

Dorset Council's Delivery Plan

2022 - 2024



Updated: July 2022

Introduction

This Delivery Plan 2022 to 2024 sets out in detail how we will achieve the Dorset Council Plan priorities and cabinet commitments over the next two years. It sets out our outcomes and targets with the key activities that are being undertaken to monitor our achievements.

How will we monitor the delivery of our plan?

Dorset Council will monitor the delivery of this plan quarterly by measuring data through metrics contained within a strategic performance framework. This will help us measure progress against our targets.

The plan will be managed and monitored by our Corporate Leadership Team through cross-functional working groups with annual performance reports provided to all councillors, residents, businesses, and partners.



Which council strategies help deliver the council plan?

The following strategies support the delivery of our priorities by setting out specific ambitions and detailed plans for that service area. These are each developed following research, engagement and consultation with residents, businesses and partners as appropriate.

The strategies below are organised across our council priorities however it is acknowledged that many of these are cross-cutting across more than one priority and as such, we will work collaboratively across the council to deliver consistent, joined up services to our customers.

Strategies that support all five themes	 Protecting our natural environment, climate and ecology	 Creating stronger, healthier communities	 Creating sustainable development and housing	 Driving economic prosperity	 Becoming a more responsive, customer focused council
COVID-19 recovery strategy and workplans (Local Resilience Forum) Budget strategy 2021 to 2022 Transformation plan 2020 to 2024 Procurement strategy 2020 to 2022 Asset management strategy 2020 to 2023 Digital strategy External communications strategy Diversity and inclusion strategy 2021 to 2024 Our people strategy 2019 to 2024 Customer strategy* Cultural strategy Data and business intelligence strategy*	Climate and ecological & emergency strategy Harbours strategy* Coast strategy 2011 to 2021 Jurassic coast partnership plan 2020 to 2025 Coastal community team connective economic plan 2018 Dorset and Cranborne Chase area of outstanding natural beauty management plans 2019 to 2024 Rights of way improvement plan 2011 to 2021 Joint Municipal Waste Management strategy 2008-2033 Bournemouth, Christchurch, Poole and Dorset Waste plan to 2033	Community safety plan 2020 to 2023 Domestic abuse strategy 2021 to 2024 SEND strategy 2018 to 2021 Pan Dorset reducing reoffending strategy 2018 to 2021 Children, young people and families' plan 2020 to 2023 Pan-Dorset child exploitation strategy 2020 to 2022 Youth justice strategy 2021 to 2022 Corporate parenting strategy 2020 to 2023 Placement sufficiency strategy 2020 to 2023 Health and wellbeing strategy Engaging communities' strategy * Library strategy*	Local plan* Homelessness and rough sleeper strategy Housing strategy* Affordable housing programme Housing allocations policy Building better lives	Economic growth strategy 2020 to 2024 Passenger transport strategy 2015 to 2026 Bournemouth, Poole and Dorset local transport plan 2011 to 2026	Customer strategy* Library strategy* People strategy 2019 to 2024

* In development



Protecting our natural environment, climate and ecology

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

Outcome	How we will achieve it	Lead role / service
Contributing towards Dorset having 30% of land in positive management by 2030	<ul style="list-style-type: none"> We will develop a local nature recovery strategy An ecological baseline will be undertaken as part of the 2030 aspirations We will strengthen partnership working to support the aspirations of the ecological emergency programme at scale, working closely with the Dorset Local Nature Partnership We will have protected our wildlife and local species We will develop the potential of county farms and the wider council estate to directly contribute towards nature recovery There will have been an improvement in air, land and water quality since last measured 	<p>Head of Environment and Wellbeing</p> <p>Portfolio Holder for Highways, Travel and Environment</p>
Dorset Council will be carbon-neutral by 2040	<ul style="list-style-type: none"> New bidding capability will be in place to attract government funding to enable the council to meet its net zero target by 2040 We will continue the decarbonisation of the Dorset Council vehicle fleet including expansion of electric vehicles by 2024 Energy and water efficient technologies will have been installed in our properties We will continue to reduce the carbon emissions from our estate utilising efficient renewable energy supplies such as solar power A new carbon and ecological decision-making tool will be integrated into council decision-making Employee and councillor carbon and ecological literacy training models will be available 	<p>Corporate Director Climate & Ecological</p> <p>Portfolio Holder for Highways, Travel and Environment</p>
Dorset county area will be carbon neutral by 2050	<ul style="list-style-type: none"> A comprehensive engagement approach will be developed with residents, businesses, and town and parish councils Dorset Council will source external funds to deliver against its 2050 ambitions, with a focus on housing and transport We will facilitate an increase in renewable energy generation across Dorset We will shape supporting and underpinning policies such as the local transport plan, economic development strategy, and local plan to enable and support decarbonisation. We will manage the impact of waste on the Dorset environment by implementing a reduce and reuse campaign, increasing recycling rates and reducing the volume of waste to landfill 	<p>Corporate Director Climate & Ecological</p> <p>Portfolio Holder for Highways, Travel and Environment</p> <p>Head of Commercial Waste & Strategy/Head of Waste Operations</p> <p>Portfolio Holder for Highways, Travel and Environment</p>



