	Business Partner - Communities & Partnerships, Equality Diversity and Inclusion Officer	Ongoing
2.1.10	To ensure Dorset Council shows 'due regard' to the principles of the Armed Forces Act 2021	Business Partner - Communities & Partnerships	Ongoing

Indicator 2.1: Political and officer leadership

Achieving category: Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.

Measurement: Senior leaders can demonstrate their commitment to EDI in decision-making and how this informs the way the organisation responds to challenges. Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'. There is evidence that equality considerations inform their decision-making. Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible. The council promotes a positive narrative around EDI and good relations across the whole community. It has influence in wider communities and partnerships, on a range of cohesion issues such as countering far right extremism. The council has adopted some of the key policies of the socio-economic duty when taking decisions. There are examples of where the organisation and its partners have had to take unpopular decisions and can evidence how it has involved the community in reaching the decision. The organisation is up to date with language and concepts and has the cultural competence and confidence to have difficult conversations around EDI issues. The organisation has taken steps to counter negative stereotypes or dispel myths.

No	Tasks	Who	By When
2.1.11	Share the learning from the 'Leading for Inclusion Dorset Change Agents Programme' with employees and elected members to shape future organisational activity.	Employees who have undertaken the programme	December 2024
2.1.12	Elected members and senior employees proactively facilitate discussions on EDI matters, which attract public and media interest. When this occurs, elected members/senior employees are provided with relevant briefings.	Elected members, Extended Leadership Team	Ongoing
2.1.13	Deliver a programme of key EDI events to raise awareness and understanding of the inequality facing different communities in partnership with relevant stakeholders. Learning from these development opportunities can be used to improve inclusivity.	Members of the Integrated Care System, Internal partners (Directorates, Employee Networks and Trade Unions)	Ongoing

Indicator 2:2 Priorities and partnership working

Developing category: Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local EDI priorities are addressed.

Measurement: Corporate and partnership documents capture the commitment of the organisation and partners to equality. Equality objectives are reflected in local strategic planning. There is support and investment in the voluntary and community sector that it is able to work as a network or collective with the council.

No	Tasks	Who	By When
2.2.1	Establish what corporate and partnership documents are in place at Dorset Council with the aim of establishing whether they need to be updated to include EDI objectives.	Corporate Policy and Performance Officer, Equality Diversity and Inclusion Officer	Ongoing
2.2.2	Funded opportunities based on identified need is available for the voluntary and community sector to work with Dorset Council on EDI matters.	Business Partner - Communities & Partnerships, Adults and Children's Commissioning, Procurement	Ongoing

Indicator 2.2: Priorities and partnership working

Achieving category: There is a coherent, shared vision of EDI for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.

Measurement: Key stakeholders have been involved in developing the shared vision of EDI for the area. The shared equality priorities, objectives and outcomes for the local area are understood and acted on at all levels within the organisation. The council looks beyond traditional partners and includes the voices of smaller influencing organisations. The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and an intersectional understanding of health inequality. The results of these activities contribute directly to the development of the organisation's objectives.

No	Tasks	Who	By When
2.2.3	The voluntary and community sector is invited to share feedback on EDI policies and action plans. The information provided is used to enhance proposals.	Equality Diversity and Inclusion Officer	Ongoing
2.2.4	EDI programme members of the Integrated Care System are invited to share feedback on EDI policies and action plans. The information provided is used to enhance proposals.	Equality Diversity and Inclusion Officer	Ongoing

Indicator 2.3: Using Equality Impact Assessment

Developing category: Due regard is taken to the aims of the general equality duty when conducting business as usual, making decisions and when setting policies.

Measurement: The council has an agreed approach to conducting equality analysis/impact assessment of policy and service decisions. This process includes both business as usual issues and decision making. Training and support on equality analysis and impact assessment is available for employees. Impact assessments take account of the views of those affected by the policy or decision. There is a process for ensuring that equality impact assessments are sufficiently robust.

No	Tasks	Who	By When
2.3.1	Promote the council approach to undertaking equality analysis/impact assessment via the intranet and key meetings (e.g. employees induction, managers/leaders forums) and via the Learning hub.	All employees, Elected members	Ongoing
2.3.2	Publish the refreshed Equality Impact Assessment pages	Equality Diversity and Inclusion Officer	November 2024

Indicator 2.3: Using Equality Impact Assessment

Achieving category: Equality analysis/impact assessment is integrated systematically into planning, decision making and performance reviews across the organisation.

Measurement: The agreed approach to conducting equality analysis/impact assessment of policy and service decisions is used across the whole organisation. Assessments are undertaken at an appropriate stage. There is senior level commitment to using and understanding equality analysis/impact assessment to inform planning and decision making. The majority of the organisation's assessments are accessible, robust and meaningful. There is evidence that members and senior leaders routinely take account of equality analysis/impact assessment when making decisions. Members challenge poor quality equality assessments. Decisions around budget cuts and savings have taken account of cumulative impact. The findings, recommendations and conclusions are shared effectively to inform decisions and planning. Mitigating actions are identified where appropriate.

Achieving Actions

No	Tasks	Who	By When
2.3.3	Establish an electronic process that ensures the equality impact is considered and evidenced as part of any proposal to a Dorset Council committee. This process also tracks and reports on the impact of any subsequent activity.	Equality Diversity and Inclusion Officer	December 2025
2.3.4	Develop case studies that show how equality analysis/impact assessment is being used to inform planning and decision-making.	Equality Diversity and Inclusion Officer	Ongoing
2.3.5	Publish an update on equality analysis/impact assessment as part of the annual report on how the council meets its duties under the Public Sector Equality Duty.	Equality Diversity and Inclusion Officer	End of March each year

Indicator 2.4: Performance monitoring and scrutiny

Developing category: Appropriate structures are in place to ensure delivery and review of equality objectives.

Measurement: There is an appropriate and accountable leadership group/board/forum who have responsibility for the equality agenda. There are dedicated resources for supporting equality work.

No	Tasks	Who	By When
2.4.1	Undertake an annual review of the Terms of Reference for the Network Leads, EDI Operational Group and Strategic Board to ensure they are effectively supporting the EDI work at Dorset Council.	Chair of the EDI Strategic Board	End of December each year
2.4.2	Members of our internal EDI groups have an induction and understand what is expected of them when they undertake this role. This may result in the use of My RoadMap objectives.	Equality, Diversity and Inclusion Officer, Leads for Employee Networks	Ongoing

Indicator 2.4: Performance monitoring and scrutiny

Achieving category: The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political overview and scrutiny process.

Measurement: The overview and scrutiny function is used to support and challenge progress on equality. This can include scrutinising and challenging equality analysis/impact assessment, reviewing objectives that are being set and monitoring progress. The public and partners are enabled to monitor progress. Progress and responses are reported regularly to the leadership of the organisation, officers and members. Corrective action is taken if outcomes are not being achieved.

No	Task	Who	By When
2.4.3	Relevant EDI policies and action plans are considered, monitored and reviewed by key council committees such as Cabinet, People and Health Overview/Scrutiny, EDI Strategic Board, Extended Leadership/Corporate Leadership Teams.	Elected members, Extended Leadership Team	Ongoing

Objective 3: Develop, commission and deliver inclusive and responsive services

Indicator 3.1: Commissioning and procuring services

Developing category: The organisation ensures that procurement and commissioning processes and practices take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.

Measurement: Guidance is available for suppliers on the equality requirements for the procurement and commissioning process. There are standard equality clauses for contracts. Procurement is based on known analysis of communities' needs. The organisation has started to consider how it can measure the social value of its contracts and procured services and goods. The organisation considers the equality impacts of how the public pound is spent with regard to local procurement and influence on the local economy. Specifications take account of the different needs of users. For example, through equality analysis/impact assessments. Monitoring requirements are built into contracts to ensure equality issues are addressed. These are then monitored and reported on. The organisation has an established Social Value Framework which includes equality outcomes. The social value of contracts is measured. The performance of sub-contracting arrangements is measured.

No	Tasks	Who	By When
3.1.1	External providers who deliver services on behalf of the council have confirmed they understand the requirements of the Public Sector Equality Duty and the Dorset Council local protected characteristics, which will be managed through agreed contracts.	Service Manager for Commercial and Procurement	Ongoing
3.1.2	We continue to review and assess our commissioning, procurement, and contract management processes to ensure we consider the different risks associated with our supply chains, including equality issues, modern slavery, and human trafficking, and seek to mitigate risk.	Service Manager for Commercial and Procurement	Ongoing
3.1.3	Establish how the equality impact of the council's procurement work has influenced the local economy.	Service Manager for Commercial and Procurement	Ongoing
3.1.4	Establish how building in accessibility requirements into IT procurement has made a difference to users of council IT services.	Head of ICT Operations, Service Manager for Commercial and Procurement	Ongoing

Indicator 3.1: Commissioning and procuring services

Achieving category: Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.

Measurement: The organisation considers the equality impacts of how the public pound is spent with regard to local procurement and influence on the local economy. Specifications take account of the different needs of users. For example, through equality analysis/impact assessments. Monitoring requirements are built into contracts to ensure equality issues are addressed. These are then monitored and reported on. The organisation has an established Social Value Framework which includes equality outcomes. The social value of contracts is measured. The performance of sub-contracting arrangements is measured.

No	Tasks	Who	By When
3.1.5	Establish a monitoring process to capture and monitor social value and EDI from procurement and commercial activity.	Service Manager for Commercial and Procurement	Ongoing
3.1.6	Draw on existing and new EqIA work to establish the impact of procurement activities.	Corporate Directors of Commissioning in Adults and Housing & Children's Services, Service Manager for Commercial and Procurement, Equality Diversity and Inclusion Officer	Ongoing

Indicator 3.2: Integration of equality objectives into planned service outcomes

Developing category: Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.

Measurement: Structures are in place to ensure equality outcomes are integrated into business objectives. Objectives are underpinned by robust equality analysis. Equality analysis is fed into planning and assessment of service plans. Objectives are SMART (Specific, Measurable Realistic, Achievable and Timely). An Annual Equality report is published and shared. The specific duty to publish equality objectives has been met. Service plans are monitored regularly to ensure that equality objectives are being met. Customer care policies highlight the needs of protected groups.

No	Tasks	Who	By When
3.2.1	Ensure EDI objectives are integrated into all council plans, strategies, policies, procedures and team charters when reviewed every 2 years.	Extended Leadership Team	Ongoing
3.2.2	Regular updates are provided to the EDI Strategic Board on how the council is meeting the planned Equality objectives.	Members of the EDI Strategic Board	Ongoing
3.2.3	Publish an annual EDI report that shows how the council meets its responsibilities under the Public Sector Equality Duty.	Equality Diversity and Inclusion Officer	End of March each year

Indicator 3.2: Integration of equality objectives into planned service outcomes

Achieving category: Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.

Measurement: Equality objectives are integrated into organisational strategies and plans. There is evidence of a link between equality objectives, business planning and performance management. Equality objectives are integrated into service plans across the organisation, with progress towards them managed by key decision makers. Steps are taken if deficiencies are identified. Members are kept informed of progress against equality objectives. Objectives address equality gaps and have specific timescales. The needs of protected groups are taken account of. Service users have opportunities to comment on how services are planned. Resource implications have been properly assessed. Key decision makers demonstrate that they continuously monitor, review and evaluate performance of equality objectives.

No	Tasks	Who	By When
3.2.1	Review service plans to establish if equality objectives are built into individual service plans.	All Service Managers	Ongoing

Indicator 3.3: Service delivery and design

Developing category: The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with all services.

Measurement: There are mechanisms in place for service users to be consulted about service development and delivery. Social Value and collaborative principles are reflected in the organisations practical service delivery. The organisation is able to analyse and measure whether all sections of the community are able to access services. It is clear who service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps. The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Complaints are disaggregated by protected groups. There are mechanisms in place to enable employees to introduce business improvements. Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect. Consideration has been given to the links between equalities and safeguarding in relevant services.

No	Tasks	Who	By When
3.3.1	Establish what internal and external feedback mechanisms the council has in place to capture user feedback on services it provides to residents.	Manager for Change, Service Manager for Service Design	Ongoing
3.3.2	Ensure any user of a council system can share user feedback by protected characteristics which is standardised across all systems.	All Service Managers	Ongoing
3.3.3	Carry out an audit of accessibility in our buildings, including layouts, services delivery points, signage and quiet zones.	Corporate Director for Assets and Property, Equality Diversity and Inclusion Officer	Ongoing

Indicator 3.3: Service delivery and design

Achieving category: There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.

Measurement: The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access and can demonstrate where this has been done. Service users are consulted effectively before services are developed. Issues such as social prescription and social value involve measuring outcomes which are not delivered by the organisation. Access to and appropriateness of services is monitored regularly by senior leaders and decision makers. Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services. Data about access to services and user satisfaction is used in equality analyses/equality impacts assessment. A scrutiny/evaluation process of services is in place. Human Rights issues are understood and considered when delivering services to customers and clients. Human Rights guidance is available for employees and decision makers have up to date knowledge. Equalities are accounted for within safeguarding policies, particularly in social services, education, commissioning and non-upper-tier responsibilities like housing and community safety.

No	Tasks	Who	By When
3.3.4	Services carry out mapping exercises to identify and review current participation and highlight gaps.	All service managers	Ongoing
3.3.5	Agree on a council approach to the provision of translation, interpreting services and alternative formats for our employees, residents and visitors.	Corporate Director for Transformation, Customers and Culture	Ongoing
3.3.6	Develop a web accessibility policy which shows how the council meets the WGAC 2.2 AA standard and the Public Sector Bodies Accessibility Regulations 2018 for the website and intranet.	Head of Digital Strategy & Design	December 2025

Objective 4: Diverse and engaged workforce

Indicator 4.1: Workforce diversity and inclusion

Developing category: The organisation understands its local labour market and has mechanisms in place to monitor its workforce against protected characteristics.

Measurement: The organisation is clear about its local labour market. The organisation has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures. The progress of protected groups through the organisational hierarchy is monitored and reported on. Equality mapping data is used as part of the analysis. Recruitment and selection is monitored at all stages of the process by protected characteristics.

No	Tasks	Who	By When
4.1.1	Ensure the Dorset Council Recruitment and Selection Strategy makes a clear commitment to EDI and confirms what support is available to applicants and line managers	Head of Human Resources	End of December 2024
4.1.2	Recruitment and selection data is monitored by the EDI Strategic Board at all stages of the process by protected characteristics.	Head of Human Resources	Every 3 months
4.1.3	Explore how the new recruitment system can share with applicants what support is available as part of the recruitment and onboarding process.	Head of Human Resources	Ongoing

Indicator 4.1: Workforce diversity and inclusion

Achieving category: The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.

Measurement: Where there is evidence of disproportionality, any barriers have been identified and action taken to reverse the trends. There are initiatives aimed at increasing workforce diversity in underrepresented areas of the organisation. There is some evidence that gaps are being narrowed. There are career development and retention strategies for under-represented groups into management roles. There is a developing understanding of the local labour market/community profile, the barriers equality groups face and the impact this has on achieving a diverse workforce. Succession plans and recruitment processes address under-representation. Specific and measurable employment targets have been set to improve workforce diversity. Selection panels are trained in good selection practices including how to avoid bias. This includes senior recruitment panels where members are involved.

No	Tasks	Who	By When
4.1.4	All selection panels are trained in inclusive recruitment practice and support available to assist employees in the workplace.	Head of Human Resources	Ongoing
4.1.5	Promote internal and external development opportunities for council employees from underrepresented groups.	Head of Human Resources	Ongoing
4.1.6	Establish targets to ensure the Dorset Council workforce mirrors the community it serves.	Head of Human Resources	Ongoing

Indicator 4.2: Inclusive strategies and policies

Developing category: The organisation’s workforce strategies and policies include equality considerations and objectives.

Measurement: All employment policies and procedures comply with equality legislation and employment codes of practice. The organisation’s workforce strategy identifies equality issues. Targets and objectives are based on internal monitoring, employee consultation and the assessment of the local labour market and barriers to employment. New/changing employment policies and procedures are assessed for their impact on people with protected characteristics. All employment and training related policies are regularly reviewed. The organisation recognises and acknowledges that employees from protected groups may experience issues such as micro-aggression from colleagues or service users. The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. A range of inclusive structures are in place to engage and involve employees. Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.

No	Tasks	Who	By When
4.2.1	Ensure the Dorset Council EDI policy is reviewed every two years.	Equality, Diversity and Inclusion Officer	End of January 2026
4.2.2	Update and publish the following policies and guidance: - Dignity at Work Policy - Violence, Aggression, Harassment at Work policy and guidance - Disability Leave (paid) - Capability, disciplinary and sicknesses processes/policies	Equality, Diversity and Inclusion Officer, Leads for Employee Networks, Health and Safety Manager, Trade Unions, Head of Human Resources, Trade Unions	End of December 2025
4.2.3	Review grievance resolution procedures to ensure microaggressions are appropriately considered.	Head of Human Resources	End of March 2025
4.2.4	Publish a new Dorset Council People Strategy, which includes actions to support a diverse workforce.	Head of Organisational Development, Head of Human Resources	End of December 2025
4.2.5	Develop a Transgender policy and guidance that supports applicants/employees.	Equality Diversity and Inclusion Officer, Head of Human Resources, Trade Unions	End of December 2024

No	Tasks	Who	By When
		LGBTQI+ Employee Network	
4.2.6	To ensure all appropriate HR policies and procedures use gender-neutral language.	Head of Human Resources	Ongoing
4.2.7	Employees are encouraged to become Dignity at Work Advisers. This results in a year-on-year increase.	All line managers	Ongoing
4.2.8	Feedback from the Dignity at Work Advisers is used to ensure Dorset Council is an inclusive employer.	Equality Diversity and Inclusion Officer	Ongoing
4.2.9	Provide reports on the issues/concerns identified by the work of the Dignity at Work Advisers to the EDI Operational Group.	Equality Diversity and Inclusion Officer	Ongoing
4.2.10	Promote the Senior Leadership Team video concerning bullying and harassment in the workplace regularly.	Comms BP - Corporate & Internal Comms	Ongoing
4.2.11	Develop an inclusive approach in council areas where employees are required to wear uniforms in the workplace.	Head of Human Resources	End of March 2025

Indicator 4.2: Inclusive strategies and policies

Achieving category: The equality objectives contained within workforce strategies are implemented and monitored.

