

Dorset Council's Plan

2020 - 2024



Updated: October 2021

Welcome

This is the Dorset Council Plan, which sets out our ambitions up to 2024. It incorporates the political vision of your councillors and was originally developed in 2019 following a conversation with residents, town and parish councils and representatives from the public, private and voluntary sectors.

The Plan has been updated to reflect what we have learnt from responding to the COVID-19 pandemic. Many organisations across the county stepped up to support neighbours and residents through this incredibly difficult time. Our communities have never worked more closely together. Organisations across all sectors responded quickly, with selflessness, conviction and bravery, creating a 'one team' and 'Dorset Together' approach to support the most vulnerable children and adults. We are immensely grateful to them all, and we are keen to keep this spirit of shared responsibility alive.

In addition to recovering from COVID-19, responding to the climate and ecological emergency must inform the council's decisions and actions for the foreseeable future. A climate and ecological strategy and action plan were agreed in July 2021, and we have committed to becoming a carbon neutral organisation by 2040 and a carbon neutral county by 2050. We will need to work closer than ever to achieve these goals.

We must all challenge ourselves to do more to protect our environment, and this will involve some difficult conversations about the nature of Dorset's economic

growth. COVID-19 has highlighted the need to maximise technology, so we need to drive the rollout of full fibre technology and 5G to enable people to work from home, travel less, and access opportunities online.

We must work closely with children, young people and families to safeguard their future environment and help them to recover from the impacts of the pandemic. We want to help raise aspirations and improve education, health and wellbeing, particularly in the most deprived areas of the county. If we want our young people to stay in Dorset, we must give them something to stay for, so we will also focus our energies on developing suitable housing, and supporting skills and training.

The council predicted an overspend from the outset of the pandemic and our response has added significant financial pressure. A combination of cost increases and lost income were the principal causes. Our latest assessment is that the impact of the pandemic on the council will have been in the region of £19m.

The council has developed a four year medium-term financial plan which sets out our budget demands, pressures and risks. We will champion the interests of



Cllr Spencer Flower,
Leader of Dorset Council

Dorset, advocate nationally the need for better funding, and work with our partners for the benefit of our county. Dorset Council is the fifth largest unitary authority in England by size, and the eighth largest by population. We want to work with like-minded authorities to get our voices heard nationally.

I would like to take this opportunity to urge you, if you have any questions, comments or concerns, to make contact with your local Dorset Council ward councillor. They are there to represent your area and respond to your queries and concerns. Please keep them informed about the issues that affect you and your communities, so we can continue to make Dorset a great place to live, work and visit.

Understanding Dorset

Population

Dorset Council area has a population of 380,000 residents, 30% of whom are aged 65 and older (compared to 19% in England and Wales).

Dorset is an attractive place, and many people choose to retire here. It has a large population of older people, and relatively low birth rates. Currently there are over 7,000 people in Dorset living with dementia, and the number is increasing. Younger people often move away from the area. The population continues to grow slowly, driven by people moving into the county and longer life expectancy. The greatest part of population growth is among over 65s. Dorset's working age population is expected to see a marginal decline over the next 25 years.

The Dorset rural idyll can conceal hidden deprivation. There are significant areas of deprivation, mostly in urban areas (mainly Weymouth and Portland) and also in the east of Dorset in Ferndown, Wimborne and Verwood and also some rural deprivation due to isolation and difficulty accessing housing, transport and essential services. Crime is generally low in Dorset, although anti-social behaviour and rural crime are an ongoing problem.

The population is predominantly white British, with 4.4% of our residents from ethnically diverse communities.

Natural, geological and historic environment

Dorset's natural environment is a great asset.

95 miles of coast in Dorset and Devon are classified as a UNESCO Natural World Heritage Site – the only one in England. Over half of Dorset is covered by the Area of Outstanding Natural Beauty designation; 7% of Dorset is protected as a Site of Special Scientific Interest; and Dorset has one of the largest areas of protected lowland heath in Europe.

These designations together mark Dorset as a special place but also present challenges in terms of available land for delivering housing and employment development.

Dorset also has a rich historic environment, with one in twenty of all the protected ancient monuments in England, a well preserved pre-historic landscape and around 10,000 listed buildings.

Economy and infrastructure

Employment in Dorset is high but, like the UK, our economy has a productivity gap. Manufacturing, health, retail, education and hospitality are all big employers in Dorset. 20,000 businesses are based in Dorset: 86% are micro firms and fewer than 1% are large firms. Dorset's economy is worth around £8.1 billion and provides 147,000 jobs. Dorset has an above average number of advanced engineering and manufacturing businesses, but there is also a continuing seasonal, low skill, low wage economy with tourism and agriculture significant industries. The area is rich in valuable minerals, including stone, sand/gravel and oil.

Earnings are below average and house prices are high with affordability issues for many young people and keyworkers.

Dorset has no motorway but over 2,500 miles of roads. 96% of premises in the Dorset Council area have access to superfast broadband. 13% of premises in the Dorset Council area have access to full-fibre broadband.