Protecting our natural environment, climate and ecology

Outcome	How we will achieve it	Lead role / service
We will better avoid or reduce exposure to climate risks by adapting how we respond to them	<ul style="list-style-type: none">We will deliver an adaptation strategy setting out how we will adapt to the unavoidable impacts of climate change and become climate resilient	Corporate Director Climate & Ecological Portfolio Holder for Highways, Travel and Environment
Our highways, coasts and greenspaces will be managed and maintained more efficiently	<ul style="list-style-type: none">A joined-up delivery approach will be implemented for place-based management and maintenance including assets, highways and coast and greenspaces. This will increase the percentage of residents who are satisfied with their local area as a place to live by 4% to 86%	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Highways, Travel and Environment
Harbour processes will have been improved to make it easier for visitors to access services consistently	<ul style="list-style-type: none">We will respond to the harbour revision orders, provide a more consistent customer experience when moving from harbour to harbour and align fees and charges	Head of Environment and Wellbeing Portfolio Holder for Highways, Travel and Environment



Creating stronger, healthier communities

We will enable our residents, working with partners, to develop strong networks of support and maintain strong communities. We will focus on the most vulnerable in our communities to improve wellbeing and reduce inequality through collaboration between public services, community leaders, residents and voluntary groups.

Outcome	How we will achieve it	Lead role / service
Effective networks of support in place for residents across universal, targeted and specialist services	<ul style="list-style-type: none"> Care Dorset, a new company for delivering care will be in place from October 2022 There will be a plan in place to deliver the Adult Social Care White Paper A locality model will have been established to deliver early intervention in adult social care A carers' strategy will have been developed and implemented 	Executive Director for Adults Portfolio Holder for Adult Social Care and Health
	<ul style="list-style-type: none"> The children's and adults' commissioning strategy will have been developed and will be implemented 	Executive Director for Adults and Executive Director for Children Portfolio Holder for Adult Social Care and Health Portfolio Holder for Children, Education, Skills and Early Help
	<ul style="list-style-type: none"> The Children's Residential Home in Dorchester Road will be open and providing placements for Dorset's children The Harbour Service will be delivering outreach and residential provision to young people Accommodation for Dorset's Care Leavers will be available in Kirtleton Avenue We will have embedded specialist workers with children's social workers to operate a single practice model of whole family working by 2025 A new model to support and retain foster carers and improve stability will be established The 0-5 offer through the provision of family hubs within the community will have been embedded A 0-25 birth to settled adulthood offer will have been established to meet the needs of children and young people with SEND Coombe House school will be open and providing 280 SEND school places in Dorset The Children's Plan 2020 – 2023 will have been delivered 	Executive Director for Children Portfolio Holder for Children, Education, Skills and Early Help
	<ul style="list-style-type: none"> The council will have an effective preventative offer Dorset will be a safer county 	Service Manager for Community Safety Portfolio Holder for Housing and Community Safety