Measurement: The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies. The equality aspects of the organisation's workforce strategy are being implemented and tracked. When necessary, policy changes have been made as a result of equality analysis findings. Managers apply policies and practices across the authority in a consistent manner for all employees. Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified. There is evidence that discipline, grievance and capability procedures are not disproportionately being applied to employees from protected groups. There are processes in place to address and monitor specific complaints of employees from protected groups about issues like micro-aggression from colleagues or service users. There are toolkits and guidance documents provided to help employees and their managers discuss sensitive issues such as race, gender identity and religion. Exit interviews are monitored and analysed with appropriate action taken to address any issues identified. Employees are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. The training and development offer supports a wider equalities agenda for the organisation. Training courses and development interventions are meeting the needs of different groups and are making a difference in getting underrepresented groups of employees up the leadership ladder. Employee-led equality networks have been established.

No	Tasks	Who	By When
4.2.12	Promote the assistance available for disabled employees (Reasonable Adjustment Passport, Access to Work, Disability leave and Assistive software/equipment). This information will be provided in an accessible format for employees who are not digitally connected.	Head of Human Resources	Ongoing
4.2.13	Ensure changes to council buildings consider relevant accessibility standards provided by bodies such as the British Standards Institution.	Health and Safety Manager, Corporate Director for Assets and Property	Ongoing
4.2.14	Promote and embed across the council the guidance concerning making inclusive meetings and events information accessible to all council employees. This information will be provided in an accessible format for employees who are not digitally connected.	Comms BP - Corporate & Internal Comms	Ongoing
4.2.15	Embed the position concerning digital accessibility for employees, focusing on establishing what support is available to assist	Operations Manager - ICT User Support	End of March 2025

No	Tasks	Who	By When
	employees who have shared that they have a disability. Promote the assistive software available via the Microsoft toolset.		
4.2.16	Provide hubs via the EDI SharePoint pages by protected characteristics, which give relevant information to employees on EDI. This information will be provided in an accessible format for employees who are not digitally connected.	Equality, Diversity and Inclusion Officer with support from the Employee Networks	Ongoing
4.2.17	Exit interviews are undertaken which help the council understand why employees decided to leave. Exit interviews are monitored by protected characteristics.	Head of Human Resources, All Service Managers	End of December 2024
4.2.18	Support the establishment of new Employee Networks related to national and local protected characteristics.	Equality Diversity and Inclusion Officer	Ongoing
4.2.19	Promote the council's Employee Networks to all employees via all internal communication platforms.	Comms BP - Corporate & Internal Comms	Ongoing

Indicator 4.3: Collecting, analysing and publishing workforce data

Developing category: Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).

Measurement: The organisation reports annually on its Gender Pay Gap. People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by employees. Employee data is analysed organisationally and service by service. Diversity monitoring information is separated from recruitment decisions and held securely. GDPR processes are in place and regulations are being met.

No	Tasks	Who	By When
4.3.1	Continue to undertake a gender pay gap analysis and publish the results.	Head of Human Resources	End of March each year
4.3.2	Ensure the system to update employee demographics is easy to use and accessible to all employees.	Head of Human Resources	Ongoing
4.3.3	Improve the quality and comprehensiveness of employee demographic data, which responds to identified gaps. This could be done by marking specific diversity dates, case studies or relevant presentations.	Head of Human Resources	Ongoing
4.3.4	Ensure employees undertake data protection training, which is available via the Learning Hub.	All line managers	Ongoing

Indicator 4.3: Collecting, analysing and publishing workforce data

Achieving category: The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.

Measurement: Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics. There has been success in encouraging employees to disclose equality information and there are no significant gaps in employee data. Where there are low numbers of any protected group, ways are found to overcome this. e.g. boosted sampling, grouping ethnicities or looking regionally/nationally as well as making more use of qualitative information. The organisation publishes its race pay gap and is addressing any race and disability pay gaps. Its gender pay gap is reducing. There is evidence that workforce data is analysed and reported to senior leaders regularly. Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes. Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.

No	Tasks	Who	By When
4.3.5	Undertake pay gap analysis in relation to age, disability, race and sexual orientation and transgender if the quality of the data will result in a meaningful audit.	Head of Human Resources	End of March each year
4.3.6	The proportion of employees disclosing demographic information each year increases. Comparisons are made against area, regional, and national benchmarks.	Head of Human Resources	Ongoing
4.3.7	Publish an EDI workforce dashboard which provides information concerning recruitment and workforce by protected characteristic which also draws on relevant benchmarking information.	Equality, Diversity and Inclusion Officer, Business Intelligence Team	Ongoing
4.3.8	Analyse training data by protected characteristics to establish who is undertaking development opportunities across the organisation.	Learning & Development Lead	Ongoing

Indicator 4.4: Learning, development and progression

Developing category: The organisation carries out regular assessments of the training, learning and development needs of members and officers in order that they understand their equality duties and take action to deliver equality outcomes. Consideration is given to the progression of under-represented groups.

Measurement: An assessment has been made as to what equality-related training, learning or development is required in the organisation. Appropriate behavioural competencies have been identified for the workforce. The learning and development plan/strategy take account of equality issues including the progression of under-represented groups. Induction training for new members includes equality and all members are offered equality training. Appraisal processes ensure employees and managers are aware of their equality-related responsibilities and accountabilities.

No	Tasks	Who	By When
4.4.1	Undertake an annual review of the EDI training-related requirements are reviewed annually in partnership with our Employee Networks, Trade Unions, and EDI Strategic Board members to ensure they meet the organisation's needs and are accessible to all.	Members of the EDI Strategic Board, Learning & Development Lead	September – December each year
4.4.2	Ensure EDI learning and development opportunities are embedded within our Leadership and Management Development Academy.	Equality Diversity and Inclusion Officer, Trade Unions, Learning and Development Consultant	September – December each year
4.4.3	Ensure leaders and managers understand the importance of completing mandatory training on EDI. Aim for 100% completion. Mandatory training will need to be accessible to all Dorset Council employees.	Learning & Development Lead	Ongoing

Indicator 4.4: Learning, development and progression

Achieving category: The organisation provides a range of accessible learning and development opportunities to support members and officers in achieving equality objectives and outcomes. The organisation's learning and development strategy supports the progression of under-represented groups.

Measurement: Equality and diversity forms part of the training and development for key decision makers. There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care) and rooted in clear organisational values and behaviours. Employees are confident that they can deliver services to diverse customers. They are made aware of equality objectives and/or any changes or improvements. Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring). There are specific development programmes to promote and support the progression of under-represented groups in the workplace. Management and individual appraisals include specific equality objectives for the service area.

No	Tasks	Who	By When
4.4.4	Dorset Council commitment to EDI is communicated at application, induction and key points of the employee journey.	Head of Organisational Development	Ongoing
4.4.5	Employees complete the support for our residents' module on the learning hub as part of their mandatory training.	Head of Organisational Development, Equality Diversity and Inclusion Officer	December 2025
4.4.6	Members complete the resident's module on the learning hub as part of their mandatory training.	Head of Customer Services, Libraries and Archives	December 2025
4.4.7	Executive Leadership Team members are invited to attend relevant EDI development opportunities, such as reverse mentoring, every 12 months and share the impact of this experience within and outside their directorate.	Extended Leadership Team members	Ongoing
4.4.8	A joint programme of EDI training is provided in partnership with the council and the recognised Trade Unions. The training is based on an organisational needs analysis.	Head of Organisational Development, Equality Diversity and Inclusion Officer, Voluntary and Community Sector	Ongoing
4.4.9	Commission leadership development opportunities for underrepresented groups working at Dorset Council, which supports the organisation's promotion as an inclusive organisation and employer of choice.	Head of Organisational Development, Trade Unions, Equality Diversity and Inclusion Officer	Ongoing

No	Tasks	Who	By When
4.4.10	Review all apprenticeship training providers and apprenticeship standards to understand what evidence and support is required for reasonable adjustments. Analyse findings and propose ways forward to ensure our apprenticeship offer is inclusive and sustainable and all employees receive the support they need to achieve their apprenticeship.	Head of Organisational Development, Trade Unions, Equality, Diversity and Inclusion Officer	Ongoing

Indicator 4.5: Health and wellbeing

Developing category: The organisation has begun to consider how equality, diversity and inclusion issues are linked to employee health and wellbeing.

Measurement: The council uses workforce data and other information from employees to determine what its health and wellbeing priorities are. Employees in protected groups have opportunities to inform these considerations. The organisation has assessed all aspects of the working environment to ensure that the health and safety needs of all its employees are met including around COVID-19. A range of inclusive mechanisms are in place to engage and involve employees. The organisation has a policy for reasonable adjustments for employees and members and managers are trained to implement it. Occupational health services are provided. The organisation has started to address mental health issues in the workplace.

No	Tasks	Who	By When
4.5.1	Complete the Wellbeing Service Review and implement a new model.	Wellbeing Lead and Organisational Development Consultant (Strategy and Performance)	End of March 2025
4.5.2	Provide health and wellbeing services that recognise and are tailored to the needs of national/local protected characteristics.	Wellbeing Lead and OD Consultant (Strategy and Performance)	Ongoing
4.5.3	Continue to promote the opportunity for employees to become mental health champions and ensure they are appropriately supported to undertake role.	Wellbeing Lead and OD Consultant (Strategy and Performance)	Ongoing
4.5.4	Promote opportunities for employees and elected members to undertake health and wellbeing checks when they are available.	Wellbeing Lead and OD Consultant (Strategy and Performance)	Ongoing

Indicator 4.5: Health and wellbeing

Achieving category: The organisation promotes the health and well-being of employees via its policies. The intersectionality of health and wellbeing and equality, diversity and inclusion is recognised.

Measurement: There is a coherent and joined up approach to Health and Wellbeing that addresses a range of related issues. Improvements have been made to the working environment. In the post-pandemic world, homeworking and working more flexibly is now the default position in the organisation. Employees from protected groups say there is a safe working environment which supports their wellbeing and resilience where they are impacted by racism and other discrimination. Harassment such as racism is recognised as a safeguarding/wellbeing issue which can be a cause of trauma. Employees are engaged positively in employment and service transformation and in developing new roles and ways of working. Reasonable Adjustments are provided in a timely fashion consistently across the organisation. Occupational health works closely with HR to identify and address absence trends. Managers have received training on mental health awareness and say they are equipped to address employee issues.

No	Tasks	Who	By When
4.5.6	Individual departments and directorates promote health and wellbeing opportunities available via the Wellbeing Team and the Learning Hub throughout the year. Line managers promote these opportunities to their direct reports.	Line Managers	Ongoing
4.5.7	Provide health and wellbeing services to employees who experience discrimination, harassment or victimisation in the workplace.	Wellbeing Lead and OD Consultant (Strategy and Performance)	Ongoing
4.5.8	Implement individual Directorate Health and Wellbeing plans across the council.	Corporate Sponsors	Ongoing
4.5.9	Line Managers undertake the Wellbeing for Managers course and provide feedback that attendance has equipped them to address employee issues.	Line Managers	Ongoing
4.5.10	Publish a Disability Employment policy and process which outlines how the council supports (including reasonable adjustments) disabled employees in the workplace.	Head of Human Resources	January 2025
4.5.11	Publish guidance for line managers on available support to assist disabled employees in the workplace.	Head of Human Resources	January 2025
4.5.12	Consider the development of a People Passport, which considers national/local protected characteristics.	Head of Human Resources	March 2025

No	Tasks	Who	By When
4.5.13	Promote all types of risk assessments to employees.	Head of Human Resources	Ongoing

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EDI Strategy & Action Plan 2024

Equality Impact Assessment (EqIA)

1. Initial information

Name of the policy, project, strategy, project or service being assessed:

- Dorset Council Equality, Diversity and Inclusion (EDI) Strategy and Action Plan 2024-2027

2. Is this a new/refreshed strategy?

The Dorset Council EDI Strategy, Priorities and Action Plan is a new strategy with proposed actions for each year and a detailed supporting action plan. It replaces the current EDI Strategy, which is due to end in 2024.

The EDI Strategy and Action Plan was originally intended to be presented at the start of 2024. However, the previous administration (Conservative) decided to delay it. The newly elected administration (Liberal Democrat) supports progressing this piece of work. As a result of this delay, the opportunity was taken to review the initial drafts, which resulted in both documents being updated. The EDI strategy and action plan identifies who is responsible for delivering on the identified actions.

3. Is this for internal and external?

Internal (employees only) and External (residents, communities, partners, visitors)

4. Please provide a brief overview of its aims and objectives:

The new EDI Strategy and Action Plan 2024-2027 aims to meet a legal requirement and play an influential community leadership role in challenging inequality. It will also help us ensure that what we do is always for the benefit of Dorset's residents by:

- Delivering high quality responsive services and improving customer care
- Delivering fair and equal access for all to facilities and services, free from discrimination
- Being more efficient – providing value for money with improved and targeted services and savings.

We have a responsibility to listen and respond better to ensure that our workplace and our services meet the needs of everyone. As one of the county's largest employers, we also have a responsibility to lead by example. This document outlines the principles and objectives that will guide us on our journey.

5. Please provide the background to this proposal.

The Dorset Council Plan 2022-2024 set out our vision to “make Dorset a great place to live, work and visit”. The development of the new equality, diversity and inclusion strategy and action plan is key to achievement this vision. This strategy makes an essential contribution to the achievement of all five priorities set out in the Council Plan:

- Driving economic prosperity
- Creating stronger, healthier communities
- Creating sustainable development and housing
- Protecting our natural environment, climate, and ecology
- Becoming a more responsive, customer-focused council.

In particular, the purpose of this strategy is to support achievement of the council's vision by focusing on the priorities of ‘stronger, healthier communities’ and a diverse and engaged workforce to enable us to become ‘a more responsive, customer-focused council’.

Evidence gathering and engagement

6. What sources of data, evidence or research has been used for this assessment? (e.g national statistics, employee data):

Before developing the new EDI Strategy and action plan an opportunity was undertaken to review the existing strategy and action plan which was published in 2021. A review of the 35 actions identified that:

- 14 actions completed
- 18 actions partially progressed
- 3 actions not progressed

Engagement with external partners (members of the EDI Reference group; EDI members of the Integrated Care System group) and internal partners (Extended Leadership Team; EDI Strategic Board members; 2 workshops) undertaken at the end of 2023 and the start of 2024.

To inform the development of the EDI Strategy and Action Plan, we have drawn on latest census information provided by the Office for National Statistics, 2021 and Human Resources data 2019-2024.

7. What did this tell you?

A review of the data told us that the refreshed EDI Strategy & Action Plan needs to be wide-reaching and flexible, responsive to needs and change.

For ease of presentation of demographic data, infographics and tables have been used to present a picture of the Dorset Council workforce and we compare against our residents and nationally. Looking to the future we aim to present this information in dashboards.

The feedback/comments on drafts have been considered, and updates to the strategy and action plan have been made. However, providing individual responses to every comment has not been possible.

While developing the EDI Strategy and Action Plan, it is important to recognise that achieving the identified actions is a collective responsibility and the work needs to be owned by the council.

8. Who have you engaged and consulted with as part of this assessment?

The EDI strategy and action plan was developed through engagement with employees and stakeholders including:

- voluntary and community sector
- EDI Reference Group
- employee networks
- trade unions
- senior officers
- Integrated Care System EDI members

9. Is further information needed to help inform decision making?

We do not consider any further information required at this stage as engagement and consultation have been undertaken to develop these drafts. However, it is recognised that further information might need to be included because of feedback from the People and Health Overview Committee and Cabinet. In addition, changes might be necessary because a new government has been elected.

This EqIA is proposed to be reviewed each year when the council publishes information as part of its Public Sector Equality Duty reporting requirements.

Is an EQIA required?

The Dorset Council EDI Strategy and Action Plan 2024-2027 does require an EqIA.

Assessing the impact on different groups of people

For each of the protected characteristics groups below, please explain whether your proposal could have a positive, negative, unclear or no impact. Where an impact has been identified, please explain what it is and, if unclear or negative, please explain what mitigating actions will be taken.

- use the evidence you have gathered to inform your decision-making.
- consider impacts on residents, service users and employees separately.
- if your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option.
- see guidance for more information about the different [protected characteristics](#).

Key to impacts

Positive Impact	<ul style="list-style-type: none"> • the proposal eliminates discrimination, advances equality of opportunity and/or fosters good relations with protected groups.
Negative Impact	<ul style="list-style-type: none"> • protected characteristic group(s) could be disadvantaged or discriminated against
Neutral Impact	<ul style="list-style-type: none"> • no change/ no assessed significant impact of protected characteristic groups
Unclear	<ul style="list-style-type: none"> • not enough data/evidence has been collected to make an informed decision

Impacts

Impacts on who or what?	Choose impact	How
Age	Anticipated positive impact	Please see the proposed action plan
Disability	Anticipated positive impact	Please see the proposed action plan
Gender reassignment and Gender Identity	Anticipated positive impact	Please see the proposed action plan
Marriage or civil partnership	Anticipated positive impact	Please see the proposed action plan
Pregnancy and maternity	Anticipated positive impact	Please see the proposed action plan
Race and Ethnicity	Anticipated positive impact	Please see the proposed action plan
Religion and belief	Anticipated positive impact	Please see the proposed action plan
Sex (consider men and women)	Anticipated positive impact	Please see the proposed action plan
Sexual orientation	Anticipated positive impact	Please see the proposed action plan

Impacts on who or what?	Choose impact	How
People with caring responsibilities	Anticipated positive impact	Please see the proposed action plan
Rural isolation	Anticipated positive impact	Please see the proposed action plan
Socio-economic deprivation	Anticipated positive impact	Please see the proposed action plan
Single parents	Anticipated positive impact	Please see the proposed action plan
Armed Forces communities	Anticipated positive impact	Please see the proposed action plan

Please provide a summary of the impacts:

We anticipate the action plan has the potential to benefit employees, residents and visitors to the Dorset Council area. Some of the priorities identified in the action plan will be running throughout the duration of the strategy.

We recognise that change might occur, whether due to local, national, or international drivers; if this occurs, the EDI Strategic Board will decide whether or not existing priorities need to be added or changed.

