

Health and Wellbeing Board

26 June 2024

Designing out severe hardship and improving social mobility in Dorset

For Recommendation to Cabinet

Cabinet Member and Portfolio:

Cllr. C Sutton, Children's Services, Education & Skills

Local Councillor(s):

All

Executive Director:

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Report Status: Public

Brief Summary:

Dorset has consistently been reported to be one of the least socially mobile areas in the country. Social mobility is the link between a person's occupation or income and the occupation or income of their parents. Many of our communities are facing deep poverty having experienced hardships for decades, repeatedly appearing in the bottom quintile in indices of deprivation. There are also areas of distinct poverty in wealthier rural areas, with data averages masking large income inequalities.

Poor social mobility, inequality, and poverty are inextricably linked. Dorset faces additional challenges in its rurality and demographics. Inaction will likely lead to further disparity.

Improving social mobility outcomes and reducing severe hardship requires a comprehensive and collaborative system-wide response across public sector, the Voluntary, Community and Social Enterprise sector (VCSE), business, and other partners to address various social, economic, and infrastructural challenges.

The benefits to improved social mobility, inclusion, and reduced poverty are found in individual, familial, and community wellbeing, resilience, and prosperity.

Children's Services, having acknowledged the need for concerted action, recently recruited to a new Commissioning post with the strategic lead on social mobility.

Recommendation:

The Health and Wellbeing Board recommends to Cabinet that the following approach is adopted by the council:

Establish a cross-directorate and multi-agency taskforce with the purpose of improving social mobility, reducing poverty, and ensuring cohesive responses across the Council and with wider partners. This will

- Revisit the recommendations made to the Place and Resources Scrutiny Committee in the paper 'Social Mobility in Dorset', November 2021 and use this to inform the taskforce membership suggested in Appendix two.
- Define and agree future actions as suggested in Appendix two.
- Develop local data insights and analysis to inform and refine our approaches at both community and authority level.
- Implement relevant recommendations at a local level from the national Social Mobility Commission's annual reports.
- Report progress annually.

Reason for Recommendation:

Working to reduce inequalities is not a one-off piece of work; improving life chances for all is already what we strive to do and is woven throughout our various strategies and long-term plans. This approach brings together all our ambitions to ensure we are moving collectively towards reducing poverty and improving social mobility as business as usual for Dorset Council.

The challenges are complex and cannot be held by any one directorate or organisation. These are deep rooted socio-economic structural issues that warrant a considered, coordinated, and long-term response.

1. Background – understanding poverty and social mobility outcomes.

- 1.1 The Welfare Reform and Work Act 2016 repealed the Child Poverty Act 2010, removing the requirement on the Government to produce a child poverty strategy every three years, and the statutory duty on Local Authorities (LAs) to set targets to tackle child poverty. The independent Social Mobility Commission (SMC) now hold the responsibility to publish an annual report on the issues, to promote the importance of good social mobility, and to publish data and research. They are currently drafting their new national strategy. These changes over the last decade, along with the impact of prolonged austerity and the pandemic have perhaps led

to some drift in understanding of how public services can reduce inequalities and best support residents and communities to prosper.