The pandemic in Dorset

Over 25,400 people in Dorset (approximately 7% of our population) had to shield. Sadly between 2020 and 2021 589 people in Dorset died within 28 days of a positive COVID-19 test. The council and its partners provided a wide range of support, including:

- Handling 34,559 calls through our COVID-19 contact centre, coordinating food parcel and prescription deliveries, practical help with everyday tasks and befriending
- Administering £250 million of government grants to support local businesses
- Accommodating 49 rough sleepers and homeless households as part of the "everyone in" initiative
- Delivering 2,025 food packages and helped local COVID-19 support groups
- Working with partners to provide nearly 600,000 vaccines
- Vaccinating 96% of care home staff including agency staff

Partners and partnerships

The pandemic has changed how we live, work and think, and one thing it has proved is just how much more we can achieve by working together, across sectors and organisations, to protect those in greatest need. Hundreds of organisations responded to the crisis, including voluntary and community groups, town and parish councils, nurseries, schools and colleges, health and social care providers, registered housing providers and the police, not to mention residents. We need to keep that energy and spirit of collaboration alive as we move towards a 'new normal', and focus on delivering the priorities described below.

We can't do this in isolation. Key partners include organisations in the health and social care economy, voluntary and community organisations, education providers, the local business community, Dorset's Local Nature Partnership, digital infrastructure providers, the Jurassic Coast Trust, Dorset Wildlife Trust, the National Trust, Natural England, Homes England, Dorset Police, Dorset and Wiltshire Fire and Rescue Service, Community Land Trusts, Public Health England, colleagues in the Integrated Care System, Dorset Clinical Commissioning Group (and subsequent bodies), Dorset Healthcare Trust, Bournemouth, Christchurch and Poole Council, the Local Enterprise Partnership, the ambulance service, transport providers, the Armed Forces and probation services.

Our priorities



Climate and ecology – the current picture

Carbon neutral by 2040

To achieve this, Dorset Council will need to meet interim Carbon budgets of:



Dorset Council baseline emissions profile, 2019-2020



Temperature predictions

The MET office predicts that:

- Average temperatures will rise by between 1-7 degrees
- Average sea levels will rise by between 27-115cm in the southwest by 2100



Our approach to change is threefold

Direct

Take direct action to reduce our own carbon footprint in order to become carbon neutral by 2040

Indirect

Take indirect action to facilitate change

Influence and partnership

Work in partnership with others to drive change across the county and support other projects and programmes

Action

Our key areas for action are:



Our priorities

Climate and ecology

Dorset Council declared a climate and ecological emergency at its first Full Council meeting and in July 2021 adopted a strategy and action plan setting out how the council will respond. This commits us to taking direct action across our operations to become a carbon-neutral Council by 2040, and through our wide ranging services and partnerships, to facilitate the changes required for the whole of Dorset to become carbon-neutral by 2050, and to protect and enhance biodiversity across Dorset.

The strategy set the direction of travel over nine areas: buildings and assets, waste, water, economy, transport, natural assets, food and drink, and renewable energy.

We will become a carbon neutral council by 2040

What will we do?

- Decarbonise our estate by 2040
- Facilitate greater renewable energy supply in Dorset
- Achieve a zero carbon fleet by 2040
- Enable residents to travel more sustainably

Become a low waste council and county

- Support transition to a low carbon economy in Dorset
- Protect and enhance biodiversity across the county
- Encourage a low carbon food and drink sector
- Ensure Dorset is resilient to the impacts of climate change

Dorset Council must work towards reducing its own carbon emissions output, food poverty and the level of waste produced, all while meeting the increasing demand for food.

How will we do it?

- Install energy & water efficiency and renewable energy technologies across our estate
- Secure large scale renewable energy installation to provide our energy needs
- Switch to electric and ultra- low emission vehicles
- Reduce our waste and increase facilities to reduce, re-use and recycle
- Support businesses to be greener and encourage low carbon sector skills and jobs
- Improve electric vehicle infrastructure, bus services and facilities for walking and cycling
- Protect and enhance natural assets and facilitate net gain in biodiversity
- Support local food producers, food waste reduction and healthy low carbon meals
- Develop a climate resilience plan
- Secure external funding
- Work with partners, community organisations and other stakeholders

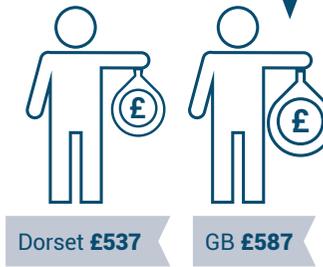


Economic growth – the current picture

Number of employees per business



Average weekly earnings



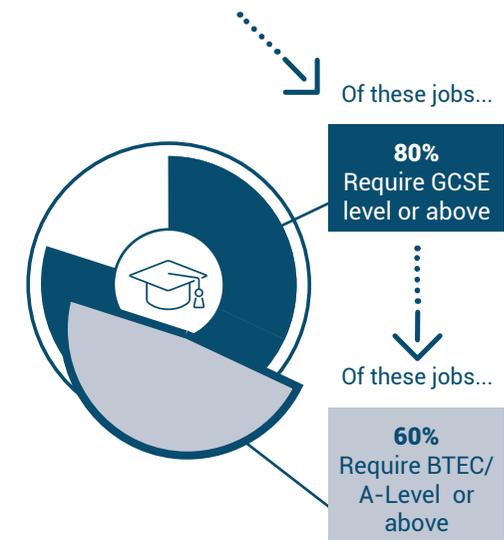
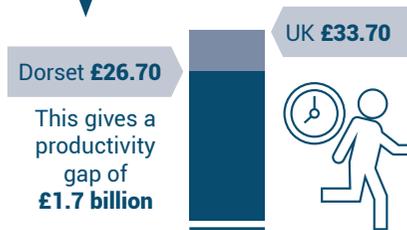
*By 2030...