In developing the new EDI Strategy and Action Plan, an opportunity has been taken to identify definitions for most of our local protected characteristics. Where possible, we have aligned with the Office for National Statistics and the NHS. It is recognised that more work is required concerning care experienced, which is a priority for 2024/25.

Action Plan

Summarise any actions required as a result of this EqIA.

Issue	Action to be taken	Person(s) responsible	Date to be completed by
EDI Strategy and Action Plan approval	Present the EDI Strategy and Action Plan to the People and Health Overview Committee	EDI Officer BP - Communities & Partnerships Head of Strategic Communications and Engagement	July 2024
EDI Strategy and Action Plan approval	Present the EDI Strategy and Action Plan to Dorset Council Cabinet.	EDI Officer BP - Communities & Partnerships Head of Strategic Comms and Engagement	September 2024
Publication/promotion of the EDI Strategy and Action Plan	Develop a communications plan to support implementing the EDI strategy and action plan across the council.	EDI Officer Internal Communications	By the end of October 2024
Implementation of the EDI Strategy and Action Plan approval	Introduction of an electronic reporting framework for the tasks identified in the EDI Action Plan	EDI Officer	By the end of October 2024
Implementation EDI Strategy and Action Plan approval	Contact Task owners identified in the EDI Action Plan.	Task Owners	By the end of October 2024
Updating EDI Strategy and Action Plan	Update the EDI strategy and action plan if the new administration introduces any changes at Dorset Council.	EDI Strategic Board	Each EDI Strategic Board meeting
Annual review of EqIA	Review this EqIA as part of the Public Sector Duty reporting requirements.	EDI Officer	End of March each year

Sign Off

Officer completing this EqIA:

Officers involved in completing the EqIA: Dr James Palfreman-Kay, Jen Lewis, Laura Cornette and Katherine Locke

Date of completion: 12 July 2024

Version Number: 1

EqIA review date: End of March 2025

Equality Lead Sign Off: Laura Cornette

Next Steps:

- the EqIA will be reviewed by Communications and Engagement and if in agreement, your EqIA will be signed off.
- if not, we will get in touch to chat further about the EqIA, to get a better understanding.
- EqIA authors are responsible to ensuring any actions in the action plan are implemented.

Please send to [Diversity and Inclusion Officer](#)

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People & Health Overview Committee

23 July 2024

Community Safety Plan 2023-2026 (2024-25 refresh), Pan-Dorset Reducing Reoffending Strategy 2024-2027 and Serious Violence Strategy 2024-25

For Decision

Cabinet Member and Portfolio:

Cllr G Taylor, Health and Housing

Local Councillor(s):

All

Executive Director:

J Price, Executive Director of People - Adults

Report Author: Andy Frost

Job Title: Service Manager for Community Safety

Tel: 01305 224331

Email: andy.frost@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

Dorset Council is under a legal duty to work with partners through the Dorset Community Safety Partnership (CSP) to identify and tackle community safety issues.

CSPs are required to produce three-year community safety plans (that are refreshed annually), and strategies to reduce reoffending. These should be formally adopted by the local authority for the area.

Certain partners are also required to produce strategies to tackle Serious Violence. In Dorset, partners have chosen to co-ordinate this work through the Dorset CSP. Serious Violence Strategies should also be formally adopted by the local authority for the area.

This report presents the latest Community Safety Plan, Reducing Reoffending Strategy and Serious Violence Strategy and recommends they are adopted by Dorset Council.

Recommendation:

That the Community Safety Plan 2023-2026 (2024-25 refresh), pan-Dorset Reducing Reoffending Strategy 2024-2027 and Serious Violence Strategy 2024-25 be recommended to Cabinet and Dorset Council for adoption.

Reason for Recommendation:

To ensure Dorset Council meets its duties as set out in relevant legislation.

1. Background

1.1 Dorset Council is under a legal duty to work with the following partners (responsible authorities) to identify and tackle community safety issues in its area:

- Dorset Police
- NHS Dorset
- Dorset & Wiltshire Fire & Rescue Authority
- Probation Service

1.2 It does this through the Dorset Community Safety Partnership (CSP) a statutory partnership under the Crime & Disorder Act 1998.

1.3 CSPs are required to produce three-year community safety plans (that are refreshed annually), and strategies for reducing reoffending.

1.4 These should be formally adopted by the local authority for the area. Adoption must be by Full Council.

1.5 The serious violence duty under the Police, Crime, Sentencing and Courts Act 2022 came into effect for the following partners on 31 January 2023:

- Police
- Probation
- Youth Offending Teams
- Fire & Rescue Authorities
- NHS

- Local Authorities
- 1.6 The duty requires partners to produce an evidence based analysis of serious violence and develop and implement a strategy in response. In Dorset, partners decided to lead their response to the duty through the CSP.
- 1.7 Serious Violence Strategies should also be formally adopted by the local authority for the area. Adoption must be by full Council.
2. **Community Safety Plan 2023-2026 (2024-25 refresh)**
- 2.1 The Community Safety Plan 2023-26 (refreshed for 2024-25) is attached at appendix 1. The Plan was agreed by the CSP on 19th March 2024, subject to any changes from the Equality Impact Assessment (EqIA) process (the EqIA has since been signed off).
- 2.2 The Plan sets out partners' priorities and how they will be tackled in broad terms based on an assessment of community safety issues in the area. The priorities included in the latest refresh of the plan are:
- Domestic Abuse and Stalking
 - Sexual Offences
 - Serious Violence
 - Anti-social Behaviour
 - Rural Crime
 - Fraud
- 2.3 They are complemented by the following cross cutting issues:
- Mental health
 - Substance misuse
 - Complex cases / multiple need
 - Violence against women and girls
- 2.4 The plan includes references to members of the public's views on community safety issues. As with previous plans, it is complemented by more detailed delivery plans.
- 2.5 The CSP and Police and Crime Commissioner (PCC) are legally required to have regard to each other's priorities when setting their plans. The

PCC's current Police & Crime Plan has been considered when writing and refreshing the community safety plan.

- 2.6 The Plan is being presented to the Council for adoption in its second year to allow for the incorporation of work relating to partners' duty to tackle serious violence.

3. **Pan-Dorset Reducing Reoffending Strategy 2024-2027**

- 3.1 In accordance with the Policing and Crime Act 2009, CSPs are responsible for developing reducing reoffending strategies.
- 3.2 Locally, partners have traditionally developed pan-Dorset reducing reoffending strategies, given that many organisations and issues are common across the area.
- 3.3 The latest strategy is attached at appendix 2. It has been developed by partners through the Reducing Reoffending Strategy Group helping ensure close links to both CSPs (Dorset and Bournemouth, Christchurch and Poole) and the pan-Dorset Criminal Justice Board. The Strategy was agreed at the Dorset CSP on 19th March 2024 subject to any changes from the EqIA process (the EqIA has since been signed off).
- 3.4 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'.
- 3.5 It contains information on the reasons for reoffending and the services and programmes operating in Dorset to address issues and includes several strategic principles and objectives.

4. **Serious Violence Strategy 2024-25**

- 4.1 The Serious Violence Strategy 2024-25 is attached at appendix 3. It was agreed by the Dorset CSP on 21st December 2023 and published on 30th January 2024, in line with Government expectations.
- 4.2 The Strategy has been informed by an assessment of serious violence issues in Dorset. It sets out partners' priorities and aims which include approaches to tackle high-harm offending, supporting victims, ensuring

children and young people understand the risks and drivers for serious violence, tackling serious violence in the community, tackling organised crime and undertaking work to further develop our local understanding of serious violence issues.

4.3 Legislation and statutory guidance recognise there are parallels between the requirement for partners' to have a Community Safety Plan and Serious Violence Strategy.

4.4 In recognition of that, partners have ensured their response to tackling serious violence, through their Serious Violence Strategy, forms an integral part of their Community Safety Plan.

4.5 Central government funding has been made available to partners to deliver the serious violence duty. This has been used to ensure partners comply with their legal obligations and fund initiatives to tackle issues.

5. **Financial Implications**

5.1 The Dorset CSP does not receive funding directly, however partners' plans and strategies clarify where they will focus their time and effort and their broad activity to meet priorities.

5.2 Central government has made available funding for responsible authorities to deliver the serious violence duty.

5.3 From time to time, central government makes available one off funding opportunities to support community safety work such as tackling domestic abuse. When possible, partners apply for such funds.

6. **Natural Environment, Climate & Ecology Implications**

None.

7. **Well-being and Health Implications**

6.1 Tackling crime and the fear of crime has a significant impact on health and wellbeing.

8. **Other Implications**

7.1 Community safety as set out in the report.

9. **Risk Assessment**

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

Current Risk: Low

Residual Risk: Low

10. **Equalities Impact Assessment**

10.1 EqIAs have been completed and signed off on both the Community Safety Plan and Reducing Reoffending Strategy.

10.2 The EqIA process identified opportunities which will help steer the delivery of the Plan and Strategy.

10.3 The EqIA for the Community Safety Plan aimed to cover serious violence issues drawing on findings from the serious violence needs assessment work. Given that, a separate EqIA has not been completed for the Serious Violence Strategy.

10.4 Opportunities identified through the EqIA process will be used to help steer the delivery of the Serious Violence Strategy.

11. **Appendices**

Appendix 1 – Dorset Community Safety Plan 2023-2026 (2024-25 refresh)

Appendix 2 – Pan-Dorset Reducing Reoffending Strategy 2024-2027

Appendix 3 – Serious Violence Strategy 2024-25

12. **Background Papers**

None.

13. **Report Sign Off**

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

Community Safety Plan 2023-2026

2024/25 Refresh

Dorset Community Safety Partnership



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.

It also acts as Dorset's Local Domestic Abuse Partnership Board required under the Domestic Abuse Act 2021 and leads partners' response to meeting their duties relating to serious violence under the Police, Crime, Courts and Sentencing Act 2022.

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 is the latest refresh of the 2023-26 Plan and sets out partners' priorities based on the most recent assessment of community safety issues. The Plan is complimented by the [Dorset Domestic Abuse Strategy](#) and [Dorset Serious Violence Strategy](#).

The Plan sets out activity to address priorities in broad terms. Further details regarding delivery and performance are contained in partners' various work plans which are developed, assessed and revised over the course of each year.

Crime in the Dorset Community Safety Partnership Area

Crime in the Dorset CSP area is low compared to many other places in the Country. During the five years from 2018, the crime rate for Dorset (per 1,000 population) was approximately half that seen nationally. The number of recorded crimes in Dorset has also steadily decreased since 2018 by 6%.

Crime in Dorset follows an annual cycle, which peaks each year in July/August and reaches its lowest in January/February, though exceptions were seen during 2020 when the Covid-19 related lockdowns were in place. Crime levels in Dorset vary according to location.

Consultation and Engagement

Partners use the findings of consultation and engagement exercises to help inform their understanding and work to tackle community safety issues.

A public consultation was undertaken with residents specifically for the CSP in early 2023. This included members of the Council's People Panel (a group of residents who volunteered to give responses on a range of questions relating to living in Dorset) who were asked a series of questions on what they thought about crime in their local community.

90 surveys were completed. However, the majority of these (94%) were submitted by Dorset residents aged 55 or over, a factor which should be considered when interpreting the data.

Consultees were asked which crime categories they thought were a problem where they live. The four categories which registered the highest concern were:

1. **Anti-social Behaviour** (46% of respondents). This was especially noted among Dorchester-based respondents (7 of 9) and those from Wareham (3 of 4) and Verwood (4 of 4).
2. **Rural Crime** (39% of respondents). Concern over rural crime was expressed by many respondents who lived in the countryside, but also by some town dwellers (Blandford, Dorchester and Ferndown).
3. **Vehicle Crime** (38% of respondents). Vehicle crime was seen as locally problematic among respondents throughout Dorset, with widespread concern expressed in both Dorchester (5 of 9 respondents) and Ferndown/West Moors (4 of 7).

4. **Drug Dealing** (37% of respondents). Respondents from throughout the county expressed concern over local drug dealing, but in particular in Weymouth, Bridport and Blandford.

The 3 categories of least concern were Slavery/Human Trafficking, Hate Crime and Knife Crime.

Panel members were also asked if crime was an issue where they live and if they had been a victim of crime and / or anti-social behaviour in the last 12 months.

The data illustrated slightly increasing concern with crime in their areas during the previous three years and 3% of the Peoples' Panel respondents stated that crime is a big issue in their lives.

The proportion of respondents who had experienced crime in the past year had almost doubled since the last survey (up from 8.5% to 14.8%). In contrast to crime, the proportion of respondents stating that they had had experience of anti-social behaviour during the past twelve months had declined. This trend was a continuation of that seen between 2021 and 2022.

The resident survey conducted by Dorset Council in the winter of 2021/22 included questions on how safe residents felt in their local area. 2,659 surveys were completed. Perceptions regarding community safety were:

- 13% felt unsafe when outside after dark in their local area. This was slightly higher than the 10% in 2020.
- 71% felt either fairly or very safe, down from 76% the previous year.
- 2% felt fairly or very unsafe when outside during the day in their local area. This was a slight rise from 1% in 2020.
- 91% felt either very or fairly safe a drop of 5% from the previous year.
- Just over 84% did not feel that crime had any or much impact on their daily lives with just over 15% believing it was either a problem or a serious problem.
- Just over 81% did not feel that anti-social behaviour had any or much impact on their daily lives with just over 18% believing it was either a problem or a serious problem.

Further research and consultation exercises, including with children and young people, will be undertaken over the course of the next few years, the outcomes of which will be used to inform future revisions of this plan. In advance of this work, an audit of existing consultation processes and data will be conducted across partner agencies, followed by a gap analysis of its findings. The results of this will be used to determine a partnership-wide consultation and engagement programme which will be delivered through subsequent partnership plans.

Community Safety Priorities

Partners carry out an annual Partnership Strategic Assessment (PSA) using information and data 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 were agreed by partners for the 2023-26 Plan and remain in place during 2024/25:

- Domestic Abuse and Stalking
- Sexual Offences
- Anti-Social Behaviour
- Rural Crime
- Fraud
- Serious Violence

They are complimented by the following cross cutting issues:

- Mental health
- Substance misuse

- Complex cases / multiple need
- Violence against women and girls

There is a strong correlation between the CSP’s priorities and those set out in the Dorset Police and Crime Commissioner’s (PCC’s) Police and Crime Plan 2021/29 which commits to tackling, amongst other issues, rural crime, violent crime and anti-social behaviour.

Reducing re-offending remains a cross cutting area of work for partners. Details are set out in the [Pan-Dorset Reducing Reoffending Strategy 2024 to 2027](#).

In accordance with recent legislation, there are separate partnership arrangements, plans and strategies for dealing with substance misuse through the pan-Dorset Combating Drugs Partnership.

Although CSP’s are legally required to undertake annual needs assessments to set their priorities, in recent years new legislation has been placed on specific partners directing them to tackle domestic abuse and serious violence. In Dorset, partners have chosen to use the CSP as their partnership mechanism to meet these duties and ensured their [Domestic Abuse](#) and [Serious Violence](#) Strategies compliment this Plan.

Partnership work to tackle community safety issues takes many forms. Some partnership activities and service arrangements have been in place for several years and have become business as usual. Well established multi-agency partnership arrangements, including local Partnership Co-ordinating Groups, are in place to tackle shorter term, area specific issues.

Below is a description of broad partnership activity against priorities. This is supported by partners’ various work plans which are developed, assessed and revised over the course of each year.

Domestic Abuse and Stalking	
Activities	Broad Performance Measures
<ul style="list-style-type: none"> • Develop initiatives that focus on prevention, early help and education including working with children and young people (for example on healthy relationships). • Develop interventions for perpetrators to reduce offending and prevent risk and harm. • Further develop the whole systems approach to domestic abuse to ensure services are working together effectively based on evidence, informed by research and the views of the community. • Continue to develop partners’ response for high risk victims including implementing learning from the High Risk Domestic Abuse (HRDA). • Implement learning from Domestic Homicide Reviews. • Undertake regular communication campaigns to raise awareness of issues and support services. • Ensure training is available for staff and professionals to help them identify and respond to issues. • Continue to implement the recommendations of the Dorset Domestic Abuse Strategy 2021-2024, including 	<ul style="list-style-type: none"> • A reduction in the annual proportion of all domestic abuse events which have identifiable ‘repeat’ victims. • A reduction in the number of domestic abuse related stalking crimes reported annually. • A reduction in the percentage of domestic abuse events committed annually by ‘repeat’ perpetrators. • The proportion of people who commit further domestic abuse within twelve months of starting a local domestic abuse perpetrator programme is decreased annually.

<p>those relating to children and young people, and carry out a review of the Strategy for 2025-2028.</p> <ul style="list-style-type: none"> • Undertake research to better understand the needs of our diverse communities, including LGBTQ+ people and those with protective characteristics, and how we can ensure those needs are best met. 	
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Sexual Offences	
Activities	Broad Performance Measures
<ul style="list-style-type: none"> • Work with partners in the criminal justice system and at the regional and national levels to take action to increase the positive outcome rate for sexual offences. • Continue awareness raising campaigns including in schools. • Undertake regular, targeted communications campaigns to raise awareness and understanding of the support available. • Ensure the information and advice being provided to children and young people is fit for purpose and meets their needs. • Continue to support projects and initiatives that aim to address issues of sexual offences related to the night time economy. • Conduct work to understand why victims drop out of the criminal justice process at the early stages. • Ensure strong links between the CSP and local Multi-Agency Public Protection Arrangements (MAPPA). 	<ul style="list-style-type: none"> • An annual reduction in the number of sexual offence crimes recorded by the Police. • An annual reduction in the percentage of sexual offence crimes recorded by the Police in which alcohol was identified as a factor. • An annual reduction in the proportion of sexual offence victims who enter criminal justice proceedings and withdraw from the process.