- 1.2 Poverty is deepening across the UK. Between 2002/03 and 2019/20 the number of people in very deep poverty (below 40% of median income after housing costs) increased by 1.8 million, from 4.7 million to 6.5 million people. In this period, the risk of living in deep poverty has increased by half for large families, and by a third for both households with a disabled person, and for lone parents.
- 1.3 Nine neighbourhoods in Dorset fall into the top 20% nationally for income deprivation - up from seven in 2015. Seven of these are in the former borough of Weymouth and Portland. We have a growing older population and falling birth rate. Young people with higher qualifications – or seeking them - often move away, with those staying tending to be from poorer backgrounds, with fewer skills.
- 1.4 In the SMC's 2017 State of the Nation, Weymouth and Portland was deemed the third worst area of the country for social mobility. In 2018 The House of Commons Library research service, using the same methodology as the SMC, released a briefing paper which found that the South Dorset parliamentary constituency was the worst for social mobility, out of 533 constituencies in England.
- 1.5 In the 2023 State of the Nation report the SMC moved to International Territorial Level (ITL) level 2 reporting, dividing the UK into 41 regions. For Dorset, this now amalgamates our data with that of Bournemouth, Christchurch and Poole Council and Somerset County Council. Using this most recent data, we are now collectively placed in the lowest quintile for 'childhood disadvantage'. This masks our distinct areas of poverty and inequality, hence the recommendation that we prioritise developing local data insights and analysis to shape our responses and work in an evidence-based manner. Change begins with high-quality information and asking the right questions.
- 1.6 A report to the Place and Resources Scrutiny Committee - 'Social Mobility in Dorset' – in November 2021 (James Roberts, senior research officer) set out key recommendation areas based on the reports and evidence bases of the SMC and other bodies. Many of the action areas are being progressed via other strategies, for example improving quality of early years and education provision under the Children, Young People and Families' Plan 2023-33. However, several of the action points were assigned to the place-based Stronger Neighbourhoods project, which paused in October 2022 after a period of inactivity. The new taskforce shall resume work on these areas and take responsibility for driving change across the system.
- 1.7 Utilising place-based approaches will be crucial in better understanding our communities and improving social mobility and designing out severe hardship. We need to learn from previous work; where we have had success with this model, and where there are areas for improvement. The last report on Stronger Neighbourhoods made clear the importance of this work being appropriately

resourced, and Leaders across all organisations being committed to a shared agenda to drive change, learn, and deliver. The taskforce will agree a galvanising shared agenda to connect and grow local action on the root causes of inequality and poverty.

2. Understanding the opportunities for change - a coordinated approach to deeply embedded complex issues.

- 2.1 For those living in our most deprived areas, inequalities and challenges are apparent from conception, throughout the formative early years, in education, at early career phases and continuing throughout all life-stages. These challenges often permeate through the generations and the wider community. Opportunities for us to remove barriers and address inequalities also exist from pre-natal, throughout childhood, adolescence, adulthood right through to retirement age and beyond.
- 2.2 Although we continue to transform services and strive for inclusivity, we know that in many service areas equality of access does not reflect equity of outcome. Often residents in hardship are left navigating systems and processes that do not work for them, experiencing deprivation gaps across health, education, employment opportunities, and housing security.
- 2.3 Conditions for local change need to be created. A multi-agency coordinated approach will build on our existing strategies to clearly define a shared agenda in tackling the complex issues faced. This is an opportunity to examine our broader ambitions, those of our residents and communities, to identify those we share and pool our resources and drive to effect lasting impact.
- 2.4 Our Children, Young People and Families' Plan 2023-33 sets out our commitment to enhance opportunities, outcomes, and raise aspiration for all children. The plan sets out our vision for improved levels of development, skills, and attainment throughout their lives through to adulthood.
- 2.5 The early years present a key opportunity to improve social mobility outcomes. Disadvantaged children start school developmentally on average 4.5 months behind their peers and that attainment gap continues to widen throughout school life. Closer relationships and joint working with health, the childcare sector, and VCSE partners are building the conditions for improved confidence in early parenting, quality and diversity of early years education, and social and emotional development opportunities. The availability and affordability of childcare of course also directly impacts on a parent or carer's opportunity to gain or retain employment.
- 2.6 Early years settings may also be the first opportunity to identify Special Educational Needs or Disabilities (SEND) and to provide the appropriate support to both the child and the family. People with a disability experience significantly

worse social mobility outcomes. Early identification, understanding, and mitigations are key in narrowing the existing gap. The Early Years are also the time to be supporting all children to explore their individual learning styles, to find their passions and instil a love of learning. Finding an early sense of belonging and experiencing success in a learning environment – whether in a childcare setting, in the home, or in the community – is key to education engagement and attainment in later years.