Workforce aged 50+



Value produced for every hour worked



New businesses



(per 10,000 working age people)

The rate of creation of new businesses is below the national average and has changed little in the last four years

Superfast broadband coverage



Our priorities

Economic growth

COVID-19 has had a significant impact on Dorset's economy, though precisely what those impacts are, and how long they will last, will take years to fully understand. The council has worked hard to ensure local businesses have received government grants, distributing over £250m in just 12 months.

The pandemic has accelerated flexible and remote working for many people, and this has enormous potential to support Dorset's low-carbon economy and promote digital skills in future. We need to work together to build on this opportunity, drive the roll out of full fibre technology and 5G to enable people to travel less and access opportunities online so that Dorset's economy can become stronger and more environmentally sustainable.

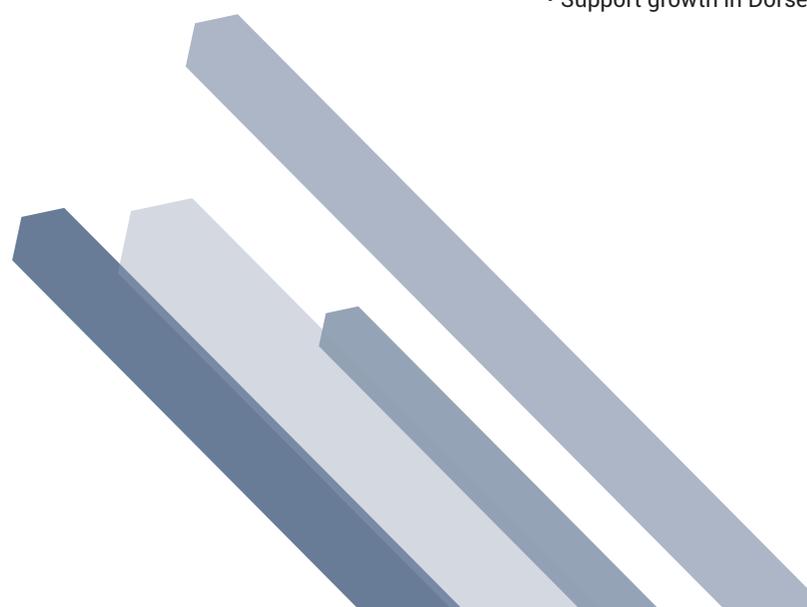
We will deliver sustainable economic growth, increasing productivity and the number of high quality jobs in Dorset, creating great places to live, work and visit.

What will we do?

- Recover from the pandemic and become more resilient to future economic shocks
- Support Dorset's high streets to change and develop
- Support Dorset's residents to access retraining opportunities
- Promote apprenticeships across all sectors and set an example by creating as many opportunities within the council as possible
- Promote Dorset as a place to do business and attract inward investment
- Implement the Economic Growth Strategy adopted in 2020, and adopt a new Local Plan by 2024
- Support the growth of new and existing businesses, and in turn support job creation
- Improve the provision and use of sustainable transport and digital connectivity
- Enhance people's aspirations and skills to improve social mobility
- Support growth in Dorset's low carbon economy and skills

How will we do it?

- Continue to efficiently deliver any government support grants for local businesses to support them through the pandemic
- Advertise the government's fully funded retraining courses as part of its Lifetime Skills Guarantee
- Establish an Education and Skills Leadership Board
- Drive the roll out of full fibre technology and 5G in Dorset to enable people to work from home effectively, travel less and access opportunities online
- Improve rail services, public transport and reliability of journey times by working with providers, lobbying Government and focussing on schemes to ease congestion
- Enable growth of good quality jobs at Dorset Innovation Park, our designated Enterprise Zone
- Support growth in key sectors, including advanced engineering/manufacturing, agritech, maritime commercial opportunities, aquaculture, tourism and the care sector
- Work with schools, colleges, universities and businesses to raise career aspirations and improve skills
- Stimulate local business opportunities, innovation and skills development through council procurement of goods and services



Unique environment – the current picture

Dorset environmental economy

(natural assets, agriculture, forestry, fishing, energy, tourism)



...is valued at up to **15%** of the local economy and supports up to **61,000** jobs

**Living in Dorset



Nine out of ten Dorset residents said the environment was an important factor in their decision to live in Dorset

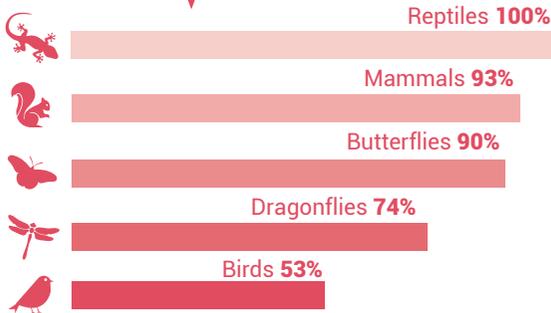
Publicly available charging points in Dorset