Creating stronger, healthier communities

Outcome	How we will achieve it	Lead role / service
Visible, appealing and welcoming spaces for residents to access help and support and rationalisation of existing provision to be fit for purpose and flexible to meet changing needs.	<ul style="list-style-type: none"> The customer strategy and new approach to responding to residents first contact will be developed 	Head of Customer Services, Libraries and Archives Portfolio Holder for Culture, Communities and Customer Services
	<ul style="list-style-type: none"> Adults' day services will have been reviewed to improve opportunities for care and support needs 	Corporate Director for Adult Care Portfolio Holder for Adult Social Care and Health
Delivery of best-in-class service provision driving high customer satisfaction whilst delivering best value and a reduction in inequality	<ul style="list-style-type: none"> A new library strategy and delivery plan will be published and being implemented 	Head of Customer, Libraries and Archives Portfolio Holder for Culture, Communities and Customer Services
	<ul style="list-style-type: none"> We will have reviewed all waste routes across the county and optimised in terms of efficiency of service, cost and carbon footprint by 2025 We will have reviewed the leisure services offer and implemented modern delivery models that are sustainable for the future by 2026 	Corporate Director for Place Services Portfolio Holder for Culture, Communities and Customer Services
Improved social mobility	<ul style="list-style-type: none"> Adoption of place-based approach to improving outcomes in Weymouth & Portland through the Stronger Neighbourhoods project 	Executive Director for Place Portfolio Holder for Culture, Communities and Customer Services
	<ul style="list-style-type: none"> A new engaging communities' strategy will be in place and a council-wide approach agreed on how we work with communities 	Head of Strategic Communications and Engagement Portfolio Holder for Culture, Communities and Customer Services



Creating stronger, healthier communities

Outcome	How we will achieve it	Lead role / service
Effective relationships between the council, health, statutory partners and the VCSE sector	<ul style="list-style-type: none"> We will be an active partner of the Integrated Care System for Dorset 	Senior Leadership Team
	<ul style="list-style-type: none"> By 2026, we will have delivered an effective care framework to enable procurement as part of the ICS, created a platform for local strength and asset-bases approaches and completed a review of adult brokerage systems and processes 	Leader of the Council
	<ul style="list-style-type: none"> The Better Life Programme and Greater Partnership Programmes will be successfully concluded 	Executive Director for Adults Portfolio Holder for Adult Social Care and Health
	<ul style="list-style-type: none"> The Joint Strategic Needs Assessment will be updated 	Director for Public Health
	<ul style="list-style-type: none"> Voluntary and community sector organisations will be commissioned to provide vital infrastructure support: including information and advice to residents struggling financially, training and networking for the voluntary sector, and management of volunteering opportunities Grant funding will be provided to a range of voluntary and community sector organisations across Dorset to deliver work that contributes to achieving the Council Plan priorities 	Head of Strategic Communications and Engagement Portfolio Holder for Culture, Communities and Customer Services
	<ul style="list-style-type: none"> The 'Dorset Together' network of voluntary and community organisations will jointly tackle emerging issues alongside the council and other public sector partners 	Corporate Director Commissioning and Partnerships Portfolio Holder for Culture, Communities and Customer Services
Identify and enhance strengths and abilities of local communities	<ul style="list-style-type: none"> A directory of community activities will be produced 	Head of Strategic Communications and Engagement Portfolio Holder for Culture, Communities and Customer Services
	<ul style="list-style-type: none"> Community support to reduce food poverty will be embedded and improving the lives of residents 	Director for Public Health



Creating sustainable development and housing

We will work with government, registered housing providers, community land trusts and local housing partners to deliver affordable, suitable and decent housing. We will seek their support to help us promote our climate and ecological priorities by providing sustainable services such as rainwater harvesting, solar panels and other such approaches.