- 2.7 We know that residents living in our most deprived areas have lower educational attainment at school and lower income in later life. On average, pupils eligible for benefit-related free school meals achieve lower GCSE attainment than their peers. New evidence suggests lost learning during the pandemic has had the greatest impact on the most disadvantaged students, increasing the attainment gap further.
- 2.8 Dorset schools and settings may also be experiencing educational isolation - described as a combination of geographical isolation, socio-economic disadvantage as well as disadvantage due to limited diversity or access to cultural resources – which impacts not just students’ learning but exacerbates issues of teacher recruitment and retention.
- 2.9 Education is considered by some to be the silver bullet for improving social mobility, however improving academic attainment alone cannot solve or mitigate the issues faced. Our new Education Strategy sets out the need to teach broader skills, such as financial and IT literacy, and offer a diverse range of culturally and artistically rich experiences. The importance of extra-curricular activities in supporting a child’s education and wellbeing cannot be underestimated. Living in poverty reduces opportunity for enrichment, travel, books, music, arts, and we must prioritise rebalancing those opportunities to children and young people, providing life-long benefit.
- 2.10 A vibrant and diverse education sector helps build communities, local economies and therefore post-16 career pathways that are also vibrant and diverse. Younger residents often need to find employment and cultural opportunities away from Dorset. We want our young people to have a choice in where they live and work; for Dorset to be home to a range of careers, creative stimulation, cultural enrichment, and inclusivity that residents, particularly younger ones, seek.
- 2.11 An earlier, collaborative approach to aspiration is needed to support and inspire our next generations, their families, and communities. Although Dorset’s economy is visibly made up of hospitality, retail, and agriculture it is also home to much hidden industry, for example defence technology, security, and maritime related organisations. Early exposure to these options and role models - as well as early Not in Employment Education and Training (NEET) identifiers and pro-active intensive support for our most disadvantaged young people in understanding their post-16 pathway option should improve social mobility and diverse representation across all sectors.

- 2.12 As a system, as an employer and commissioner, we must better understand how we can inspire and upskill locally – especially considering gaps in recruitment that impact the success of our strategies - e.g., childcare, social workers, health. There is a recognition within the Growth and Economic Regeneration Service of the need for the forthcoming refresh of the economic Development Strategy to address the need for more resource to be focused on aligning skills development provision with skills need, particularly higher-level technical skills, and to address the needs identified in the recently published Dorset Local Skills Improvement Plan.
- 2.13 Internally, we should continue our focus on growing our apprenticeship offers, along with the pathways to employment initiatives. We should also seek to understand where our workforce live, and their socio-economic backgrounds. This insight will shape future recruitment and people strategies, ensuring our employees are proportionally representative of all our communities, and to provide job opportunities and career progression that are accessible to all. Further, by utilising the Social Mobility Commission’s maturity assessment we can identify further improvements to becoming a truly inclusive and socially mobile employer.
- 2.14 As a lower wage and high housing cost area, our housing challenges are complex in Dorset. Residents often lack both security of tenure and affordability, essential for households and communities to prosper and build cohesive lives. The issues faced have been comprehensively covered in the new Housing Strategy, presented to the Committee on 30th November 2023. In summary, investment in genuinely affordable (social rent tariff) housing, community land trusts, or subsidised key-worker projects, particularly in education, could have a transformational impact in improving social mobility and in promoting community pride, prosperity, and stability.
- 2.15 A reliable and sufficient income, along with a safe and a secure home and community are foundations needed for good health - which is largely determined by social, economic, and environmental factors – and so for those living in disadvantaged areas inequalities are also experienced in their health. Compounded by the pandemic, health inequalities between disadvantaged and advantaged children are widening, with increasing levels of poor parental mental health also impacting children’s well-being.
- 2.16 Promoting natural greenspaces, outdoor activities and social prescribing can be more effective than traditional services for reducing local health inequalities. We should continue to move public health and wider wellbeing initiatives upstream, towards Early Help, co-designed and person-centred models wherever possible. We are already seeing the benefits of this approach across many of our transformation projects which we can expand on and learn from.
- 2.17 Rurality of course also impacts on access to vital services and to social and cultural opportunities. Socio-economic isolation is compounded through a lack of

access to transport and digital connectedness. Initiatives to address digital exclusion are underway, but transport infrastructure must also be prioritised if other areas of service improvement and community development are to be truly effective. A review of Dorset's community transport offer, post-pandemic, will be beneficial.