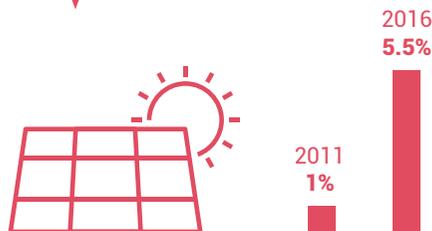
2011  1

2021  104

Native species living in Dorset



*Renewable energy production in Dorset



Natural status



Dorset has England's only natural **World Heritage Site** and two **Areas of Outstanding Natural Beauty (AONB)** covering **54%** of the Dorset Council area

**Amount of waste sent to landfill

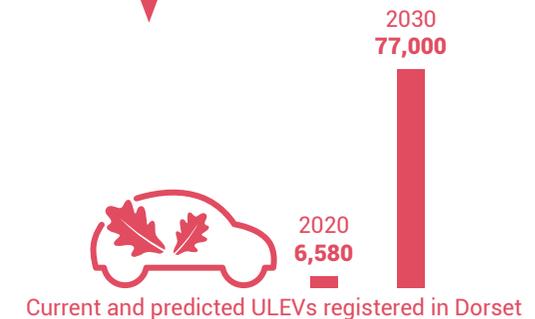


Car and van emissions



Government targets:
All new cars and vans should be "effectively zero emission" by **2035**

Ultra Low Emission Vehicles (ULEVs)



Data underlying the infographics is provided by the Research Team. For more information contact research@dorsetcouncil.gov.uk. *Dorset Local Enterprise Partnership Area (DLEP). **Dorset County Council. Dorset refers to the new Dorset Council area that came into effect 1 April 2019, unless otherwise indicated.

Our priorities

Unique environment

The pandemic has highlighted just how important access to green space is, particularly for children, young people and vulnerable adults. We are blessed with a stunning natural environment and recognise a new significance to it in mitigating the impacts of COVID-19-19-19 and possible future pandemics. It is more important than ever that we protect and enhance this natural asset for future generations.

Dorset has also seen an increase in visitors from elsewhere in the UK, which has brought both benefits and challenges. While visitors play an important role in supporting the local economy, higher volumes of traffic on the roads have put pressure on local infrastructure, and greater social mixing has created concern about how quickly the virus might spread. The council has within restrictions enabled and supported continued use of its country parks, green spaces, rights of way and harbours working closely with partners to reinforce key messages of 'hands, face, space' and reiterated the need for socially responsible tourism.

We will improve access to and use of Dorset's environment, in a sustainable way which protects it for future generations.

What will we do?

- Work with partners to support safe visitor levels and improve access to safe outdoor spaces, including footpaths and bridleways, for everyone
- Monitor and respond to any additional wear and tear on the environment as a result of greater visitor numbers
- Deliver services in ways that protect our natural, historic and cultural environments
- Promote behavioural change to reduce waste and increase reuse and recycling
- Lead and support communities to respond to climate and ecological change
- Capitalise on Dorset's unique environmental assets to support our priorities
- Provide an environment that attracts business investment, tourism and a skilled workforce
- Protect Dorset's natural biodiversity
- Build and celebrate community pride in our environment to help keep it clean and safe
- Support the development of appropriately located renewable energy

How will we do it?

- Implement our climate and ecological emergency strategy and action plan, working with our partners, particularly town and parish councils and government
- Promote Visit Dorset, the Dorset tourism information site www.visit-dorset.com
- Actively respond to proposals that impact on the environment
- Deliver a highways verge management and street cleansing strategy
- Deliver our pollinators action plan
- Responsibly manage the spaces, buildings and land we own
- Support local farmers, woodland owners, foresters and land managers to make environmental improvements through agri-environment schemes
- Support the Environment Agency on flood protection projects
- Protect our environment from harm by monitoring and improving air, land and water quality
- Support and promote campaigns such as Litter Free Dorset and Love Your Dorset

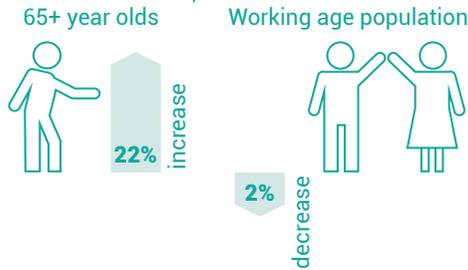
Suitable housing – the current picture

Properties in Dorset



We will see an increase of around **11,000** properties over the next 5 years

Population change 2020 - 2030



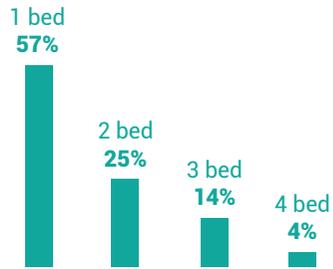
Housing supply needs to reflect this

Homeless households



There are **115** homeless households in Dorset

Bedroom demand



More than half of the demand for social rented housing is for **one-bedroom homes**

Average property prices are...



This makes it **very hard for first time buyers** to join the property market

Property types



Detached houses are the most common type of property in Dorset

Our priorities

Suitable housing

COVID-19 has put enormous pressure on housing services. The pre-existing shortage of suitable land for housing development, combined with the legal requirement to house everyone who was homeless during the pandemic, and problems with the supply chain in the construction industry, have added considerably to a service that was already under enormous pressure. It seems likely that pressure will increase as the effects on the economy contribute to housing insecurity and an expected increase in evictions. We must also monitor whether changing work practices is putting additional pressure on market housing – purchase and rents – from people moving into Dorset. Working with partners and private owners will be critical in coming months and years to prevent homelessness and reduce reliance on short term or poor quality temporary accommodation.