Anti-Social Behaviour (ASB)	
Activities	Broad Performance Measures
<ul style="list-style-type: none"> • Raise awareness of issues and support targeting priority localities at peak times. • Develop effective working arrangements with housing associations to help understand and tackle ASB issues. • Assess and address the impact of repeat ASB cases / callers including where mental health is a key factor. • Work closely and share data / information with youth outreach services to help direct provision. • Work with local businesses to address shoplifting that impacts directly on ASB including ‘designing out crime’. • Work with Trading Standards to help direct test purchasing work in areas where ASB is an issue. 	<ul style="list-style-type: none"> • An annual reduction in the number of antisocial behaviour crimes recorded by the police. • An annual reduction in the number of antisocial behaviour crimes recorded by the police in priority locations. • A reduction in the proportion of victims of ‘personal’ antisocial behaviour that are identified as ‘repeat’ victims. • A reduction in the proportion of antisocial behaviour perpetrators that are identified as ‘repeat’ offenders. • A reduction in the percentage of all ASB crimes which are linked to alcohol.

<ul style="list-style-type: none"> • Develop close working relationships with partners in the Voluntary and Community Sector including youth centres, to develop joint approaches to tackle ASB. • Work with young people’s forums and groups to better understand issues and inform effective interventions, including the Dorset Youth Association and 0-19 Youth Forum. • Support the work of the Dorset Combating Drugs Partnership’s Prevention sub-group including around education in schools 	<ul style="list-style-type: none"> • A reduction in the percentage of all ASB crimes which are linked to drugs. • A reduction in the percentage of all ASB crimes which are linked to mental health.
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Rural Crime	
Activities	Broad Performance Measures
<ul style="list-style-type: none"> • Engage with communities on rural crime and improve trust in partners’ response to issues. • Identify repeat offenders and work together to disrupt and reduce offending. • Tackle cross border organised crime affecting rural communities. • Work to better understand the relationship between organised rural crime and other crimes. • Work with rural businesses to prevent crime, develop innovative crime prevention tactics and ensure agencies understand the unique impact that crime can have on rural victims. • Work together to prevent and detect fly-tipping issues. • Support the introduction of new approaches to dealing with fly-tipping in hotspot locations. • Increase awareness of wildlife offences and support schemes that are proven to reduce incidents. • Work together to identify and reduce crime affecting our heritage assets. 	<ul style="list-style-type: none"> • A reduction each year in the total number of rural crimes, as defined by Dorset’s Rural Crime Unit. • A reduction each year in the total number of rural crimes, as defined by Dorset’s Rural Crime Unit, in hotspot locations. • An annual reduction in the volume of reported incidents of fly tipping.

Fraud	
Activities	Broad Performance Measures
<ul style="list-style-type: none"> • Support awareness raising activities to ensure people understand how to spot potential fraud. • Support and promote ‘Friends Against Scams’ including dissemination of advice and information across organisations. • Incorporate scams advice into Safe & Well visits by the Fire & Rescue Service. • Focus on actions and initiatives that aim to protect the most vulnerable. 	<ul style="list-style-type: none"> • Growth of the Friends Against Scams initiative. • Financial savings realised through prevention work.

<ul style="list-style-type: none"> Champion the Trading Standards Trader Approved Scheme 'Buy With Confidence'. 	
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Serious Violence	
Activities	Broad Performance Measures
<ul style="list-style-type: none"> Develop and deliver approaches to tackle high-harm offending. Develop and champion activity that supports victims of serious violence. Ensure children and young people better understand the risks and drivers for serious violence to prevent them from becoming drawn into crime. Take action that tackles serious violence in the community, to improve the safety of our streets. Robustly tackle organised crime, including county lines and rural organised crime. Undertake work to further develop our understanding of serious violence. 	<ul style="list-style-type: none"> An annual reduction in the number of recorded violent crimes throughout the Dorset Council area. An annual reduction in the number of recorded violent crimes in hot spot areas. A reduction in the proportion of victims of serious violence that are identified as 'repeat' victims. A reduction in the proportion of perpetrators of serious violence that are identified as 'repeat' offenders.

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. In addition, the CSP fulfils the functions of the Local Domestic Abuse Partnership Board as required under the Domestic Abuse Act 2021 and coordinates partners' response to meeting their statutory duties relating to serious violence under the Police, Crime, Courts and Sentencing Act 2022. It brings together senior officers and elected members from:

- Dorset Police
- Dorset Council
- Dorset & Wiltshire Fire & Rescue Authority
- Probation Service (Dorset)
- NHS Dorset

Many other partners such as the Office of the Police and Crime Commissioner, the Dorset & Wiltshire Fire & Rescue Service, the Dorset Domestic Abuse Forum and the Dorset Combined Youth Justice Service are also members of the CSP.

At a local level, there are locality based community safety groups that come together to identify solutions to local issues. These groups feed into the Dorset CSP.

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Pan-Dorset Reducing Reoffending Strategy 2024-2027



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INTRODUCTION

The Pan-Dorset Reducing Reoffending Strategy is a comprehensive and collaborative effort aimed at reducing reoffending rates among adult and young offenders in the Bournemouth, Christchurch and Poole (BCP) and Dorset Council areas.

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. There are two CSPs covering the pan-Dorset area; each is a statutory partnership and is responsible for ensuring that legal duties and requirements placed on CSPs are met.

The Reducing Reoffending Strategy demonstrates direct alignment with two of the main priorities set by the BCP CSP of tackling violent crime in all its forms, and tackling issues related to Violence Against Women and Girls (VAWG), including domestic abuse (DA). Additionally, the statutory duty aligns with the six priority areas outlined by Dorset CSP, including domestic abuse and stalking, sexual offences, anti-social behaviour, rural crime, fraud, and violent crime. The focus on reducing reoffending addresses multiple facets of these priority areas, demonstrating a concerted effort to create a safer environment and meet the specific needs of the Dorset community.

The Reducing Reoffending Strategy Group (RRSG) is a sub-group of the CSP's and the Dorset Criminal Justice Board (DCJB) and is responsible for developing plans and strategies and delivering initiatives that reduce reoffending.

Addressing the fundamental reasons behind criminal behaviour and reoffending, whether linked to substance misuse, mental health issues, adverse childhood experiences, homelessness, or other factors within both the youth and adult demographic, is essential to addressing community safety priorities and achieving the ambitions of both CSPs. This strategy leverages established best practices, available resources, and expertise to not only strengthen, but also underpin our efforts to rehabilitate individuals involved in criminal activities.

This strategy cannot be delivered in isolation and will seek to work collaboratively through CSP's and the DCJB (working with other relevant partnerships and groups), bringing together the police, local authorities, fire authorities, health services, probation services and the youth justice service to tackle crime and community safety issues in their area. This joint strategy is owned by the CSPs in the BCP and Dorset Council areas and runs from 2024 to 2027.

VISION

The overall vision of the Dorset reducing reoffending strategy group is:

TO CUT CRIME, REDUCE HARM AND PROTECT VICTIMS BY REDUCING RE-OFFENDING THROUGH JOINT WORKING AND REHABILITATION.

BACKGROUND

The information and data used in this section has come from the main agencies responsible for managing those people who offend and are subject to court orders or out of court disposals; HM Prison Probation Service, Dorset Combined Youth Justice Service and The Ministry of Justice.

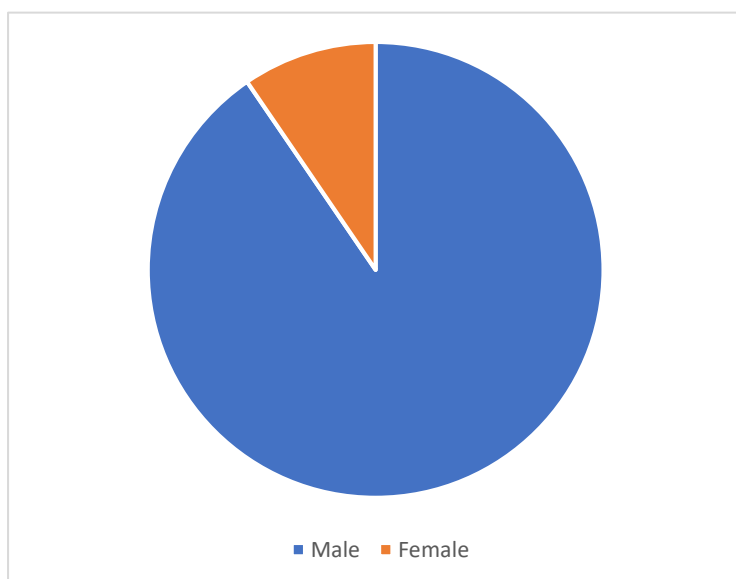
Nationally, recent statistics¹ from January to March 2022 show the following:

- The overall proven reoffending rate was 25.5%, with adults having a proven reoffending rate of 25.1% and children (aged 10-17), 34.2%.
- Male offenders reoffended at a higher rate of 26.1% compared to female offenders who reoffended at a rate of 21.1%.
- The age group with the highest reoffending rate was 15 to 17 year-olds, at 33.4%, followed by the 10 to 14 year-old offenders, with a reoffending rate of 28.8%.

Dorset Adult Offending and Reoffending

Analysis of data in Dorset gives a more detailed and specific understanding of offending and reoffending patterns within the local area, allowing partners to identify local needs and highlight which targeted interventions are most in need, providing comprehensive support to individuals.

Graph 1. Shows the gender split of adult offenders in the pan-Dorset area.



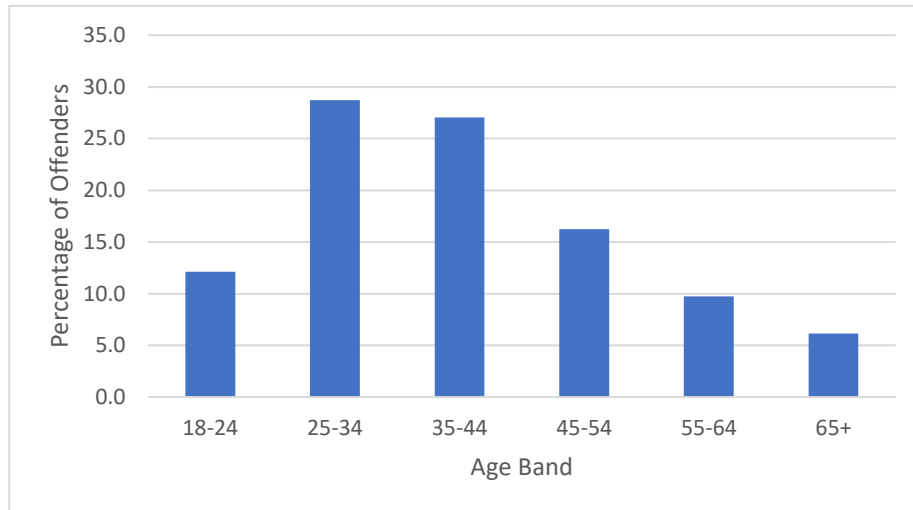
In Dorset, there is a notable gender disparity among adult offenders, with a significantly higher number of males who offend compared to females, as seen in Graph 1.

* Custody and Community Caseload January 2024

¹ [PRSQ Bulletin January to March 2022.pdf \(publishing.service.gov.uk\)](#)

Additionally, Graph 2 demonstrates the age distribution of adult offenders in the pan-Dorset area, highlighting the largest group of offenders are in the 25-34 age ranges, followed by the 35-44 age bracket.

Graph 2. Shows the age profile of adult offenders in the pan-Dorset area.



* Custody and Community Caseload January 2024

Table 1. shows needs of offenders assessed in Dorset.

Criminogenic Needs		
Total cases	1651	%
Relationships - family, partner, domestic violence etc.	1052	77%
Thinking and behaviour - temper control, problem solving, etc.	927	68%
Lifestyle - criminal associates, easily influenced etc.	914	67%
Pro-Criminal Attitudes - pro-criminal, anti-authority, discriminatory etc.	855	62%
Education, Training & Employment	539	39%
Accommodation	520	38%
Drug Use	477	35%
Alcohol Use	417	30%

Needs data extracted from October 2023, shows a caseload of 1651, and of these 83% were assessed. The average number of needs per individual was 4.77.

This indicates that for the majority of individuals, relationships inform their offending, followed by the way they think and then lifestyle.

Of note is that 35% were assessed as having needs in relation to drugs, compared to 30% for alcohol, suggesting a substantial focus on addressing substance-related issues in the assessment process.

Overall, this background information serves as a crucial foundation for the reducing reoffending strategy, equipping partners with a data-driven understanding of the current landscape, and informing the targeted initiatives needed to address reoffending in the pan-Dorset area.

Pan-Dorset Youth Offending and Reoffending

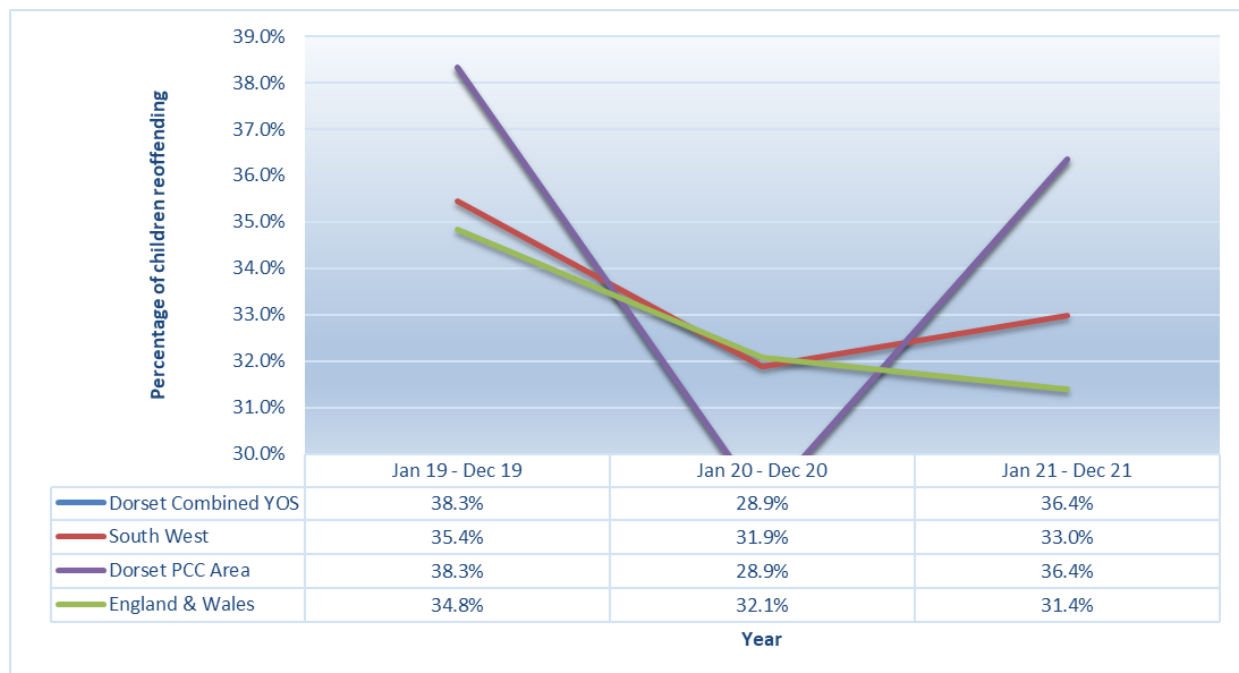
The analysis provided offers valuable insights, facilitating a comprehensive understanding of the challenges inherent in the youth justice system, and pinpointing specific areas that require targeted focus.

An examination of the gender breakdown among first-time entrants to the youth justice system (ages 10-17) reveals a relatively stable pattern, with approximately 17-18% of these individuals being female.

Furthermore, the analysis delves into the age demographics of first-time entrants into the youth justice system, revealing notable variations. The data highlights that the majority of first-time entrants fall within the 14-16 age brackets, closely followed by 17-18 year olds, with the lowest incidence observed among 10-13 year olds. This nuanced breakdown sheds light on the critical periods in which interventions may have the most significant impact, guiding the development of strategies tailored to specific age groups.

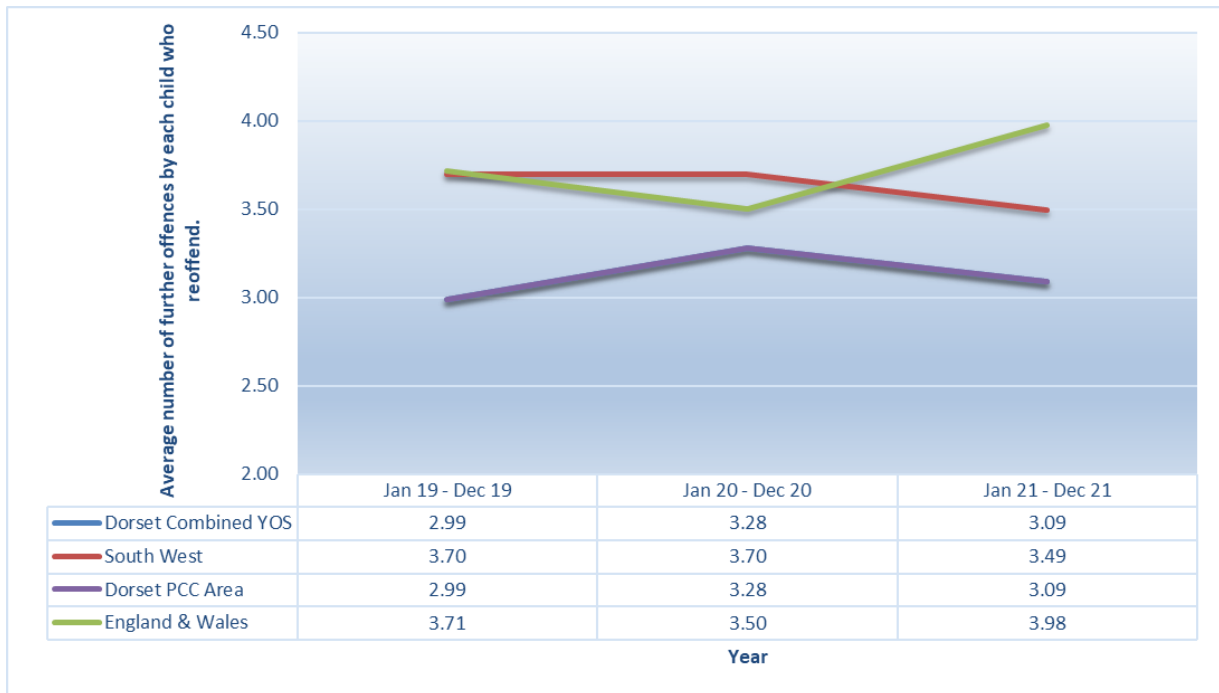
The below graphs identify the child reoffending rates and number of offences per child that reoffends. Graph 3 highlights that in 2021 the pan-Dorset area was above the national average for England and Wales for those reoffending (36.4% in the pan-Dorset area, compared to 31.4% in England and Wales). This also shows a 7.5% increase from the Year 2020, when we were below the National average in England and Wales.