- 2.18 Reviewing and redesigning our services with an outcomes focused mindset, moving from an organisational one, allows us to assess existing collaborations and alliances to better understand what works well. It's also important to note where community voice and lived experience is still missing in our work – particularly the voice of those who are marginalised and often unheard. We should consider best practice examples of lived experience and poverty awareness in our planning and policy writing, such as that of the Poverty Truth Commission, developing relationships with 'community commissioners', or 'community inspirers'. The Cabinet decision on 7 November 2023 to include care-experience as a protected characteristic in all of Dorset council's equality, diversity and inclusion impact assessments is a helpful first step in shifting the collective mindset.
- 2.19 Place-based approaches such as Asset Based Community Development (ABCD) take a holistic view in tackling deep rooted hardship and inequality, seeking to activate local solutions to improving wellbeing, social cohesion, and prosperity. ABCD approaches are shown to work and many of our projects are now utilising this – for example Family Hubs, Local Alliance Groups, and the new Integrated Care System projects. The new taskforce will revive the recommendations and ambitions that were identified under the Stronger Neighbourhoods programme, actioning them within these other locality level working groups.
- 2.20 Well-coordinated place-based approaches are an example of cyclical 'good help' model; aligned action leads to improved life circumstances, increased confidence, stronger sense of purpose, through to further strengthened aligned action. Conversely, when our actions are misaligned, our confidence and sense of purpose – and those of our communities – is weakened. Devolving decisions, budgets, and co-creating services with communities helps restore agency to those who have been marginalised. Our Local Alliance Groups and their devolved participatory budgeting pilots have demonstrated the stronger sense of purpose built from this model. The Families First for Children Pathfinder provides further opportunities to share decision making with residents and communities.
- 2.21 Pooling funding from several sources into thematic outcome areas with a longer-term vision maximises impact, drives change and builds sustainability. Our processes for distributing funding externally can create a competitive atmosphere in which the VCSE spend disproportionate time bidding for funds and discourages true collaboration. Small and start-up VCSE groups or charities find it challenging to break into our system of procurement. This can be a barrier to creativity and innovation in the sector; we should explore what infrastructure support is available

to community start-ups and consider how this could be improved. The recent VCS Strategy review has provided the opportunity to consider how we commission for communities and how we can be more effective and transformative supporting partners to the sector. Our relationships with communities and partners - understanding who they are, how they live and work, and what drives them - is vital to effective collaboration and innovation.

- 2.22 Beyond Dorset, there are many issues we are already lobbying on, seeking to ensure our local voice is heard nationally. Seeking to inform and influence policy conversation is not just about lobbying on national policy such as social care, housing, or welfare. We face challenges that cannot be effectively addressed at national level, and evidencing – via more detailed data analysis - the need for local approaches, or devolution on some issues, is also key in ensuring Dorset’s unique rural and coastal voice is heard.