New strategies will be implemented around homelessness, rough sleeping and housing which will draw on the lessons from the pandemic.

We will work with registered housing providers, community land trusts and local housing partners to deliver affordable, suitable and decent housing.

What will we do?

- Work with partners to continue to support people who were housed during the pandemic, once that requirement comes to an end
- Maximise the use of council assets, and opportunities offered through our partnerships, to develop affordable and sustainable housing, including the creation of more social rented housing
- Bring long-term empty properties back into use
- Support people to access the right accommodation suitable for their needs and affordable to them
- Raise standards of privately rented homes, focussing attention on those which do not meet good and decent standards
- Promote energy efficiency and green initiatives within the housing sector to meet our climate change objectives and tackle fuel poverty
- Implement new housing allocations policy and approach to prioritising housing
- Adopt a new Dorset Council Local Plan by 2024

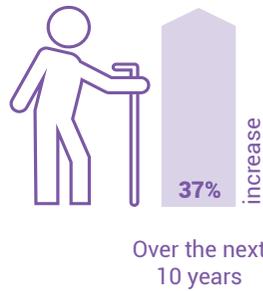
How will we do it?

- Develop a mixed programme of new homes, including supported accommodation and affordable housing including the Building Better Lives programme that will provide quality housing and care for local people (www.dorsetcouncil.gov.uk/building-better-lives)
- Provide homes by 2024 in line with land supply target and the Local Plan
- Develop a comprehensive and ambitious housing strategy for Dorset
- Provide a balance of new high quality, affordable housing in a range of tenures and prices to meet needs and aspirations
- Prevent homelessness and reduce reliance on short term or poor quality temporary accommodation by direct action through the provision of short term accommodation by adopting an Invest to Save policy
- Maximise the amount of affordable housing on new developments in line with the Local Plan policies to promote affordability as a proportion of new developments
- Support and enable access to energy efficiency initiatives and grants

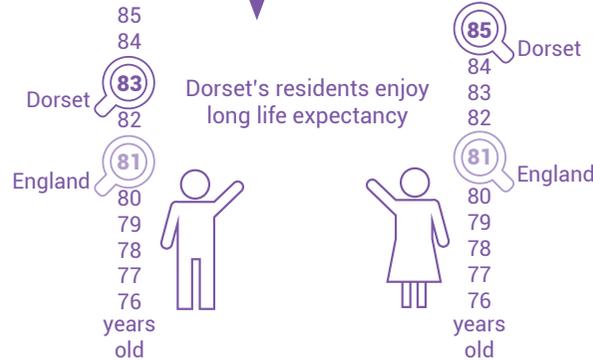


Strong, healthy communities – the current picture

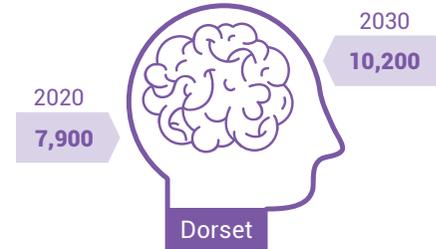
85+ year olds in Dorset



Life expectancy



65+ year olds with dementia



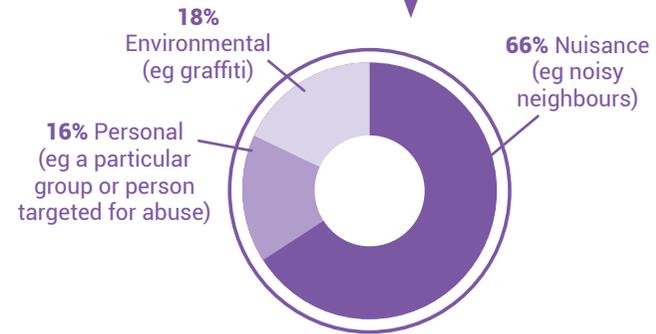
Deprived areas

Dorset has few deprived areas in national terms, but... deprivation is concentrated in certain areas

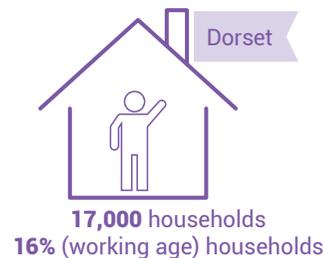


10 out of 11 deprived areas are in **Weymouth & Portland**

Anti-social behaviour in Dorset



Workless households



Regular physical activity (adults)



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Our priorities

Strong, healthy communities

We will work with residents and partners to build and maintain strong communities where people get the best start and lead fulfilling lives.

This principle is focussed on community activity, and the power of our collective effort.

One of the most positive things to have emerged from the pandemic has surely been the speed and determination of communities, voluntary and community groups, town and parish councils, local shops and other organisations to support those who need it. It has been a truly astonishing response and a testament to the power of collective effort, resource and compassion.

Local council budgets have reduced every year for over a decade now and the reality is that we cannot continue to provide everything residents, businesses and visitors want and need. Responding to the pandemic has put enormous strain on budgets that were already insufficient, so it is more important than ever that we find the best way of working together, and help communities to help themselves.