Outcome	How we will achieve it	Lead role / service
Sustainable, and suitable housing for all, now and in the future	<ul style="list-style-type: none"> • Dorset Council will be working on a new housing strategy, considering all aspects of housing need, demand, supply and quality. This will link with a range of key council priorities and strategies, recognising that good housing is essential for a good life • The housing strategy will support: <ul style="list-style-type: none"> • 10 long-term empty properties to be brought back into use for housing purposes • the build of 1200 new affordable homes by Registered Providers at 400 per year • 20 new units of temporary accommodation acquired per year • an incremental reduction in households with homeless main/relief duties owed • Alternatives will be found to bed and breakfast accommodation for those who are homeless and need short term support. These will be cost-effective and of a decent quality and will cause an incremental reduction in the number of households accommodated in bed and breakfasts. No family will be in bed and breakfast accommodation for greater than six weeks • A continued relationship with Registered Providers will ensure that the quality of services and accommodation is kept high or improved, with complaints responded to in a timely way. An annual report of performance from all registered provider housing associations with greater than 250 homes in our area will be requested to review performance 	Corporate Director Housing Portfolio Holder for Housing and Community Safety
	<ul style="list-style-type: none"> • Dorset Council will be working with government on a strategically based new Local Plan linked to the local transport plan • The new Local Plan will be agreed by 2026 and work on a 30-year plan will be started • There will have been significant progress in developing a new settlement for Dorset • There will be a single planning system in place across the county • We will implement planning policy to encourage developers to integrate renewable energy approaches • Homes will have been delivered in line with land supply target and the local plan 	Corporate Director Economic Growth and Infrastructure Portfolio Holder for Planning



Driving economic prosperity

We will enable sustainable economic growth across the county, enabling high quality jobs through improvements to productivity, sustainability, and accessibility, creating great places to live, work and visit. We will drive forward a plan whereby Dorset Council is a catalyst for prosperity and growth, working with and supporting local businesses and partners.

Outcome	How we will achieve it	Lead role / service
<p>There is sufficient employment, land and workplaces in Dorset.</p> <p>Jobs are created and safeguarded, especially in key growth sectors</p>	<ul style="list-style-type: none"> By 2024, the council in partnership with BCP council and the Dorset LEP will have established a dialogue with government for a county deal for the whole of Dorset to enhance and drive economic development and the skills agenda, attracting additional government funding into Dorset By 2026, the Dorset County Deal will have been agreed with central government and a proposal implemented 	<p>Executive Director for Place</p> <p>Portfolio Holder for Highways, Travel and Environment</p> <p>Portfolio Holder for Planning</p>
	<ul style="list-style-type: none"> By 2023, dedicated support for growth in high value sectors, including advanced engineering/manufacturing, defence, security, agritech, marine, aquaculture, and tourism is available By 2023, the Dorset Shared Prosperity Fund Investment Plan will deliver a new approach to investment in local business support, including business mentoring By summer 2022, the Levelling Up Fund round 2 bid will have been submitted By 2023, the Future Farm Resilience Fund programme will be available (subject to funding approval) 	<p>Head of Service for Growth & Economic Regeneration</p> <p>Portfolio Holder for Economic Growth, Assets and Property</p>
	<ul style="list-style-type: none"> By 2026, employment land for development in appropriate locations across Dorset will be safeguarded in the Local Plan By 2024, development will have started on regenerating key sites in Weymouth, including North Quay and the Bowling Alley site 	<p>Corporate Director for Assets and Property</p> <p>Portfolio Holder for Economic Growth, Assets and Property</p>
	<ul style="list-style-type: none"> By 2026, a campaign to create vibrant towns through improvements to town planning will have been launched We will deliver a total Dorset plan on Public Transport (BSIP submission) 	<p>Corporate Director for Economic Growth & Infrastructure</p> <p>Portfolio Holder for Highways, Travel and Environment</p>