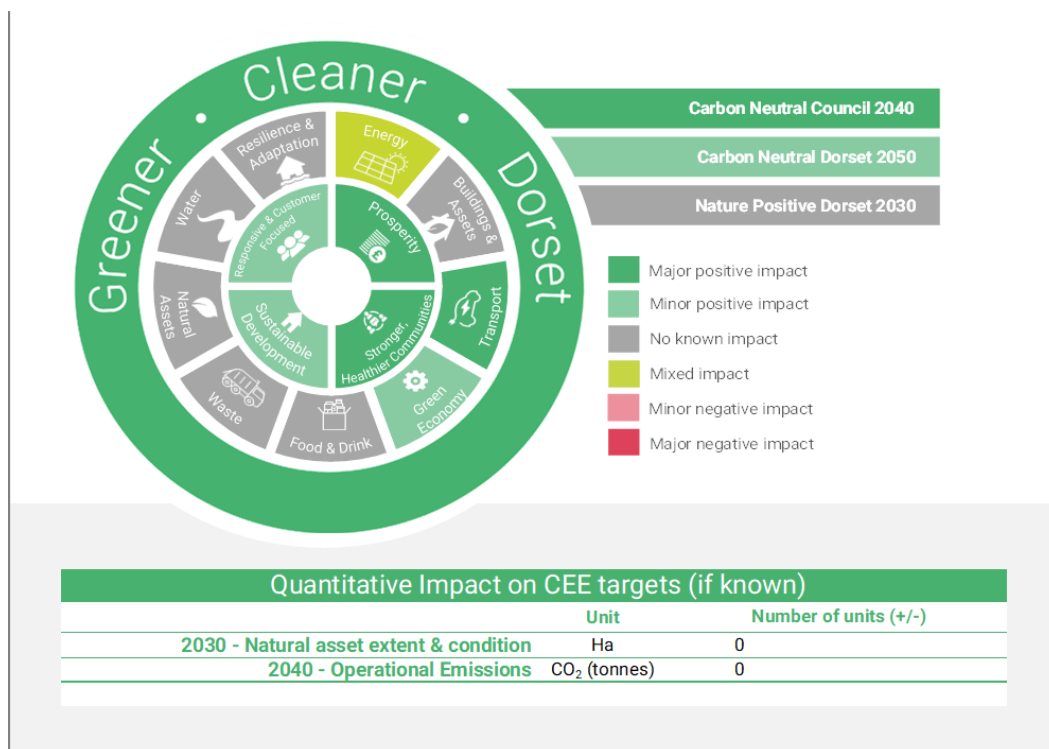
3. **Financial Implications**

There are no direct financial implications for adopting this approach. Research, mapping, and coordination can be led by Children’s Services.

Data insights work is required; however, the data involved is already held by the Council and used in other areas of work. The collation and easy analysis – for example via a Power BI Tool dashboard - would also be beneficial to multiple other workstreams of our own, and of partners. To be able to demonstrate deprivation and inequalities at local level is helpful when conducting needs analysis for various services, and for bidding for central funds. Data evidencing impact of change helps to shape priorities and understand potential cost benefit investments.

Where specific initiatives are suggested or recommendations are made that require dedicated resource, a business case would be made in the usual way.

4. Natural Environment, Climate & Ecology Implications



There are no immediate direct implications, however secondary benefits may be realised, for example, improved public transport reducing individual journeys taken, or increased investment in access to nature. The taskforce could also recommend targeted approaches are investigated, such as community energy or heating schemes.

5. Well-being and Health Implications

The links between poverty and health inequalities are well documented, with those living in deprived areas are more likely to have a range of health conditions including serious mental illness, obesity, and diabetes.

This approach seeks to create conditions in which all residents can enjoy a sense of wellbeing in their communities and can access the services necessary to improve or manage their health. Those living in deprived areas are more likely to have a range of health conditions including serious mental illness, obesity, and diabetes.

6. Other Implications

None identified.

7. **Risk Assessment**

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

Current Risk: Low

Residual Risk: Low

8. **Equalities Impact Assessment**

This approach seeks to ensure that inequality and disadvantage – especially intersectionality - is understood and addressed.

9. **Appendices**

Appendix 1: Accessible climate impact information.

Appendix 2: Draft taskforce action areas, and suggested core membership.

10. **Background Papers**

The Social Mobility Commission - State of the Nation 2023: People and Places

www.gov.uk/government/publications/state-of-the-nation-2023-people-and-places

Place and Resources Scrutiny Committee: November 16th 2021 - Social Mobility in Dorset

moderngov.dorsetcouncil.gov.uk/documents/s26536/Social%20Mobility%20in%20Dorset.pdf

The Joseph Rowntree Foundation and New Local - Designing out the most severe forms of hardship in local areas

www.jrf.org.uk/report/designing-out-most-severe-forms-hardship-local-areas

Appendix 1: Accessible climate impact information

ACCESSIBLE TABLE SHOWING IMPACTS

Natural Environment, Climate & Ecology Strategy Commitments	Impact
Energy	mixed impact
Buildings & Assets	No known impact
Transport	major positive impact
Green Economy	minor positive 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	Impact
Prosperity	strongly supports it
Stronger healthier communities	strongly supports it
Sustainable Development & Housing	minor positive impact
Responsive & Customer Focused	minor positive impact

TABLE OF RECOMMENDATIONS

Recommendations	Responses - will this be incorporated into your proposal? How? And if not, why not?
Energy	
Provide advice and/or signpost business to sources of information on how they can become more resource efficient	
Buildings & Assets	
No recommendations found for this category	
Transport	
No recommendations found for this category	
Green Economy	
No recommendations found for this category	
Food & Drink	
No recommendations found for this category	
Waste	
No recommendations found for this category	
Natural Assets & Ecology	
No recommendations found for this category	
Water	
No recommendations found for this category	
Resilience & Adaptation	
No recommendations found for this category	

Appendix 2

Table of suggested action areas from this report, mapped against the earlier key recommendations.