Graph 3. Shows the most recently available data for Dorset Combined Youth Justice Service (DCYJS) binary reoffending rate (i.e. what percentage of children reoffended) among those worked with in a specific period compared to Regional and National percentages:



Graph 4 highlights that in 2021 the pan-Dorset area was below the national average for the number of further offences by each child who reoffends (3.09 in pan-Dorset area compared to 3.98 in England and Wales). This also shows a 0.19 decrease from the year 2020 when we also remained below the National average in England and Wales.

Graph 4. Sets out the average number of further offences by each child who re-offended in the pan-Dorset area compared to Regional and National numbers:



STRATEGIC OBJECTIVES

Early Intervention and Targeted Support:

Identify at risk individuals: Probation and DCYJS will initiate proactive measures to identify at-risk of reoffending individuals early and offer tailored interventions to prevent reoffending, with a particular emphasis on children.

Specialised support for vulnerable groups: Provide tailored interventions for vulnerable groups and families, breaking the cycle of criminal behaviour, and addressing intergenerational offending. Efforts will be directed towards facilitating multi-agency identification of offenders and their families. This aims to enhance communication among agencies, enabling them to recognise instances where multiple agencies are working with the same family.

Efficient Resource Allocation and Integrated Approach:

Focus resources for impact: Partners will focus resources on areas and individuals where interventions can have the most significant impact in reducing reoffending.

Multi-agency needs assessment for 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 for adults and children.

Outcome-Oriented Monitoring:

Data analysis: Partners will develop a greater understanding of reoffending in the pan-Dorset area through data analysis, whilst continuously assessing the effectiveness of interventions, particularly in relation to accommodation, and employment support and supervision which have been identified as key factors. Through this analysis partners will be able to enhance rehabilitation programmes to better address the underlying causes of criminal behaviour and support successful reintegration into society.

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. When delivering the objectives, the pan-Dorset area will strive to employ these principles:

- **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. 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.

PROVISION OF SERVICES & INITIATIVES

There are numerous services, programmes and initiatives operating in the pan-Dorset area that specifically aim to tackle reoffending based on the pathways to reduce reoffending. These include:

The Probation Service

The Probation Service² is a statutory criminal justice service that manages offenders throughout their time in the criminal justice system, while protecting the public. The service is responsible for sentence management in both England and Wales, along with Accredited Programmes, Unpaid Work, and Structured Interventions.

In sentence management their focus is on strengthening the probation practitioner's relationship with people on probation, using the right key skills, activities and behaviours to achieve the most effective outcomes and enable offenders to make positive changes to their lives. This includes more consistent management and delivery of sentence plans, better assessment and management of risk and more balanced caseloads and an improved case allocation process to support this.

For Unpaid Work, Accredited Programmes and Structured Interventions they aim to make placements and programmes available locally, with a thorough assessment and induction process, regular reviews of active cases and ongoing professional development for staff delivering interventions.

Other interventions that meet rehabilitative and resettlement needs are delivered by Commissioned Rehabilitative Service providers with cases managed according to the risk, need and sentence type. For resettlement, they have an enhanced pre-release system. A community responsible officer leads on all the pre-release activities, undertaking a comprehensive assessment and developing a sentence plan aligned to need, risk, and victim issues. This applies to offenders prior to release during the final phase of prison, through to transition, and post-release.

Integrated Offender Management (IOM)

Integrated Offender Management (IOM)³ 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.

² [About us - Probation Service - GOV.UK \(www.gov.uk\)](https://www.gov.uk/about-us-probation-service)

³ [Integrated offender management \(IOM\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/integrated-offender-management-iom)

The Dorset Combined Youth Justice Service

The Dorset Combined Youth Justice Service (DCYJS)⁴ 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 and protect communities from crime. DCYJS is a multi-agency partnership between the local authorities, Dorset Police, the Dorset Police and Crime Commissioner, the Probation Service, NHS Dorset, and Dorset HealthCare University H+NHS Foundation Trust.

DCYJS prioritises building positive, pro-social relationships with children who have committed an offence. DCYJS is a multi-agency partnership which includes a health team comprising of Speech and Language Therapists, a Psychologist and Child and Adolescent Mental Health Service (CAMHS) nurses. Specialist assessments and advice from these health workers enable team members to adapt their work to meet children's individual communication needs and their experiences of past traumatic events.

The multi-disciplinary DCYJS team also includes education specialists and parenting workers, enabling the service to support the child to access suitable education and to provide support for parents and carers. Restorative Justice practitioners work with victims to keep them informed, offer them restorative justice opportunities, and pass on their views to inform the service's work with the child who harmed them.

In recent years DCYJS has been developing its work to build on children's strengths and to support them into pro-social activities. This remains a development priority, with plans to strengthen links with community organisations and to develop positive activities and employability activities for children working with the Youth Justice Service (YJS).

The activity of the YJS, including its work to reduce reoffending, is overseen by the YJS Partnership Board, comprised of senior leaders from the YJS partner agencies.

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. Dorset MAPPA report 2022-2023⁵.

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 Justice 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 works closely with partner agencies, especially the Probation Service.

⁴ [About the Dorset Combined Youth Justice Service \(bpcouncil.gov.uk\)](https://www.bpcouncil.gov.uk)

⁵ [Dorset MAPPA Annual Report 2022 to 2023.docx \(live.com\)](#)

Out of Court Disposal

Out of Court Disposals (OoCD)⁶ 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.

Perpetrator Programmes

There are several established programmes working with perpetrators of domestic abuse across the pan-Dorset area⁷. They include Up2u, Choose2Change, and Time to Change.

Up2u - Family Practice Model

Is a therapeutic 'behaviour change' programme to support individuals in recognising and managing thoughts and feelings and having healthier relationships. It is aimed at parents/carers who have unhealthy relationships with children, partners, family members, professionals or other adults.

Up2u - Creating healthy relationships

Is a programme for people who use domestically abusive behaviours in their intimate partner relationships. This can be tailored to work with both males and females from the age of 16 and can be delivered to people who use domestically abusive behaviours in same sex relationships.

Time to Change

Is a 1:1 behaviour change programme working with females who are responsible for domestic abuse and/or violence towards their male partners and ex-partners.

Choose2Change

Is a group work behaviour change programme working with males who are responsible for domestic abuse or violence towards their female partners and ex-partners.

High Harm Perpetrator Panel

Is a multi-agency tasking forum to discuss and share information relating to high risk VAWG offences. It also consists of management of high-harm offenders, focusing on the most severe and recurrent cases of domestic abuse, stalking, and individuals who have consistently exhibited sexually harmful behaviours (SHB).

⁶ [Out of Court Disposals \(cpccouncil.gov.uk\)](http://cpccouncil.gov.uk)

⁷ [Domestic abuse guidance for professionals - Dorset Council](#)

Substance Misuse Treatment Services

Local substance misuse treatment services can offer multi-disciplinary interventions to people who use alcohol and drugs involved in the criminal justice system, managing them from the point of arrest (drug testing on arrest / out of court disposals/ arrest referral/ support to probation court officers / pre-sentence planning) to release (assertive support on release from custody and prison/ working with prisons for the smooth transition of individuals back to the local area) and on to specific programmes aiming to reduce alcohol and/or drug related crime throughout treatment.

There are a variety of different options for treatment on offer across the pan-Dorset area, based on substance, dependency, and age. Treatment services can assist and support family members as well. Treatment services can offer several specific interventions for offenders (adults and children) with substance misuse issues either through an out of court disposal, via a Court order or on release from prison. Substance Misuse services will also work with offenders not on orders who would like to address their substance misuse issues voluntarily.

As part of a Community Sentence, courts can impose either a Drug Rehabilitation Requirement (DRR) or Alcohol Treatment Requirement (ATR)⁸ instead of receiving a custodial sentence. If a court order is given, the offender must engage with both the probation service and the nominated treatment service. Failure to comply with this order results in the individual going back to court to be re-sentenced.

Services also engage⁹ with multidisciplinary work such as Integrated Offender Management (IOM) and MAPPA meetings as required and attend weekly meetings with Probation Officers.

The Dorset Combating Drugs Partnership (CDP) co-ordinates partners' work to tackle substance misuse issues. The CDP has several sub-groups including one dedicated to treatment.

Restorative Justice

Restorative justice⁹ 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 and get answers to their questions. Restorative justice holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends.

The Safe Schools and Communities Team not only provides restorative justice interventions but also engages officers trained as restorative justice practitioners. These professionals actively participate in restorative justice conferences addressing issues such as bullying, shoplifting, and drug possession. Additionally, they contribute to retail and drugs workshops as integral components of the rehabilitative measures associated with youth conditional cautions. The DCYJS offer restorative justice to the victims of all offences committed by children who work with the YJS. The YJS team includes Restorative Justice Practitioners who are trained and accredited in facilitating Restorative Justice Conferences, including for complex and sensitive cases such as offences involving domestic abuse or sexual harm. Most children working with the YJS also undertake reparative activity to help repair the harm from their offence.

⁸ [Pathways between probation and addiction treatment in England: report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/604442/pathways-between-probation-and-addiction-treatment-in-england-report.pdf)

⁹ [Restorative Justice - Dorset Police & Crime Commissioner \(pcc.police.uk\)](https://www.pcc.police.uk/restorative-justice)

Restorative Justice Dorset (RJ Dorset)¹⁰ operates under the umbrella of Restorative Solutions CIC and have been commissioned by the Dorset Police and Crime Commissioner (PCC) to facilitate restorative justice processes for victims of crimes in the Dorset region, involving adult offenders (18+). In 2022, RJ Dorset effectively managed and processed more than 250 referrals. The activities encompass both direct and indirect restorative justice interventions. These interventions span a wide spectrum, including cases associated with out-of-court disposals and post-conviction situations. They cater to individuals who may be in custody or serving community sentences, ensuring that the restorative principles are consistently applied.

NHSE Non-Custodial Services

The prevalence of health and social problems among those in contact with the criminal justice system (CJS) is high. Many individuals involved in the criminal justice system have underlying issues, such as physical and/or mental health problems, neurodiversity needs or substance abuse, that contribute to their criminal behaviour. NHSE non-custodial services aim to support individuals to address these underlying issues, that may otherwise have reduced the effectiveness of other rehabilitative interventions.

Liaison and Diversion (L&D)¹¹ services identify people who have mental health, learning disability, substance misuse or other vulnerabilities when they first encounter the criminal justice system, usually in Police custody or at Court. The service can then refer to, and help people to attend, appropriate health or social care and support services, to reduce the likelihood that people will reach a crisis-point and improve their overall health outcomes, thereby reducing the on-going incidence of reoffending by that individual.

Mental Health Treatment Requirement (MHTR)¹² is an adult community order sentenced by a Court that requires an individual to undertake 12 sessions of cognitive based therapy support provided by a specialist delivery service. This is co-commissioned by NHS England, Dorset Council, BCP Council, the Dorset PCC, and the Probation Service. MHTRs will:

- Support a reduction in the mental health inequalities faced by an increasing number of vulnerable people in the criminal justice system.
- Provide an effective mental health treatment and evidence based sentencing option as an alternative to custodial sentences.
- Support rehabilitation and the move to a pathway of recovery and reduce reoffending.

Reconnect¹³ is a 'care after prison service' providing a referral, assessment, liaison, and support service to improve the continuity of care of vulnerable people (those with physical or mental health needs) leaving prisons in Dorset or returning to the pan-Dorset area after being released by other prisons across England. Reconnect will work with an individual for up to 12 weeks before they leave prison and support them, for up to 6 months, with their transition from prison to community-based health and support (specifically mental health, physical health, substance misuse, GP registration and dentistry) to maximise the opportunities for an individual to get the help they need to reduce their reoffending.

¹⁰ [Home » Restorative Justice Dorset \(rjdorset.org.uk\)](#)

¹¹ [Dorset HealthCare:: Criminal Justice Liaison and Diversion Service](#)

¹² [NHS commissioning » Mental Health Treatment Requirements \(MHTRs\) \(england.nhs.uk\)](#)

¹³ [NHS commissioning » RECONNECT \(england.nhs.uk\)](#)

PERFORMANCE MEASURES

The success of the Pan-Dorset Reducing Reoffending Strategy will be measured through key performance indicators that reflect the strategy's core objectives. The following performance measures have been established to gauge the effectiveness of the strategy.

Employment Status:

- **The proportion of adult offenders employed six weeks after release:** Monitor the percentage of released individuals who secure employment within six weeks.
 - **Target:** 19% or higher.
- **The proportion of adult offenders employed six months after release:** Monitor the percentage of individuals maintaining employment six months post- release:
 - **Target:** 38% or higher.

Housing Stability:

- **The proportion of adult offenders housed on the night after release:** Monitor the percentage of individuals with housing arrangements on the night immediately following their release.
 - **Target:** 90% or higher.
- **The proportion of adult offenders in settled accommodation 3 months after leaving prison:** Monitor the percentage of individuals residing in stable and settled accommodation 3 months post-release.
 - **Target:** 80% or higher.

Continuity of Care:

- **The proportion of adult offenders engaged in treatment after release from prison:** Monitor the percentage of individuals who have a substance misuse treatment need who successfully engage following release from prison.
 - **Target:** 75% or higher.

Youth Justice System:

- **The proportion of children who reoffend:** Monitor the percentage of children who go onto reoffend following their involvement in the Youth Justice System.
 - **Target:** Less than National average (March 2022 – 34.2%)

Regular monitoring and analysis of these metrics can guide adjustments to the strategy and highlight areas for the improvement within the services and initiatives offered.

PATHWAYS TO REDUCING REOFFENDING

To reduce reoffending, it is imperative that we look at the 'criminogenic needs' of the offender, to address the core root of their criminal behaviour, providing the best possible support for individual needs, thus progressing their recovery back into the community.

Women in contact with the criminal justice system are amongst the most vulnerable in society. Many experience trauma, domestic abuse, mental health problems or have a history of alcohol and drug misuse. Factors that can lead men and women to commit crime, and to reoffend, can vary significantly.

The pan-Dorset area will focus on the following key social factors that need to be addressed for adults in order to reduce reoffending.

Accommodation – Having a clean, dry, and safe place to sleep at night provides a solid base to start reintegrating back into society. Accommodation allows offender managers to provide the vital building blocks for a range of support services and employment. Many ex-prisoners 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 – Access to stable employment and educational opportunities can provide individuals with skills, purpose, and a legitimate source of income, reducing the risk of reoffending. Education, work, and training should provide an integrated service too, based on needs.

Finance (including benefits and debt) – For many offenders, having the necessary finances to cover their living essentials and debt is an issue. Individuals who have the means to support themselves through legal means are less likely to return to crime. 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. Women, often as the main carers for their dependants, 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, Drugs and Addictions – 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. There is also a clear relationship between problem or disordered gambling and crime.

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.

Adverse Childhood Experiences (ACEs) – ACEs are traumatic events that affect an individual whilst 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 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 and Trafficking - Individuals should be given every support if they ask for help to build a new life away from sexual exploitation. Promoting awareness about available resources and encouraging a culture where individuals feel comfortable seeking help can play a pivotal role. This should also include staff receiving awareness training on the issues that face sex workers. It is important to note that not only women are vulnerable to sex working, and all offenders should receive support if disclosing this need.

These pathways are all interdependent and successful rehabilitation is likely to require the provision of support along several, if not all of these pathways. Services must be integrated in order to ensure that individual specific needs are addressed effectively.

PAN-DORSET REOFFENDING SUCCESSES

The successes for reducing reoffending within the pan-Dorset area are reflected in the transformative outcomes achieved through partners adopting a whole systems approach and the effectiveness of the implemented measures in fostering rehabilitation.

Some highlights include:

- 70% of the IOM cohort relate to the index offence of dwelling burglary; in 2022/23 when the IOM focus was on dwelling burglaries there was a direct correlation of 6% decrease compared to in 2019/20 when the IOM focus was on domestic abuse.
- There has been 0% reoffending among the IOM cohort who were tagged on release from September 2022 to July 2023.
- Dorset (66%) and BCP (50%) are both above the National average (48%) and significantly higher than the regional average (41%) for Continuity of Care (Prisoners released with substance misuse issues that engage in community treatment).
- Dorset continues to demonstrate high performance against the MAPPA Key Performance Indicators. During 2022-2023, overall attendance by the Duty to Cooperate agencies was 99%, significantly higher than the target of 90%.
- DCYJS has seen a reduction in its rate of children entering the justice system. The combined rate for the two local authorities has dropped from 288 per 100,000 under 18s in the year to September 2020, down to 239 in the year to September 2022, and down to 195 per 100,000 in the year to September 2023.

Below are case studies of three individuals previously identified as reoffenders, along with the costs associated with their criminal activities. Since their involvement in IOM and RJ interventions, significant positive shifts have been observed in their behaviours, along with a substantial reduction in associated criminal activity costs:

Individual A:

Committed 6 dwelling burglaries, 3 attempted dwelling burglaries, and 1 instance of going equipped, totalling £39,933 in the cost of crime.

Post intervention: Committed an affray (the specific cost is not included in the available figures yet but will presumably be lower than previous offences).

Individual B:

Involved in 3 dwelling burglaries, 1 fraud case, and 1 breach of community order, totalling £13,065 in the cost of crime.

Post intervention: Has remained free from any charged offences since the intervention date of March 1, 2023.

Individual C:

Engaged in 1 shoplifting, 1 burglary dwelling, 5 fraud cases, and 1 handling offence, totalling £14,953 in the cost of crime. (Handling not listed in available figures.)

Post intervention: Has remained clear of any charged offences since the intervention date of October 1, 2022.

These successes indicate a remarkable reduction in criminal activity post intervention for all individuals. Notably, the absence of new charges for Individual B & C signifies a positive shift in their behaviours, emphasising the effectiveness of IOM & RJ strategies in the pan-Dorset approach to reducing reoffending.