Driving economic prosperity

Outcome	How we will achieve it	Lead role / service
<p>Dorset has a reputation as the 'Natural Place to Do Business', attracting inward investment to create jobs and wealth for local people</p>	<ul style="list-style-type: none"> • By 2033, 9,600 additional local, full time employment jobs will have been created • By 2023, 'Visit Dorset', Dorset Council's destination management organisation, will provide a holistic support service to make the Dorset visitor economy more productive, sustainable, and accessible. • By 2023, the 'Visit Dorset' suite of websites will be receiving over 2 million visits a year, raising the global profile of Dorset • By 2023, Dorset's existing and emerging Business Improvement Districts (BIDs) will be served by a dedicated team • By 2023, Dorset's largest employers will be served by a dedicated Account Manager • By 2024, phase II of the Innovation Centre at Dorset Innovation Park will be delivered • By 2023, phase 1 of the Defence Innovation Centre will be delivered, maximising the catalytic opportunity to attract further investment in Dorset Innovation Park • By 2024, dedicated resources will be in place to exploit opportunities presented by the Department for International Trade's High Investment opportunities (i.e. Sustainable Aquaculture in Dorset; Marine Autonomy in the South West; Smart and Sustainable Aviation in South West England), including attracting the proposed National Aquaculture Centre of excellence to Dorset 	<p>Head of Service for Growth and Economic Regeneration</p> <p>Portfolio Holder for Economic Growth, Assets and Property</p>
	<ul style="list-style-type: none"> • By 2029, there will be a regeneration plan in place for Weymouth town centre 	<p>Corporate Director for Assets and Property</p> <p>Portfolio Holder for Economic Growth, Assets and Property</p>
	<ul style="list-style-type: none"> • There will have been an % increase in the value of contracts with firms based in Dorset • New contracts with Dorset Council will include skills development, training and apprenticeship opportunities for Dorset's residents 	<p>Service Manager for Commercial & Procurement</p> <p>Portfolio Holder for Finance, Commercial and Capital Strategy</p>



Driving economic prosperity

Outcome	How we will achieve it	Lead role / service
There are more level 4+ qualifications and apprenticeships available, appropriate for the workplace of tomorrow	<ul style="list-style-type: none"> By 2024, the Dorset Education Board will be embedded By 2024, the Education and Skills Leadership Board will be established 	Corporate Director, Education and Learning Portfolio Holder for Children, Education, Skills and Early Help
	<ul style="list-style-type: none"> By 2026, an apprenticeship strategy with a focus on increasing starts in higher and degree level apprenticeships will be developed 	Head of Organisational Development Portfolio Holder for Corporate Development and Transformation
	<ul style="list-style-type: none"> By 2023, the Skills Commission will make recommendations to address Dorset's skills-gap By 2023, the 'multiply' investment plan will be developed, approved and in delivery phase to provide additional support to adults with numeracy skills Work will continue to increase the take-up of the government's Lifetime Skills Guarantee programme 	Head of Service for Growth and Economic Regeneration Portfolio Holder for Economic Growth, Assets and Property
Digital connectivity is widely available	<ul style="list-style-type: none"> The rural connected community's programme will be being delivered Ubiquitous full fibre will be available by 2028/2033 Gigabit capable (full fibre) networks will have risen from 24% to 85% by 2025 2G coverage of A and B roads will have increased from 42.6% 	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
Dorset Council inspires and supports cultural opportunities	<ul style="list-style-type: none"> Work with the Dorset Arts Development Company and other local partners to promote a year of culture for 2023 To bring inward funding to Dorset to develop and celebrate culture and arts 	Corporate Director for Place Services Portfolio Holder for Culture, Communities and Customer Services



Becoming a more responsive, customer focused council

We will continue to be responsive, fair and efficient in how we deliver services to our customers by listening and learning from their experiences. We will strive to constantly improve with an emphasis on innovation and working with residents and businesses in a collaborative, co-production approach.

Outcome	How we will achieve it	Lead role / service
We work together as 'one Dorset Council', with partners to provide easy to access, responsive services that meet the needs and expectations of our customers	<ul style="list-style-type: none"> By 2023, publish our customer strategy, and a transformation plan to achieve a modern, customer first operating model by 2028. This will mean that the number of people who speak positively about the council will increase We will reduce the number of 'front doors' and bring more high-volume customer management and assessment into our professional customer services, Dorset Direct Embed our accessibility principles and assessment guidance within our strategy plans Adopt consistent organisational design principles and system thinking to provide the foundations for a 'one council' customer operating model Launch customer experience surveys across all high demand service areas and embed learning in future re-design 	<p>Head of Customer Services, Libraries & Archives</p> <p>Portfolio Holder for Culture, Communities and Customer Services</p>
	<ul style="list-style-type: none"> We will develop our customer platform and customer accounts so they are accessible and provide easy to follow reporting, applications, pay for and ask for self-service processes online. This will result in an increase in the number of customers using online services independently or with assistance 	<p>Head of Digital Strategy and Design</p> <p>Portfolio Holder for Corporate Development and Transformation</p>
	<ul style="list-style-type: none"> We invest and explore advances in technology, automation, artificial intelligence and digital ways of delivering services and deliver an updated applications portfolio and roadmap We will focus on implementing integrated systems and processes 	<p>Head of ICT Operations</p> <p>Portfolio Holder for Corporate Development and Transformation</p>
	<ul style="list-style-type: none"> The council's engagement and consultation processes will be reviewed and improved to ensure that residents' views are sought, listened to and acted on 	<p>Head of Strategic Communications and Engagement</p> <p>Portfolio Holder for Culture, Communities and Customer Services</p>