We know that COVID-19 has had a particularly damaging impact on children, young people and vulnerable adults. We are anticipating a significant increase in people reporting mental health problems, and we must work together at a community level to respond to that. We also need to recognise that the impact of COVID-19 will last for many years, particularly amongst children, vulnerable adults, service providers and business and this cannot be underestimated. Many will continue to struggle with significant workforce issues which are exacerbated by our rural landscape and geographically dispersed population.

Whether by volunteering for a local group, standing for your local town or parish council, making a donation to a local food bank, offering your time and expertise to a local initiative or simply learning more about your local community, everyone can do something. The council will continue to support new community groups and initiatives to help make this happen.

What will we do?

- Keep residents and visitors informed about health and wellbeing, including COVID-19
- Work with and support the Strategic Alliance Board (a group of partners who support children and young people)

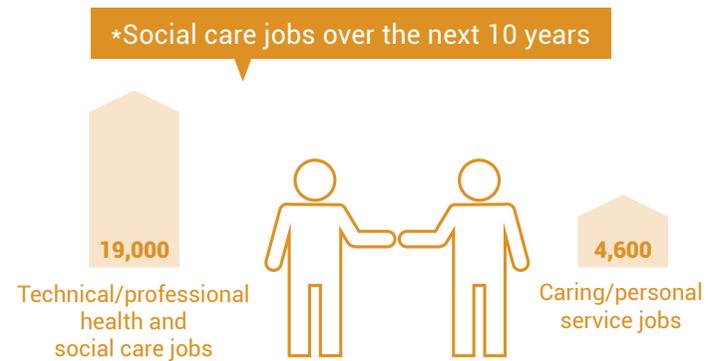
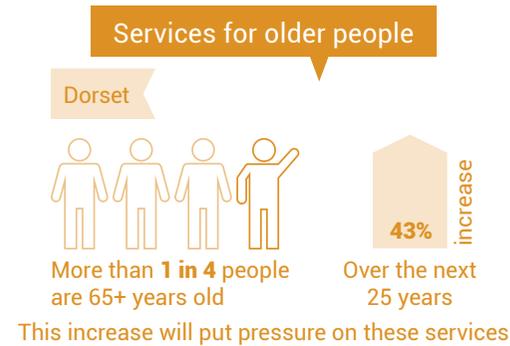
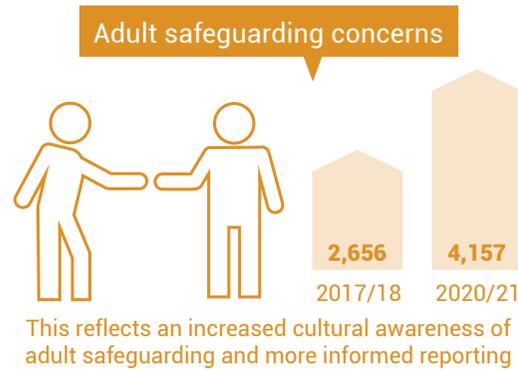
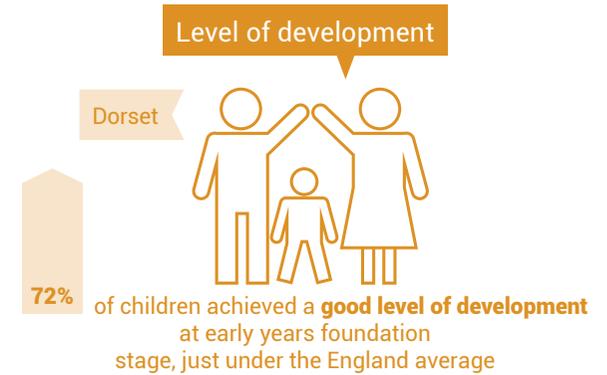
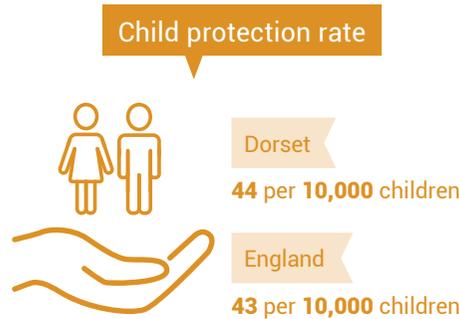
- Support voluntary and community organisations so that they can help residents and communities to help themselves
- Support the social and cultural wellbeing of the area
- Encourage people to feel a sense of belonging and to participate actively in their community
- Increase people's healthy life expectancy and reduce differences between areas
- Provide additional support to communities with the greatest challenges, including the Stronger Neighbourhoods project in Weymouth and Portland
- Improve outcomes for children, and focus on narrowing the gap for the most vulnerable
- Find creative and innovative ways to deliver support and care to vulnerable adults to support their independence and to try and reduce the call on statutory services
- Keep the voice of residents central to all we do and regularly ensure we are doing what matters most to people

How will we do it?