GOVERNANCE

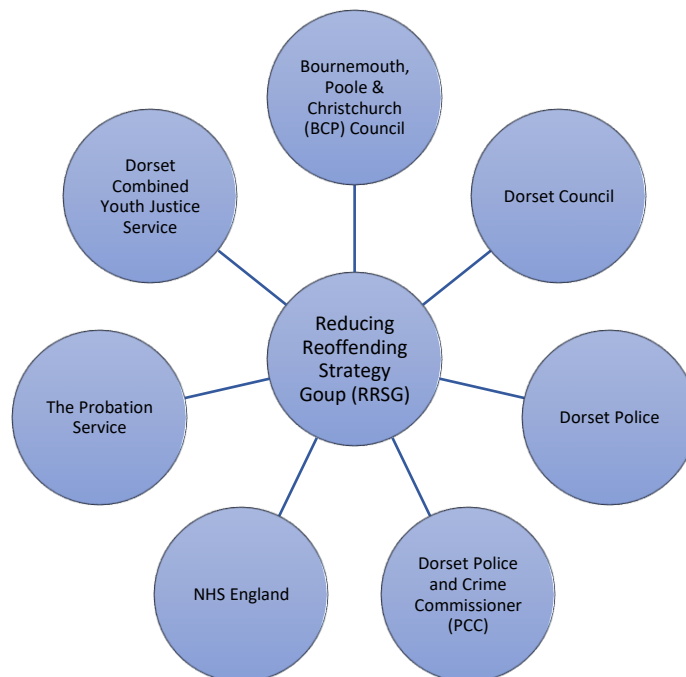
Section 108 of the Policing and Crime Act 2009 places a statutory duty on CSPs to formulate and implement a strategy to reduce reoffending by adult and young offenders. This strategy is owned by the two CSPs covering the pan-Dorset area and runs from 2024 to 2027.

The Reducing Reoffending Strategy Group (RRSG) is a sub-group of the CSPs and Dorset Criminal Justice Board (DCJB) and is responsible for developing plans and strategies and delivering initiatives that reduce reoffending.

Underpinning this strategy is a robust governance structure led by the Reducing Reoffending Strategy Group (RRSG).

The RRSG shoulders the day-to-day implementation and oversight. This governance framework, rooted in statutory obligations, ensures accountability and concerted action across all involved parties.

Figure 1. Identifies the partners involved in the development and delivery of the Reducing Reoffending Strategy.



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Dorset CSP Serious Violence Strategy

Foreword

This strategy paper arises from the serious violence strategic needs assessment undertaken in 2023 in response to the Serious Violence Duty. Implementation of the Duty's statutory responsibilities and actions is being delivered through the existing structures of the Dorset Community Safety Partnership (CSP), in line statutory guidance for the Duty published in January 2023. This includes ensuring our strategic response to the Serious Violence Duty is an integral part of the CSP's Community Safety Plan 2023 - 2026.

Serious violence detrimentally impacts the lives of children, adults and the elderly, can have a devastating impact on the lives of the vulnerable and can be destructive to the lives of individuals, families and whole communities. Serious violence has a human, financial and societal cost, and there are often ongoing physical, emotional and mental health problems experienced by the victims of violence.

"Offending, particularly committing serious crime. It's a massive problem in as much as how wide reaching it is, so it's very rarely just the victim that's affected, is it? It's their relatives and friends and colleagues. It doesn't ever really go away." (Survivor)

Tackling serious violence in any community requires a comprehensive and multi-faceted approach. The Dorset CSP is committed to understanding the nature, volume and impact of serious violence across the partnership area, and to establishing strong and clear responses. Using a locally developed innovative risk based approach, we are committed to identifying where resources are most effectively targeted, and to supporting collaborative approaches to reducing crime.

Dorset CSP has a long and credible history of working to improve community safety for all residents of and visitors to Dorset. Working in a place-based way, we will deliver on the Serious Violence Duty using a public health approach. This will better support our communities and help us to achieve sustainable change.

What is Serious Violence

The national Serious Violence Strategy sets out specific types of crime of particular concern, including homicide, violence against the person which may include both knife crime and gun crime, and areas of criminality where serious violence or its threat is inherent, such as in county lines drug dealing. March 2023

Statutory guidance requires each area to define serious violence for its own location. Serious violence in the Dorset CSP area is defined as activity:-

- causing threat, danger, or harm to the person;
- demonstrating disregard for the safety and wellbeing of others;
- involving gangs, grooming, coercion or manipulation of those more vulnerable; and
- those involving coordinated and organised illegal activity by groups or gangs.

Serious Violence in Context

National Context

Since 2014, incidents of serious violence have increased across England and Wales. An example of this is an 84% increase in violent offences involving knives or other sharp implements between June 2014 and June 2020. Home Office analysis demonstrated a rapid increase in the identification of county lines throughout 2020, which in turn drove a significant increase in the referral of children and young people for criminal exploitation. Numbers of sexual offences across England and Wales have risen significantly in recent years. Robbery was recorded as increasing by 13% in 2022 compared to 2020.

Dorset Context

Crime rates for Dorset show reductions in a number of crime areas, and Dorset is noted as the 6th safest county. However, there are criminal activities which impact the lives of residents and visitors which should be addressed under the serious violence duty. Serious violent crime has increased since 2020/2021, where local data mirrored trends seen across the country. Rates for 2021/2022 and 2022/23 have remained fairly static.

Reviewing serious crime data for the last 3 years and recognising that in each case these still remain lower than regional and national comparative rates, crimes relating to violence against the person, violence and sexual offences and violent domestic abuse are shown to be the priority areas. These crime areas will drive our focus for responsive action.

While weapons enabled crimes are low for the Dorset area compared with regional and national figures, data shows an increase in the tendency to carry knives and other sharp weapons, particularly amongst young people, making it a priority area for early intervention. Additional areas for early intervention and preventative work include a focus on rates of reoffending, cases of coercion and exploitation, and young people as victims.

Our strategic needs assessment also identifies the need for further research and analysis in the areas of rural domestic abuse where Dorset rates suggest underreporting of these crimes, and sexual offences where rates suggest this growing area of criminal activity needs to be better understood.

Our Approach

Through using a public health approach, the strength and commitment to partnership working demonstrated across the Community Safety Partnership and wider partners will provide a framework to deliver on the Duty.

Using our local risk based approach enables us to understand not only the areas where we need to focus activity, but also the drivers and influencing factors that impact on serious violent crime.

“Prevention is always better than the cure - there was lots of occasions in my journey where I could have been picked up by support organisations when in police custody it never happened.” (Perpetrator)

The voice of victims, communities and specifically young people has been sought, as a part of our approach to develop responses that meet the needs and expectations of our residents in a human sense as well as reducing crime rates. We have also sought the views of a number of perpetrators of serious violence, to provide a counterbalance and enable us to consider how to develop not only impactful but also sustainable responses.

This means we will:

- Benefit from the strong partnership and governance of the Community Safety Partnership to deliver this multi-agency strategy
- Deploy integrated approaches, ensuring partners drive the agenda, are accountable for their individual contributions and new developments can integrate into overall strategic direction.
- Develop an ongoing understanding of the risk of crime, the causes and influencing factors that underpin crime within our communities.
- Use continuous learning to ensure our responses, solutions and impacts reflect the dynamic and evolving lives of our residents.
- Use an evidence based approach to developing and delivering interventions and target them where they are most needed.
- Work with our communities and partners to address the risk factors particularly impacting on those who are vulnerable to and from serious violence.
- Use prevention and early intervention to reduce the draw into serious violence for young people.
- Engage with young people and communities to establish routes to attitudinal and cultural change in matters relating to serious violence.
- Work with young people and communities to shape and deliver our responses to serious violence.
- Develop medium and long term responses, that can shape ongoing and lasting solutions.
- Integrate out work from this period of implementation for the Duty into related strategies and services to ensure development and achievement have a connected and long-term route for impact.
- Work collaboratively and smartly to reduce duplication and make the best use of resources.

Our Priorities

Developing strategic priorities will provide a framework for tackling the complex issue of serious violence effectively. To deliver our strategy we will work collective on six priority areas:

- SV01: Develop and deliver approaches to tackle high-harm offending
- SV02: Develop and champion activity that supports victims of serious violence
- SV03: Ensure children and young people better understand the risks and drivers for serious violence to prevent them from becoming drawn into crime
- SV04: Taking action that tackles serious violence in the community, to improve the safety of our streets
- SV05: Robustly tackle organised crime, including county lines and rural organised crime.

SV06: Undertake work to further develop our understanding of serious violence.

SV01: Develop and deliver approaches that tackle high-harm offending

Our aims are to:

- Improve intelligence sharing between agencies, leading to an increase in the identification and apprehension of high-risk individuals involved in violent activities over two years.
- Implement focused deterrence strategies in high-risk neighbourhoods, aiming for a reduction in violent crime rates within targeted areas over five years.

SV02: Develop and champion activity that supports victims of serious violence

Our aims are to:

- Deliver services and support to those identified specifically as high-risk and most vulnerable through cross-cutting themes of violence against women and girls (VAWG), mental health, substance misuse, and homelessness, with the goal of addressing underlying issues linked to violent behaviour.
- Develop services and support that respond to the drivers of vulnerability, with the goal of providing appropriate and timely interventions for those in most need.

SV03: Ensure children and young people better understand the risks and drivers for serious violence to prevent them from becoming drawn into crime

Our aims are to:

- Increase the awareness and understanding of violence triggers and prevention strategies through targeted work and engagement with young people and communities, to achieve a reduction in community-reported violence incidents over three years.
- Implement evidence-based violence prevention programmes through schools, targeted youth work, young people's provision and partners youth focused activities, focusing on conflict resolution, relationships and respect, and social skills development, aiming for a decrease in youth-related violence incidents.

SV04: Taking action that tackles serious violence in the community, to improve the safety of our streets

Our aims are to:

- Establish community engagement in high-risk neighbourhoods, fostering collaboration between local organisations and the police, leading to an increase in community-led violence prevention initiatives over three years.
- Empower front-line practitioners in communities to organise and deliver events and initiatives to tackle serious violence, aiming for an increase in youth-led programmes.

SV05: Robustly tackle organised crime, including county lines and rural organised crime.

Our aims are to:

- Develop and deliver programmes of work specifically aimed at vulnerable young people, with a view to reducing the impact of extra familial harm, coercion and exploitation particularly in relation to county lines.

- Understand and respond to established and emerging organised crime in rural areas, specifically related to exploitation of vulnerable adults.

SV06: Undertake work to further develop our understanding of serious violence.

Our aims are to:

- Implement DiiS data collection system to monitor violence patterns through presentation at emergency departments, aiming for an improvement in data accuracy and reporting efficiency.
- Conduct further research and analysis in key areas, as identified by our initial strategic needs assessment and by future needs analyses, with the goal to review and refresh our serious violence strategy over time and in response to current and emerging need.

Measuring Impact

There will be the need to realise some short-term outcomes, due to the nature of the funding and implementation of the Duty. However, much of this work needs to establish more medium and long-term goal in order to understand and tackle the root causes of serious violence.

With this in mind, we will measure impact through:

- regular evaluation and reflection on the effectiveness of all of our work related to serious violence, including data analysis and the voice of our young people and communities.
- Modifying our strategies and approaches based on evaluation results, emerging trends and community needs to ensure ongoing effectiveness.

“I’m living a kind of half-life. ... I was a very independent (professional) person. ... life is very different now. I think it's just because every normal stuff becomes such a challenge, doesn't it? When you're traumatized. Normal things are a challenge.” (Survivor)

Ways of Working

The effective mapping of existing and newly emerging strategies that have interdependencies with implementing and delivering on the Duty will ensure better collaboration and cohesion across all of the work we are doing. Combined with our strong history of partnership working and collective approach to finding and delivering on solutions also provides a good foundation for this work without duplicating activity, structures and governance arrangements.

“From my experiences, synergy between partner organisations is vital to ensure that people do not slip through the net or get trapped in a vacuum of crime and violence.” (Perpetrator)

This initial strategy paper has been developed in line with the requirements of the Duty. It is produced to supplement and add further detail to the Dorset CSP’s Community Safety Plan 2023-2026, which provides our overall approach to community safety including serious violence.

Implementing this Strategy

Implementation of the Serious Violence Strategy in Dorset is integral to our work on community safety and will be overseen by the Dorset CSP. The governance and delivery arrangements for the CSP will ensure our work on serious violence is coherent and comprehensive, and incorporated into existing structures in line with the statutory guidance.

“Whether it is perceived or real fear. With social media and press media (you can’t tell) what’s hype and what’s real. It’s not being portrayed in the right way. It impacts on mental health and physical wellbeing. Living in fear takes a toll (creates) anxiety.” (Focus Group)

People & Health Overview Committee

23 July 2024

Towards a New Model for Day Opportunities in Dorset

For Decision

Cabinet Member and Portfolio:

Cllr S Robinson, Adult Social Care

Local Councillor(s):

All

Executive Director:

J Price, Executive Director of People - Adults

Report Author: Mark Tyson
Job Title: Corporate Director, Commissioning & Improvement, Adults
Tel: 01305 224825
Email: mark.tyson@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

This report sets out the proposals for reshaping the provision of day opportunities for people in Dorset, in line with the ambitions set out in *Commissioning for A Better Life for Adults in Dorset*, the Council's adult social care commissioning strategy. "Day opportunity" is a broader term that encompasses all of the activities, both formal and informal, that may be accessed by people who may have additional care and support needs, whether self-selected or commissioned for them. Traditionally, the focus is on day services, which are building-based, often specialist activities. Our model seeks to respond to a significant body of consultation evidence that shows people want more diversity, as well as experience in the social care sector that emphasises the importance of people remaining connected to local community activity and opportunities.

The report sets out a new model for commissioning these services, and a way forward for implementing the model, together with people who draw on support, the wider community, and with Care Dorset and other independent sector providers.

Recommendation:

People & Health Overview Committee are recommended to:

1. Review and comment on the consultation activity that has been undertaken;
2. Review and comment on the proposed model for the future commissioning and reshaping of day opportunities provision in Dorset; and
3. Resolve to recommend to Cabinet that they adopt the model described and the approach to implementation.

Reason for Recommendation:

Day services are a vitally important part of the Dorset support offer for a few hundred local residents, providing meaningful activities during the day for those who need support. Our research has shown that people are increasingly wanting flexibility, variety and social connection, which points to a need to modernise the offer around day opportunities. Our commissioning strategies have previously committed the council to this direction of travel, and the additional insight gained from consultation has now confirmed and firmed up the next steps.

1. Background

- 1.1 In February 2022, Cabinet adopted the set of commissioning strategies for adult social care under the title *Commissioning for A Better Life for Adults in Dorset 2023-28*. Within that suite of documents was the intention to reform day services in Dorset. This built upon feedback obtained over many weeks in summer 2021 under the banner of *Better Days*.
- 1.2 Broadly, the intentions that were set out in the strategy were to:
 - Develop a hub-and-spoke model of day opportunities, with specialist and outreach services embedded in local communities;
 - Increase the uptake of direct payments and individual service funds;
 - Reduce reliance on building-based support services, as part of increasing the connections of people with their local communities.
- 1.3 Reviewing the responses to the 2021 engagement activity, it was noted that the engagement had taken place in the latter days of the Covid pandemic, and that it would be more representative to conduct a repeat survey and confirm (or nuance) the feedback. The initial exercise was also strongly weighted towards people with learning disability, and it was felt important to hear other voices alongside those. A further engagement exercise was undertaken in autumn 2023.
- 1.4 In 2023, the People & Health Overview Committee appointed a subgroup to look at the future of day services. 16 recommendations were made, which have shaped the proposals which are presented here. In particular, further consultation and discussion was recommended, and this has shaped the approach to consultation in autumn 2023. Appendix 2 summarises the recommendations and notes where they link to the work. The proposals support all recommendations in some form.
- 1.5 This ran alongside the work of Care Dorset, since their foundation in late 2022, to understand in greater depth who was accessing their services, how they operated, and how they made use of the buildings that they occupied. There has been considerable dialogue between Care Dorset and commissioners on this insight, and it has also informed the proposed model.

1.6 Some of this insight is outlined in more detail in the attached slide deck (Appendix 1), which provides an overview of the engagement process and feedback, the proposed model, and the steps to be taken if approved from the late summer onwards.

2. The proposed model of day opportunities

2.1 More detail is contained in Appendix 1, but below is a brief overview of the model and its elements. In terms of definitions, a day opportunity is anything that someone wants to do to spend their time meaningfully, possibly during the day but also evenings and weekends. We generally think in terms of day opportunities where people have a need of care and support which might mean that they need additional help to access activities, but we should not be too rigid in this definition, and in the new model we want to prioritise the seamless interface with community activity in local towns, villages and neighbourhoods across the county.

2.2 **A Hub.** This would be a focus for local community activity around day opportunities for people with support needs, sitting at the heart of a network of activity, and supporting it through providing space, access, specific activities, transport support and a range of other enabling activity. Hubs would also be likely to directly provide a more highly specialist day service offer, although we remain open to the two activities (hub and specialist provision) being separate.

2.3 **Spokes.** These are the vast range of different organisations, projects and activities that take place across the county already, and of which we want more. They would be supported by the work of hubs in connecting them, and providing support and advice to strengthen their offer. Increasingly we want to see more projects, organisations and services offering the option to 'buy' sessions and activities through direct payments or individual service funds.

2.4 **Specialist service offer.** It is critical that we strengthen and invest in specialist days services for those with complex needs. Currently we spread our resource broadly across a wide range of different provisions, and we would like to see more of the commissioning resource invested in meeting the needs of those with the greatest requirement for supported access to day activities. It is likely that the core of our offer will remain with Care Dorset, and we will want to work with them to develop this provision to be 'best in class' for its type – as well as continuing to work

with, and strengthen, the independent specialist day service providers that are working across Dorset. Specialist services also provide a vital respite for carers.