Becoming a more responsive, customer focused council

Outcome	How we will achieve it	Lead role / service
We work together as 'one Dorset Council', with partners to provide value for money services that meet the needs and expectations of our customers	<ul style="list-style-type: none"> We will have set realistic budgets for the council and our spending will have not exceeded them Our medium-term financial strategy will continue to act as a key financial tool that drives good financial decision making and supports strategy, transformation and commercial thinking Agreement will have been reached with the Department for Education on the High Needs Block historic deficit We will consistently commission services, developing the market to meet need in the most-cost effective way We will focus on increasing the number of residents who think the council delivers value for money 	Executive Director for Corporate Development (S151 Officer) Portfolio Holder for Finance, Commercial and Capital Strategy
Increased the reach of our services through accessible and inclusive services ensuring we proactively tailor the level and type of support available to suit the needs of different groups	<ul style="list-style-type: none"> A new citizens panel will be set up jointly with ICS partners to engage a representative panel of residents The Equality Diversity and Inclusion strategy and action plan will be implemented to ensure Dorset Council meets its duties under the Equality Act 2010 An equalities reference group will be established to represent communities with protected characteristics and to advise on council policies 	Head of Strategic Communications and Engagement Portfolio Holder for Corporate Development and Transformation
We design the places and spaces we need to support services and customers in-person, via outreach, or in a virtual way that meet the needs of our communities	<ul style="list-style-type: none"> We will deliver a new asset management strategy, rationalising our property, co-locating services and developing our commercial approach to property Development and investment in our customer, community, family, and library hub model will provide plans for co-location together and with other agencies to maximise community impact and support agile working and hybrid service delivery By 2026, a review of how local depots are used and managed will be complete An efficient, hybrid way of working for all council employees will have been implemented, reducing office space and increasing value for money 	Corporate Director Assets & Property Portfolio Holder for Economic Growth, Assets and Property
Our workforce takes advantage of learning opportunities to develop the skills to deliver modern, customer first services, by thinking innovatively and using data, intelligence technology and customer insight	<ul style="list-style-type: none"> We will have launched an organisational development strategy, supporting and developing skills within leadership and workforce, recognising talent, improving retention and embedding diversity and inclusion. We will develop and embed our employer brand, helping to showcase what we have to offer and become identified as an employer of choice, ensuring that we can recruit and retain the best people 	Head of Organisational Development, and Head of Human Resources Portfolio Holder for Corporate Development and Transformation



Becoming a more responsive, customer focused council

Outcome	How we will achieve it	Lead role / service
We develop our use of data and insights to support evidence-led decisions and targeted and timely delivery of our services to improve outcomes	<ul style="list-style-type: none">• We will publish a Business Intelligence and Data strategy• We will undertake regular self-assessment of our data culture and maturity shows improvement• The number of users of the Dorset Care Record will have increased• We will work closely with our partners to overcome barriers to join up and improve the quality of our data• We will encourage a culture where the importance of data is understood by everyone within the council	Corporate Director Transformation, Innovation and Digital Portfolio Holder for Corporate Development and Transformation
	<ul style="list-style-type: none">• By 2027 we will have modernised the way that information and case records are stored and accessed, supporting an agile workforce• We will provide learning and development for staff to understand the power of sharing data as well as the legal, moral and financial implications• We will bring together operational data to support a better service to customers and strategic level data to help ensure better outcomes and decisions by the council and with our partners	Head of Customer, Libraries and Archives Portfolio Holder for Culture, Communities and Customer Services



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