	Key Recommendations for local government: from the ‘Social Mobility in Dorset’ paper to the Place and Resources Scrutiny Committee, November 2021	Suggested actions	Suggested Initial Lead	Suggested Contributors
1. Early Years	<p>Every local authority should develop an integrated strategy for improving disadvantaged children’s outcomes. This should include:</p> <ul style="list-style-type: none"> quality improvement support for early education settings, including collaborative working groups, tailored advice, and comprehensive training for early years teachers driving uptake of the early education offer for disadvantaged two-year-olds and ensuring that they do not lose places to children eligible for the 30-hour offer – ensuring that all parenting support programmes are evidence based and experimenting with ways to offer effective advice to more parents. <p>Early education and childcare providers should invest pupil premium funds in evidence-based practice using the Early Education Foundation’s toolkit.</p> <p>Local authorities should support collaboration between isolated schools, subsidise transport for disadvantaged young people in isolated areas and encourage Local Enterprise Partnerships (LEP) to follow the North East LEP’s approach to improving careers support for young people</p> <p>Schools should work with local employers to</p>	<p><i>Taskforce to take collective ownership and agree specific actions, measures, delegations, contributors, and timescales.</i></p> <p>Joint working with health, the childcare sector, and VCSE partners to build the conditions for improved confidence in early parenting, quality, and diversity of early years education.</p>	Principal Lead for Best Start in Life, Children’s Services	<p>Early Years & Families Leads, Integrated Care System (ICS)</p> <p>Early Years settings</p>
2. Education		<p>Improving attainment for all, supporting all children and young people to find their passions and instil a love of learning and a sense of belonging.</p>	Corporate Director for Education, Children’s Services	Education settings
3. Extra-curricular opportunities		<p>For all children and young people to experience diverse enrichment such as travel, the natural world, books, music, arts, outdoor adventure.</p>	Service Manager, Strategic Partnerships, Children’s (Int. Strategic Lead for Best Place to live)	VCSE, arts, culture, and sports organisations
4. Post-16 pathways and early careers		<p>High quality, tailored, careers advice for all young people, including far earlier exposure to a broad range of career types and diverse role models, particularly those in less visible industries. Pro-active intensive support for our most disadvantaged young people in understanding and pursuing their post-16 pathway options.</p>	<p>Strategic Lead for Young & Thriving, Children’s Services</p> <p>Service Manager for Growth and Economic Regeneration, Place Directorate</p>	<p>Business & industry</p> <p>Education settings</p> <p>Recruitment & Attraction team, Corporate Services</p>

Appendix 2

	Key Recommendations for local government: from the ‘Social Mobility in Dorset’ paper to the Place and Resources Scrutiny Committee, November 2021	Suggested actions <i>Taskforce to take collective ownership and agree specific actions, measures, delegations, contributors, and timescales.</i>	Suggested Initial Lead	Suggested Contributors
	meet the key Gatsby careers support benchmarks (a set of critical careers support requirements based on international standards) and to ensure that all young people are well prepared for work.			
5. Economic conditions	<p>Improve economic quality, including:</p> <ul style="list-style-type: none"> • Productivity • Dynamism: business churn. • Labour force engagement • Fiscal sustainability (of the local authority). <p>Macroeconomic stability: GVA growth, inactivity shocks, economic shrinkage, SME growth.</p> <p>Improve enterprise conditions, including:</p> <ul style="list-style-type: none"> • Business environment: Property costs, compliance, local government restrictions. • Domestic Market Contestability: how open the market is to new participants vs. incumbents. <p>Labour Market Flexibility: how dynamic and flexible the workplace is for both employer and employee.</p> <p>Local government should develop shorter-term action plans with employers, educators, universities, and other key local stakeholders to improve opportunities for local disadvantaged people.</p>	<p>Dorset attracting and retaining a diverse range of employers and innovative opportunities. Residents able to pursue a broad range of careers and further learning and development opportunities within Dorset. More resource to be focused on aligning skills development provision with skills need, particularly higher-level technical skills, and to address the needs identified in the recently published Dorset Local Skills Improvement Plan.</p>	<p>Head of Growth and Economic Regeneration, Place Directorate</p>	<p>Local Enterprise Partnership</p> <p>Business & industry</p> <p>Adult learning providers</p>