- Enable and support an appropriate level of COVID-19 testing
- Encourage take up of COVID-19 vaccinations
- Support the development of the Dorset Integrated Care System (ICS) with a particular focus on the health and care partnership forum, place-based partnerships and strategic commissioning workstreams
- Refresh the Joint Strategic Needs Assessment for Dorset, working through the Health and Wellbeing Board, to inform the ICS priorities
- Support the development of a health and care strategy for Dorset that promotes integration, early intervention and prevention, and tackles the most pressing health problems
- Work with the ICS and its statutory body to ensure resources to support the strategy
- Ensure a place-based approach to improving health and wellbeing identifies and tackles the key inequalities in health outcomes in Dorset

- Implement the Cultural Strategy
- Work collaboratively with town and parish councils and communities to identify and deliver what they think is important
- Provide an inclusive and accessible directory of community activities to connect people and tackle social isolation
- Recognise when the voluntary, community and social enterprise sector is better placed to provide a service and support them in their work
- Encourage volunteering to help build communities, reduce loneliness and enable people to learn new skills
- Help people to claim and receive the benefits they are entitled to
- Improve mental health support for children and adults
- Help ensure food available to buy and eat is safe
- Increase the number of people supported by LiveWell Dorset to be more active, maintain healthy weight, quit smoking and reduce their alcohol intake (www.livewelldorset.co.uk)
- Protect people from fraud, rogue traders and scammers
- Provide safe and useable cycle ways and footpaths, integrated bus services and community transport schemes
- Provide and maintain access to rights of way, country parks and countryside
- Communicate quickly and accurately with residents using a range of channels
- Work with voluntary and community sector to identify innovative ways to help adults with care and support needs
- Review our day opportunities service and develop and implement a more flexible offer
- Work with residents to develop our preventative offer to support people at the earliest opportunity
- Deliver A Better Life Programme and the Greater Partnerships project
- Support informal carers and ensure we have the support in the right place
- Promote working in adult care as a career of choice and enhance training and development opportunities

Staying safe and well – the current picture



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Our priorities

Staying safe and well

This priority is focussed on individuals, and the council's duty to protect the most vulnerable.

With some packages of support running to several thousand pounds per week, this is the area where the council spends most of its money and experiences the greatest degree of pressure.

Although COVID-19 appears to pose a lower risk of infection and serious illness to children and young people, its social cost could be devastating. The pandemic has intensified the challenges many children and young people face, and there are widespread concerns about the impact on babies and the very youngest from lost learning, families facing job losses and diminished income, and the impact of social distancing and lockdowns on mental health and wellbeing. Children must now be a priority in recovery planning, both nationally and locally.

We will work with all our residents to have a good quality of life.

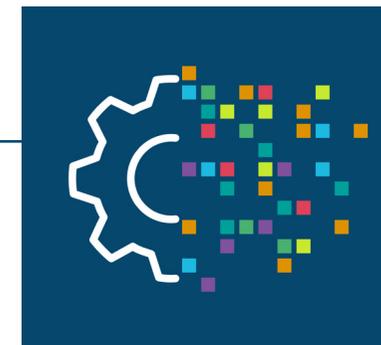
What will we do?

- Improve outcomes for children and support children disadvantaged by missing education through the pandemic
- Support people to build on their strengths
- Make Dorset the best place to be a child; where communities thrive, and families are supported to be the best they can be
- Ensure our children achieve the best educational results they're capable of
- Work with families and children with special educational needs and disabilities to shape better services
- Support vulnerable children with food and activities during school holidays
- Support people to live independently in their own homes and, when this isn't possible, to provide high quality care,
- Work to protect children and vulnerable adults and prevent them from being exploited
- Ensure good quality service provision is available when needed by those most in need
- Learn from living with COVID-19 and develop support based on good information and data
- Review how we use resources to ensure they are shared in the most effective and efficient way to meet people's needs
- Review mental health services with partners to ensure services are accessible to those who need them

How will we do it?

- Deliver our Children, Young People and Families' plan 2020-2023
- Provide good quality social care services
- Provide more specialist education within Dorset for children with complex communication and learning needs including creating a new centre of excellence at Coombe House School, Shaftesbury
- Recruit more Dorset Council foster carers, Shared Lives carers and develop more children's homes placements
- Increase the types of care placements available for children and young people
- Develop youth support services
- Provide information, advice and support at the earliest opportunity
- Use technology – and help others to use it - to explore innovative ways to improve quality of life and independence
- Improve the way we work to deliver better outcomes for children and young people through our place-based locality teams and Dorset Children Thrive model
- Improve the way we work to deliver better outcomes for adults
- Work with and support providers to ensure they offer good quality care and support
- Implement the government's Breathing Space policy for people struggling with debt
- Ensure there is sufficient choice and availability of care for vulnerable adults
- Work jointly with health services to support people who are leaving hospital
- Develop a carers strategy
- Work closely with health to ensure we have the right services available to meet the health and care needs of children and adults
- Signpost those affected by the pandemic to services that support people with bereavement and loss