- 2.5 **Flexible commissioning model.** We want more people to have the flexibility and freedom to choose their activities and support, and to pay for it through a direct payment or individual service fund (ISF). An ISF is an arrangement whereby the personal budget for care and support is managed by an organisation on behalf of the person who draws on support. In our model, we are open to the idea that Hubs might also be ISF providers, helping people to use their budget for the greatest flexibility and variety.
- 2.6 **Services not buildings.** The current 13 day services, operated under block contract by Care Dorset, are acknowledged not to be efficient in their use of buildings for the delivery of care and support. We are clear that we want in future to commission services, not buildings. Where we have hubs, we are open to commissioning the core costs of providing a physical location; in other cases we want to shift to a greater emphasis on commissioning services, which may or may not be from specialist buildings, but may also be co-located and peripatetic, hosted by other agencies.
- 2.7 **Partnership delivery.** Supporting the voluntary, community and social enterprise sector to design, develop and deliver new service offerings is a key part of our model for the future. These may require commissioning and contracting, but we are confident that in the main they will be supported by open access, self-funders, direct payment recipients and other flexible forms of commissioning and funding.

3. **Proposed delivery plan**

- 3.1 Appendix 1 also contains an overview of the delivery plan for implementing the recommended model. In the remainder of 2024/25, decisions will be made and consulted upon by Care Dorset in line with the model we are proposing. Changes to services will be made after this process of formal consultation.
- 3.2 Alongside this, we will make changes to the contracting and commissioning arrangements to reflect the service changes for the 2025/26 financial year.

4. Financial Implications

- 4.1 The proposals require no additional investment, and it is intended that they will be a more efficient way of meeting the needs of people for day opportunity support. There will be less of an emphasis on buildings for the delivery of formal day services, which will change the cost base for the provision of day services. This has potential to allow use of some of these assets to support our community development and information and advice ambitions, which are part of helping to contain the cost of social care into the future.
- 4.2 No savings are currently planned from the work. Identification of any savings will be clearer in the latter months of 2024/25, when the implementation of the model is more fully scoped.

5. Natural Environment, Climate & Ecology Implications

- 5.1 Reduction in travel is intended to be an outcome of a more localised and flexible model of day services delivery. This, together with more efficient use of buildings (which often have a significant amount of unused space at present), will support reduction in carbon emissions.

6. Well-being and Health Implications

- 6.1 Day services are a valued part of the social care support offer, maintaining daily activity and social connection for people with care and support needs. By improving the connectedness of these services with local community offers, and widening the engagement of organisations and groups with the needs of people with disabilities, mental health challenges, and frailty, we are supporting them to stay active and well, and improving health and wellbeing.

7. Other Implications

- 7.1 None identified.

8. Risk Assessment

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

- 8.2 Current Risk: A *moderate impact* (3) from continued provision that does not meet the needs of the full range of people who require support to access day opportunities, with a *high likelihood* (4) of occurrence. Risk rating: 12
- 8.3 Residual Risk: Once implemented, this risk is anticipated to reduce to *low impact* (2) due to improved connections, information and advice and community support, with a *low likelihood* (2) of occurrence. Risk rating: 4.

9. Equalities Impact Assessment

- 9.1 An Equalities Impact Assessment has been undertaken for the proposals in this report. In summary, neutral impacts were expected across the majority of protected characteristics, with positive impacts assessed for those with disabilities, with caring responsibilities or in rural isolation. These benefits flow from the more responsive and flexible provision expected, and the better connections between day services, day opportunities and wider community activity.

10. Appendices

- 10.1 Appendix 1: A model of day opportunities
- 10.2 Appendix 2: Recommendation of the People & Health Overview Committee Task & Finish Group on Day Opportunities, linked to the proposed model.

11. Background Papers

- 11.1 [Commissioning for A Better Life for Adults in Dorset 2023 to 2028 - Dorset Council](#)

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Towards a new model for day opportunities: our plans

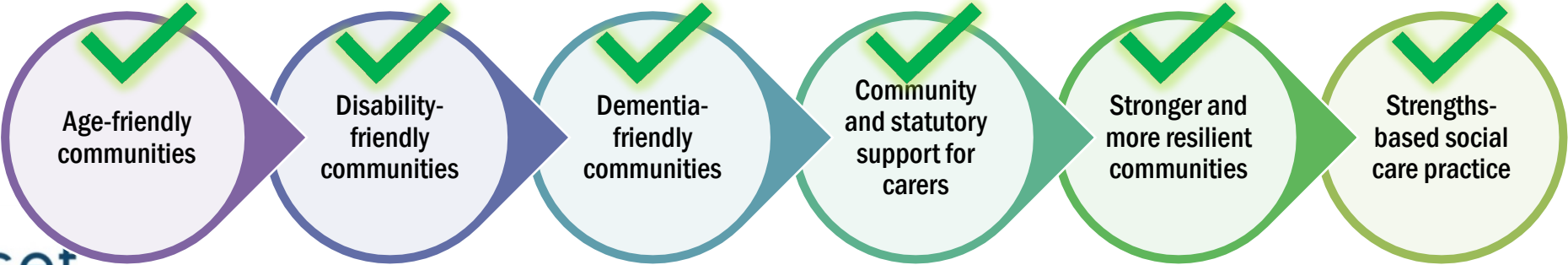
For review, discussion and comment by the
People and Health Overview Committee

23 July 2024

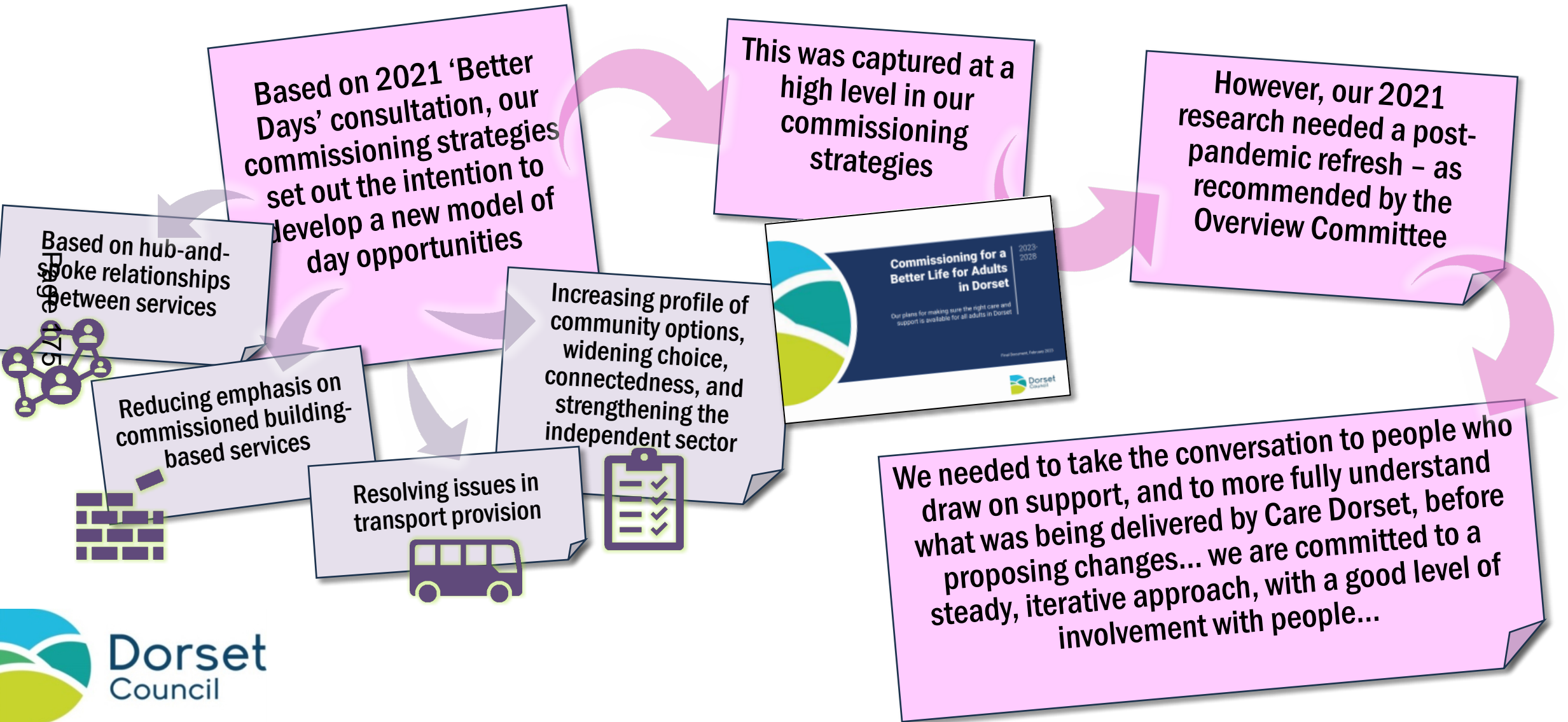
A reminder of our context

“ We all want to live in the place we call home, with the people and things we love, in communities where we look out for each other, doing the things that matter to us. ”

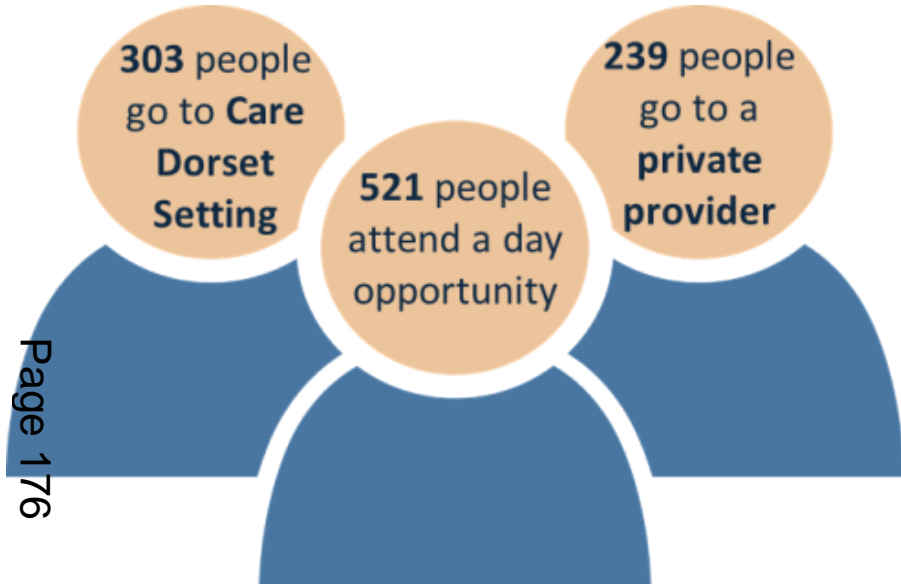
Social Care Future, socialcarefuture.org.uk



The purpose of the project

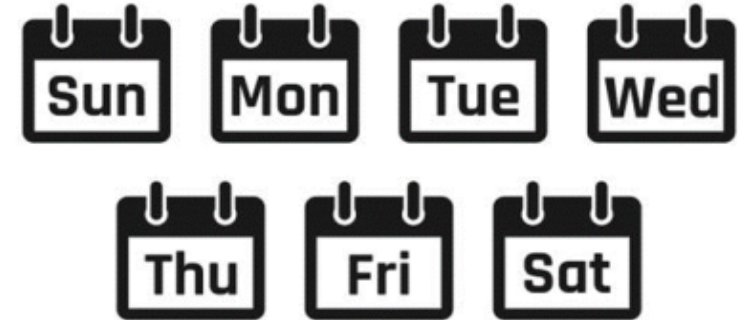


Background Information



2911 day opportunities sessions are provided per week, Monday to Friday

Some people can have up to 10 sessions per week (a session is a half-day)



30% of people who use a Day Opportunity are **aged 65+**

70% of people who use a Day Opportunity are aged **18-64 and have a Learning Disability**

The conversation

What we heard from the engagement work in 2021 and 2023

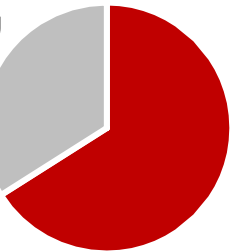
2023 Data Snapshot

338

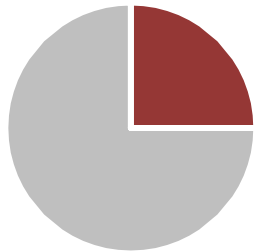
SURVEY
RESPONDENTS

...but needs to be considered together with other conversations and research

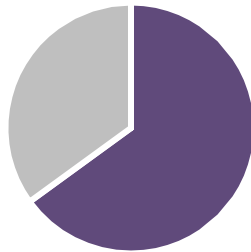
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66% USED A
TRADITIONAL DAY
SERVICE

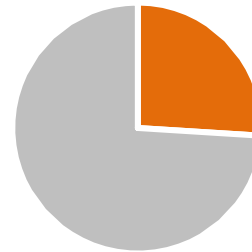


25% USED A
DIRECT PAYMENT

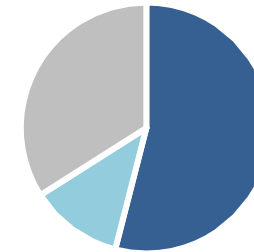


65% IDENTIFIED
IMPORTANCE OF:

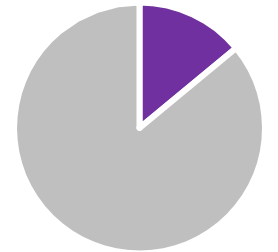
- BEING WITH FRIENDS
- INTERESTING ACTIVITIES



26% SAID
FAMILIAR
BUILDING
IMPORTANT
- BUT MORE SAID
INDEPENDENCE AND
LEARNING NEW SKILLS
A PRIORITY



54% SAID NOTHING
GOT IN WAY OF HAVING
GOOD DAY
OPPORTUNITIES - 12%
CITED TRANSPORT AS
BARRIER



14% HAD NO
FORMAL SUPPORT

Headline consultation feedback, 2023

Being with friends, making new friends or being in the company of others is a key theme

Building based day opportunities remain important for those with complex needs, although they are not for everyone

A variety of activities is needed across the week

People enjoy time away from carers and partners

Respite for carers is important

Evening and weekend activities wanted

Feelings of isolation when at home and enjoyment of being in a group environment.

Enjoy a hot meal, many people not motivated to cook at home

Regardless of age, ability, or care needs **being with friends** or in the company of others was the most important aspect

Headline feedback in 2021

Trying new things can be worrying and I might need support to try them

Need better information on what is available, clear language, plain English in a suitable formats

Some people value day centres but people want variety

It can be hard to know what is possible

People want choice of things to do

Carers need more support, with creative respite options and day opportunities

Professionals need to work together, more joined up

People want to be independent

In their own voice...

THERE ARE NO DAY OPPS FOR ME IN THE FUTURE AS IT CURRENTLY STANDS. I AM AUTISTIC BUT DO NOT HAVE A LEARNING DISABILITY. I AM STRUGGLING IN SCHOOL AT THE MOMENT, BUT AM WORRIED ABOUT WHAT HAPPENS WHEN I LEAVE SCHOOL

SUPPORT PLANNING

BIRTH TO SETTLED ADULTHOOD

AUTISM OFFER

INFORMATION, ADVICE & GUIDANCE

COMMUNITY AND VOLUNTARY SECTOR OFFER

WHEN I AM AT HOME I LIKE TO HELP AROUND THE HOUSE, WATCH TV AND DO MY KNITTING. WHEN AT THE DAY CENTRE I DO MY KNITTING AND ENJOY BINGO

SOCIAL CONNECTION?

BLENDED PROVISION

X HAS A SHORT ATTENTION SPAN, BUT ENJOYS PAINTING, COOKING, TV, SKITTLES, RUNNING AROUND DAY CENTRE BUILDING, USING THE SENSORY ROOM (BUBBLE TUBE + STRING LIGHTS ETC.) EATING. HYDROTHERAPY, TRIPS OUT IN WHEELCHAIR TO TOWN OR PARK. BEACH VISITS OUT IN COUNTRYSIDE. MUSIC AND DRAMA

TRANSPORT FOR ACTIVITIES

'ONE DAY WITH PERSONAL ASSISTANT, WALKING, BROWSING IN TOWN, PLAYING GAMES, VISITING FRIENDS, MEETING UP FOR A COFFEE. ONE DAY AT ACORNS DAY CENTRE, GROUP ACTIVITIES, PERSONAL ASSISTANT. ONE DAY AT ASDAN PROGRAMME. DRAWING, PLAYING GAMES, QUIZZES, COLOURING, SHORT WALKS, MUSEUM VISITS ETC WITH CARERS

VARIETY

SPECIALIST SERVICES

THERE IS NOTHING [...DAY OPPORTUNITIES] UNLESS A FRIEND PICKS ME UP AT HOME AND DRIVES ME TO TOWN (10 MINS FROM MY HOME)

RURALEITY

COMMUNITY OFFER

INFORMATION, ADVICE & GUIDANCE

TRANSPORT

What could a mixed week look like?

Community Farm

Knit and Natter

Performing Arts

Preparation for
Employment

Debating Group

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Reading/ Quiet time

Learning new things,
building skills,
confidence,
independence

Swimming

Travel Training

Walking Group

Catering training
project

Volunteering

Allotment

Yoga

Community
Gardening

Commissioner observations on current provision

These are initial observations from a greater engagement and access to existing provision. These and more will be unpacked in greater detail, with backup analysis, in the final report.



Adults of all ages enjoy socialising. Those with more **complex needs** are happy in building based day opportunities although **being in company** is of greater importance.



Adults of all ages prefer **quality provision on 2 or 3 days per week** as opposed to traditional day centres attendance Monday – Friday. Younger Adults enjoy a **mix of day opportunities**.



There are **two very different commissioning models** at play, for Care Dorset and the wider independent sector. Resources into independent market are stretched considerably thinner (for many historic reasons).



Large **traditional day centre** settings owned by Dorset Council and operated by Care Dorset are **under-utilized and underoccupied**. But some are delivering “**emergent**” **community development** activities.



Social care staff are not always **aware of the day opportunities** available and community brokerage would provide **greater transparency** of available resources.



Transport continues to cause problem for all providers. Only Care Dorset is supported by Council transport. **Private and community providers** are unable to access Dorset Council transport. Private providers rely on **staff collecting people, the person’s family and friends bringing them, taxi, or private providers’ vehicles**.



Outings during the day are limited due to transport.