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6. Dorset Council as an Employer and commissioner	Local authorities should all become accredited Living Wage employers and encourage others in their communities to do likewise. Local government should develop a new deal with employers and educators for inclusive employment, based on jointly agreed local social mobility action plans, using the Social Mobility Employer Index as a framework for employer action.	Utilise the Social Mobility Commission’s maturity assessment to identify improvements to becoming a truly inclusive and socially mobile employer and commissioner. Understand where our workforce live, and their socio-economic backgrounds. This insight will shape future recruitment and people strategies.	Head of Human Resources Service Manager for Commercial and Procurement, Corporate Services	Strategic Commissioners Commissioned services VCSE
7. Housing		Promote investment in genuinely affordable housing schemes, such as community land trusts, or subsidised key-worker projects.	Corporate Director for Housing Head of Planning, Place Directorate	Registered social landlords
8. Environment		All residents can enjoy accessible and inclusive nature recreation activities, creative stimulation, and cultural enrichment.	Corporate Director - Customer & Cultural, Corporate Services Head of Environment and Wellbeing, Place Directorate	Strategic Lead for Best Place to live, Children’s Services VCSE
9. Health		Prioritise designing and delivering as an Integrated Care System, and in moving public health and wider wellbeing initiatives upstream, towards Early Help, co-designed and person-centered models.	Director of Public Health	All ICS partners
10. Transport	Improve infrastructure, including: <ul style="list-style-type: none"> Transport: quality, diversity, and 	Initially, to undertake a review of current bus services and the community transport offer in Dorset and to make recommendations for	Head of Dorset Travel, Place Directorate	VCSE

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	Key Recommendations for local government: from the ‘Social Mobility in Dorset’ paper to the Place and Resources Scrutiny Committee, November 2021	Suggested actions	Suggested Initial Lead	Suggested Contributors
	penetration of road and rail transport within a local authority, as well as access to key transport hubs. Communications: internet speed and how widespread access to superfast internet is.	improvements. Transport will play a vital part if other areas of development are to be truly effective.		
11. Community	<p>Improve social capital, including:</p> <ul style="list-style-type: none"> Family relationships. Civic and Social Participation: through volunteering, donating money, and local meeting places such as pubs and sports clubs. Institutional Trust: courts and Parliament. Social Networks: ties that an individual has with people in their wider network. <p>Personal Support: support that individuals feel from their community</p>	<p>Build stronger relationships with communities and partners, devolving decisions where we are able.</p> <p>Explore what infrastructure support is available to community initiatives and consider how this could be improved.</p>	<p>Head of Strategic Comms and Engagement, Corporate services</p> <p>Communities & Partnerships Lead, Corporate services</p>	<p>Commissioners, all Directorates</p> <p>Police, probation, youth justice</p> <p>VCSE</p> <p>Public Health</p>
12. Insights		Develop local data insights and analysis to inform and refine our approaches at both community and authority level	Service Manager for Business Intelligence and Performance, Corporate services	Dorset Intelligence & Insight Service (DiiS)
13. Policy	Local government leaders should put social mobility at the heart of economic and educational development and take coordinated action to tackle the social mobility challenges of their areas by each developing a ten-year social mobility strategy with clear progress measures. This should include a focus on improving transport links to social mobility hotspots in rural and coastal areas	<p>Create conditions for local change; pledging to assess social mobility impact in our work, and by pooling our resources.</p> <p>Ensuring lived experience and poverty awareness is captured in our planning and policy writing.</p> <p>Lobby on the need for local approaches, or devolution on some issues, so that Dorset’s unique rural and coastal voice is heard.</p>	<p>Elected Members</p> <p>Executive and Corporate Directors</p>	All public service partner agencies and VCSE