Dorset Council's transformation programme



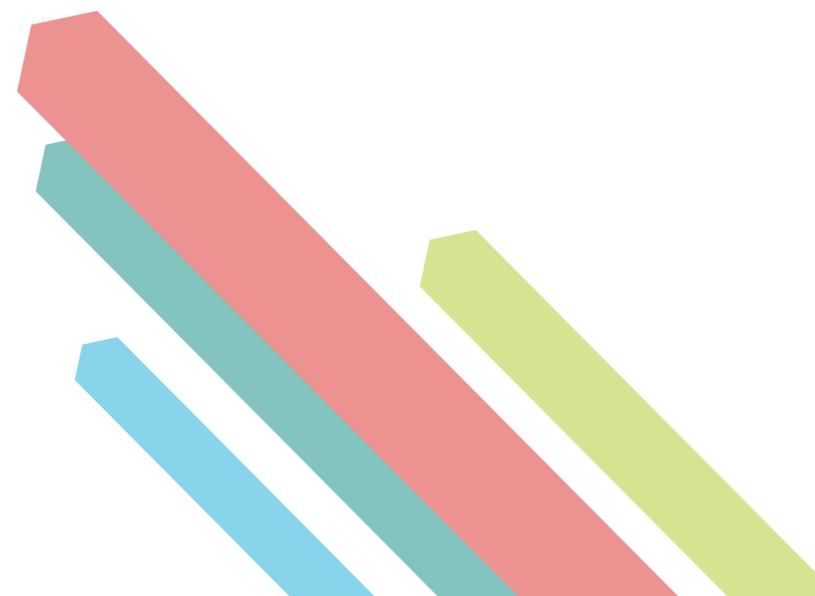
Dorset Council has an ambition to be a modern 21st century organisation, re-thinking how we deliver services. Following learning from the COVID-19 pandemic, we have developed a transformation programme made up of 38 projects that will deliver savings of around £18 million over the life of this plan and sustain and were possible improve service delivery.

Dorset Council will transform to:

- Be a key player in place shaping, optimising community capacity and assets
- Be an early intervention, inclusion county
- Be smart in its use of assets, estate and capital
- Be a commercially minded council that demonstrates value for money services
- Be a great organisation to work in and with - an employer of choice

This will be achieved by:

- transforming our services with our customers, communities and partners
- operating at a lower cost with a reduced carbon footprint
- planning for the long term by investing in services and activities that set a strategic path to managing demand
- using evidence and business intelligence to direct our decisions to deliver improved impact and good value
- tackling digital exclusion so that no-one in Dorset is disadvantaged digitally
- building ambitious and sustainable capabilities that prepare the council for the future



Which council strategies help deliver the council plan?

Strategies that support all five themes	Economic growth	Unique environment	Suitable housing	Strong and healthy communities	Staying safe and well
<p>COVID-19 Recovery Strategy and Workplans (Local Resilience Forum)</p> <p>Health and Wellbeing Strategy</p> <p>Customer Transformation Strategy</p> <p>Diversity and inclusion strategy 2021 to 2024</p> <p>Library Strategy People strategy 2019 to 2024</p> <p>Budget strategy 2021 to 2022</p> <p>Procurement strategy 2020 to 2022</p> <p>Asset management strategy 2020 to 2023</p> <p>Digital strategy</p> <p>External communications strategy</p> <p>Dorset Council climate and ecological & emergency strategy</p> <p>Dorset Council transformation plan 2020 to 2024</p> <p>Dorset Council Local plan (in development)</p>	<p>Economic growth strategy 2020 to 2024</p> <p>Dorset passenger transport strategy 2015 to 2026</p> <p>Bournemouth, Poole and Dorset local transport plan 2011 to 2026</p>	<p>Dorset Harbours strategy (in development)</p> <p>Dorset coast strategy 2011 to 2021</p> <p>Jurassic coast partnership plan 2020 to 2025</p> <p>Dorset coastal community team connective economic plan 2018</p> <p>Dorset area of outstanding natural beauty management plan 2019 to 2024</p> <p>Cranborne Chase area of outstanding natural beauty management plan 2019 to 2024</p> <p>Dorset rights of way improvement plan* 2011 to 2021</p> <p>Dorset's Joint Municipal Waste Management Strategy 2008-2033</p> <p>Bournemouth, Christchurch, Poole and Dorset Waste Plan to 2033</p>	<p>Homelessness and rough sleeper strategy</p> <p>Housing strategy (in development)</p> <p>Housing allocations policy</p> <p>Building Better Lives</p>	<p>A Better Life</p> <p>Community safety plan 2020 to 2023</p> <p>Dorset Council communities strategy (in development)</p> <p>Youth Justice strategy 2021 to 2022</p> <p>Placement Sufficiency Strategy 2020 to 2023</p> <p>Corporate Parenting strategy 2020 to 2023</p> <p>Cultural strategy 2021 to 2026</p> <p>Children, Young People and Families' Plan 2020 to 2023</p>	<p>Community safety plan 2020 to 2023</p> <p>Dorset SEND strategy 2018 to 2021</p> <p>Pan Dorset reducing reoffending strategy 2018 to 2021</p> <p>Children, Young People and Families' Plan 2020-23</p> <p>Pan-Dorset Child exploitation strategy 2020 to 2022</p> <p>Youth Justice strategy 2021 to 2022</p> <p>Corporate Parenting strategy 2020 to 2023</p> <p>Placement Sufficiency Strategy 2020 to 2023</p> <p>Building better lives</p> <p>Health and wellbeing strategy</p>

Dorset Council's values, behaviours and principles

As we have come together to create a new organisation, we have defined our principles and values for our journey ahead. This is the focus of our transformation plan which will support us to achieve the council's priorities by 2024.

Our values

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

Our behaviours

Responsibility • Respect • Recognition • Collaboration



Our equality objectives

- Fostering good relations with and within the community
- Developing and supporting a diverse workforce
- Developing, commissioning and delivering inclusive and responsive services

Our principles





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