Developing the model

Day Opportunities in Dorset, 2024 onwards

Using what people have told us to inform a new model

Introduction of a hub and spoke model would aim to reduce the need for travel, provide greater opportunities across communities and locally and provide bespoke centres for those with more complex needs.

Hub & Spoke



Easily accessible information on opportunities available will support people with choice, including opportunities outside of traditional settings, day time only hours, digital sessions and technology.

Info & Advice



Support the development of partnerships with community, voluntary and other partners.
(Shared space and costs e.g. carers, health, benefits advice, housing, kitchen facilities, community halls, wellbeing activities, etc.)

VCSE Partnership



Recognition that specialist opportunities/day spaces are important for those with complex and multiple needs. These will be bespoke spokes not isolating people but recognising greater need.

Specialist spaces



The introduction of a mixed and flexible commissioning model, a range of provisions, regulated and unregulated, block and spot framework contract provision.

Work to expand the use of Direct payment(DP) and Individua Service Funds(ISFs) to support greater choice in meeting outcomes.

A more focused set of outcomes around social connection, community development, (re-)enablement, specialist support, etc.

Flexible commissioning model



Develop and strengthen our Micro Provider and community offer. Enabling communities to develop will require disinvestment from some Care Dorset day centres and reinvestment in the community model.

Working with Thriving Communities, Family Hubs and Swanage and Purbeck Development Trust as part of the hub and spoke development.

Appraisal and Asset transfer where appropriate following the successful transfer of the Swanage Day Centre SPDT.

Strengthen Micro-Provider and Community Offer



Reduce the number of under utilized large day opportunities buildings with more suitable provision.

Rethink the commissioning model to reflect the differing value that buildings can deliver (direct provision, community enablement, etc.)

Reduce or repurpose buildings



Important connections this work must make

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Independent Living Centres are places where people can explore care technology and get advice. Through our Ops Redesign programme we want more of them across the county, and the Hub concept (and the current Care Dorset buildings) could help deliver this.

Children & Family Hubs are rolling out across the county and, both for family carers and for young people on the Birth to Settled Adulthood journey, we will need to make sense of these different resources across the county – and make the best of the ‘enabling’ vision that we have for day opportunities.

Integrated Neighbourhood Teams are a development under the Integrated Care Partnership, and will be important to shape improved working “around the individual” at a local level. Opportunities for, e.g. foot clinics, falls prevention work. Very much at the start of planning, but we will need to make sense of the connections.

Information and advice provision is an important area for us to develop, and the potential to have new options for local advice centres in the Hubs is one that we can’t ignore.

The **Library strategy** is also looking at the role of libraries in the local towns and communities, and we should not miss the opportunity to improve the connectedness of people who draw on care and support by making these links.

Culture, leisure, arts, parks, open spaces... all of these strategies and work programmes present opportunities to add richness to the daily experience of people who draw on care and support.

...AND IN EVERY LOCAL PLACE THERE WILL BE A WIDE RANGE OF NEW POSSIBILITIES AND POTENTIAL FOR LINKS AND STRONG PARTNERSHIPS.

Principles that will guide our developments

We have talked about the structure of our model and how we see it operating, but there is much work to do at local level to “build it out”.

For that, we want to set some key principles that guide how we do this.

We will always look to strengthen, enhance and network with local community activity, and commission new standalone services only when needed and locally supported.

Local community first

We will seek to invest in driving improvement in the specialist offer, looking for the best in class options for day service provision to those with complex needs.

Specialist support is valued

We commission services, not buildings, and where our directly-commissioned services occupy buildings we expect them to be flexible, and to actively support local community life, where consistent with the safety of vulnerable users.

Services not buildings

Across the whole life course, we will prioritise day opportunities that help people to grow as individuals and to achieve future life goals, with a prioritisation of ‘enablement’ and ‘reablement’ within our model.

Enabling and reabling

Local matters, and we will always look to support people to travel less to access their day opportunities, thereby reducing the carbon footprint of people’s travel and transport needs.

Look local; reduce carbon

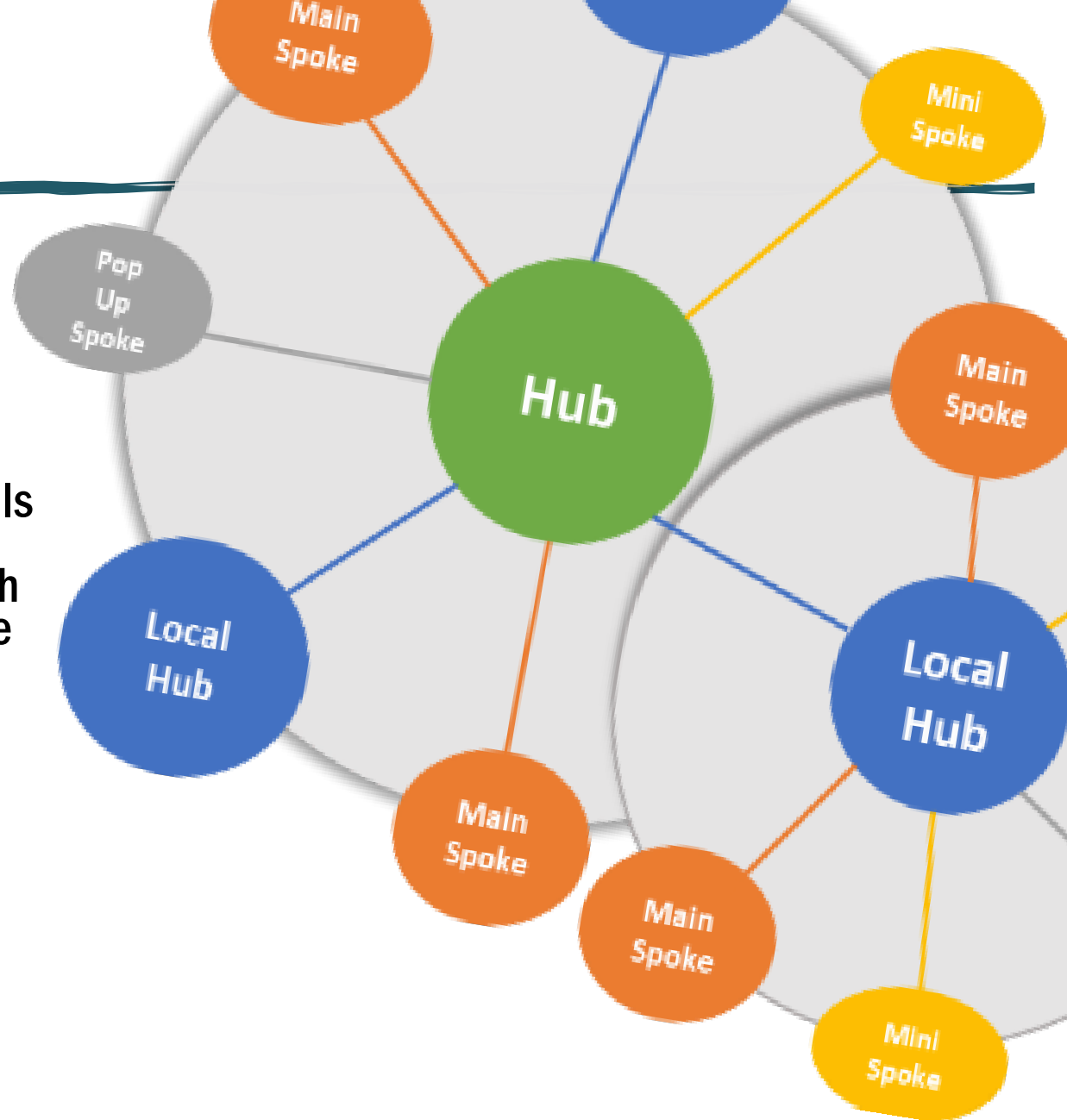
How we commission matters; we will always look to ensure that we promote flexibility and creativity. Our ideal model would be largely delivered through direct payments and individual service funds, where consistent with people’s choices. We will move away where possible from block contracting for day services.

Commissioning for creativity

Hub and Spoke model

- We want to develop our day opportunities through adopting a Hub and Spoke model that embraces local communities and those that live within them.
 - Providing and hosting a range of activities, support, services that are used by a wide range of individuals.
 - Mostly to include specialist day services for individuals with complex needs, Supported Employment, wellbeing, carers and the wider community – although we are open to these being separate to the Hub where that makes sense locally
 - Activities, services, support to reflect local need and delivered by local individuals, other organisations or public agencies

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Hubs



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Operate from identifiable locations and buildings
(We think initially from the existing Care Dorset estate.)

Deliver activities and programmes to individuals
primarily under direct payment and individual service fund.

Are supported in their 'hub' activities by block contracting.
(reflecting the wider value that this brings and the costs involved in operating a building.)

A proactive and open conduit to local community and providers.
(supporting them with training, connection, and access.)

Service provisions are largely focused on supporting people with more complex needs

Local information and advice centre for the community on all matters social care.
Priority to link to the Independent Living Centres programme.

Possibility to act as an Individual Service Fund (ISF) Provider/Broker.
(Holding the funds for people and helping them make their choices.)

Supporting carers with activities or information and advice.
(Working jointly with other organisations in the area or across the county.)

Meeting/pick up point for spoke/activities/outreach.
(making use of where there are good car park facilities.)

Spokes



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Could be local pubs, shops, libraries, community farms, faith organisations, leisure centres, parks, cinemas, cafés... and many, many more!



local community, voluntary and specialist groups, micro-providers and private day opportunities providers



Embedded in local communities, towns, villages and places



Support independence, build connections



Easily accessed with Direct Payments & Individual Service Funds



Work within the enablement/reablement ethos (e.g. supported employment projects)

This isn't entirely new...

Family Hubs

Currently 5 Family Hubs across Dorset, developed by Children's services providing a range of services for babies, children, young people and their families, such as stay and play, health visiting and midwifery appointments, parenting programmes and information sessions.

Family Hubs are buildings located within communities across the Dorset Council area with online Family Hubs in development.

Swanage Wellbeing Hub

Following a community asset transfer from Dorset Council to the Swanage & Purbeck Development Trust.

The Trust are developing a wellbeing hub that will enable children's and adult's services to be delivered differently and enable wider usage of the under occupied Chapel Lane site for community benefit.

The previous day centre now operating as a wellbeing Hub, will offer a range of health and well-being services to the local community provided by a range of different organisations.

Enable wider usage of the site for community benefit.

Access Wellbeing Weymouth & Portland Hub

Access Wellbeing multi-agency community hub officially opened in February 2024.

Run by the Lantern Trust, in partnership with other Dorset charities and community groups, Adult Social Care and the NHS the Access Wellbeing hub is focused on wellbeing.

The hub has established a range of services and support to help the local community. These include worker roles based at the hub, art groups, a women's group, yoga groups, and support for older people.

The hub will also provide outreach support within the local community in both Weymouth and Portland.

Practicalities, next steps

What we will bring to Cabinet in September

With your feedback, we are building a set of reports that captures the vision, proposals and options for Cabinet in September. We expect this to include:

Hub & Spoke

- Description
- Connections to other work areas (setting a direction, detail to be worked up)

Community access through hubs

- Setting out the vision for using assets to improve connections, facilitate third sector and improve access
- This is much wider than day opportunities

Specialist service offer

- Outline key elements of specification
- Commissioning intentions – what we want to see more of

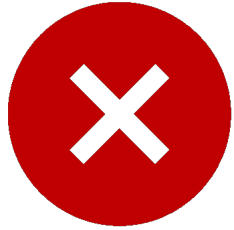
Care Dorset

- Mandate for change, linked to our intentions
- Accompanying response from Care Dorset on how they may consider changing services

New commissioning model

- Implications for how we commission, including for diversity of provision, and for differing complexities of support
- Rebalancing between CD and wider market

The headlines



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**THIS IS NOT ABOUT CLOSING
OR REDUCING SERVICES
OVERALL
*EVEN THOUGH SOME
BUILDINGS MAY CHANGE
THEIR OFFER, OR STOP
PROVIDING DAY SERVICES
ALTOGETHER***



**THIS IS ABOUT RESPONDING
TO PEOPLE'S DESIRE FOR
MORE VARIETY, INTEGRATION
AND FLEXIBILITY**



**THIS IS ABOUT CONNECTING
WHAT WE DO IN DAY
OPPORTUNITIES TO A WIDER
RANGE OF ACTIVITY, BOTH IN
LOCAL PLACES ACROSS
DORSET, AND IN ADULT
SOCIAL CARE PROVISION**

September '24 to April '25 – activity strands

- Statutory consultation (90 days) will be required on specific service changes in local areas.
- Care Dorset to lead this, in response to the model that we are proposing and how they think they need to adapt their provision to fit.
- This will start with the agreement of the Care Dorset 5-Year Strategy at the Shareholder Committee in October.
- Opportunities to discuss potential for alternative use of buildings that may no longer primarily be day services.

Local formal consultation on service changes



- We will understand more fully how what we pay for day services will change, and how we can reinvest some funds into the wider networks of spokes.
- We will develop and consult on the contracting of Hubs, and how we plan to roll them out and what services and options they will initially contain.
- We will start 2024/25 with new rates for purchasing/commissioning of day services (modelled in the context of budget constraints that exist at the time).

Financial review and set out of commissioning plans



- We will set out to the market in day services provision, how we expect provision to change and the opportunities for business development.
- We will continue to work with people who draw on support to help inform that picture through continued co-production.
- Care Dorset will start 2024/25 with a more direct payment and ISF-focused offer.

Market Development Activity



Timeline through to 2025

JULY
People & Health
Overview – first
publication of
model and
plans

SEPTEMBER
Cabinet report,
decision-point.
Initiating
implementation of
model, with co-
production at local
level

NOVEMBER
Initiation of
90-day
consultation
on service
changes to
local
provision.

JULY/AUGUST
Report finalisation,
taking on board
comments; more detailed
implementation plans

OCTOBER
Care Dorset
Shareholder
Committee to
approve 5-Year
Strategy for the
company, reflecting
the evolution of day
services

MARCH AND INTO 2025
Subject to consideration
of consultation feedback
and discussions on local
options and possibilities,
implementation
underway

Thank you – and questions?

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Links to the People & Health Overview Committee Task & Finish Group on Day Opportunities

1. To focus the role of 'hubs' on co-ordinating broader community activity, separate from commissioning decisions on specialist service provision
 - This is addressed in the definition of a 'hub', and is very much part of the intentions behind the commissioning of hubs.
2. To make on-going responsiveness and adaptability, both day-to-day and in response to changing population needs, more important in the commissioning of day opportunities, so that people's needs are more responsively met.
 - This is a key principle in the commissioning model, and the main intention behind our work to reduce reliance on building-based services.
3. Ensure that commissioning mechanisms (direct payment, block contracts, spot purchases) support innovation, flexibility and responsiveness, and together build a fuller picture of the range of general community support that people are drawing on, linking to the prevention agenda
 - Again, we are clear on the intention to widen the options for how day opportunities are commissioned and paid for, both by the Council and by individuals.
4. Initiate dedicated discussions with people who draw on support, and the market, about responding to emerging and changing needs, including in the first instance young adults and older people with learning disability.
 - The Better Days 2023 work was very much this discussion – and the further conversations will continue as we implement the new model.
5. Ensure that where services respond to multiple different needs, there is a reasonably clear picture of how activities tailor support to those differing needs.
 - Through the implementation of the model, we will address any concerns about not responding to individual needs appropriately.
6. Develop a clearer market position statement on day opportunities to set out for providers a view on the future needs, services, types, locations for day

opportunity provision, which should include some easy visual mapping of linked provision in localities.

- This is planned as part of the initial implementation phase, linked to the wider work that is being done on information and advice provision.
7. That Commissioners use the list presented in Appendix 2 as a starting point for considering the future configuration of services commissioned under the Care Dorset block contract, and bring forward proposals for consultation and development at the earliest opportunity.
 - Care Dorset will be provided with this work by the Task & Finish Group, to inform their own individual reviews of service provision, in line with the new model.
 8. Care Dorset continues to be supported to develop an independent commercial approach to service development and delivery, including for day opportunities.
 - This is part of the model, in how we develop a more flexible commissioning approach to Care Dorset, and move away from a single block contract.
 9. Commissioners should be provided with a clearer picture of the scale and nature of commercial activities by Care Dorset whilst ever this is enabled and supported by block contracting arrangements for types of care, rather than being genuinely independent commercial activity.
 - This is more connected to wider conversations with Care Dorset, and we have been provided with more insight on the company's wider business.
 10. Develop stronger links between different 'hub' strands of work, in order to better use the wider building portfolio and more seamlessly support local communities with the spaces and services that they need.
 - We acknowledge the need to make these links, and have identified the importance of them being made at local level as we implement the vision for hubs and spokes in each area of the county.
 11. Develop plans for increasing direct payment and individual service funds, and ensure that any block contracting arrangements can accommodate where people are wanting to use this method for arranging their care and accessing services.
 - This is part of the model.
 12. Clearer benchmarking, or a Fair Cost assessment, be undertaken for provision of commissioned day opportunities.

- We propose to work on this as we roll out the model, in time for the 2025/26 financial year.
13. Commissioners to consider the fee structure for day opportunities and how to recognise different tiers of complexity in a more straightforward way through the Dorset Care Framework in future.
- As above, we propose to work on this as we roll out the model, in time for the 2025/26 financial year.
14. Commissioners consider options for future reinvestment of efficiencies into supporting independent sector innovation in day opportunity provision, linked to any new fee structure – but, as always, subject to the financial position supporting such an approach.
- With the caveat about the Council’s financial position, we intend to work on this for the 2025/26 financial year and into future years as the model evolves.
15. Commissioners, working with other stakeholders as necessary, proceed through a clearly set out communication plan and consultation process – both for relevant internal stakeholders (transport, property principally) and people in Dorset who rely on support – to set the vision or the future and the changes being proposed to existing services.
- Better Days 2023 was the start of this consultation process. Individual service changes will be subject to formal consultation, which will include continued work with partners in transport and property.
16. Commissioners should consider ways of broadening the day opportunities discussion to include other providers of adult social care services, to encourage thinking about opportunities to broaden their business models into this space.
- This is included as part of the model, and once implementation begins we plan to take this discussion into provider forums, etc. to widen involvement in the plans.

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