Dorset Council's Plan | 2020 - 2024










Dorset Council

Welcome

This is the Dorset Council Plan, which sets out our ambitions for the next four years. It incorporates the political vision of your new councillors, and has been developed following a conversation with residents, town and parish councils, businesses and representatives from the public, private and voluntary sectors.

Our ambition is to put Dorset Council at the heart of the community. The reorganisation of local government in 2019 simplified administrative structures, and was a big step forward, but we continue to face some very significant challenges, locally, nationally and globally.



Cllr Spencer Flower,
Leader of Dorset Council

It is clear that the climate and ecological emergency must inform the council's decisions and actions for the foreseeable future. A climate and ecological change strategy and action plan is currently being developed. It will make a significant change in our approach and will require a shared commitment and ongoing dialogue with you, our residents and partners.

We must all challenge ourselves to do more and this will involve some difficult conversations about the nature of our economic growth and the infrastructure – particularly the transport infrastructure – that underpins it. We will drive the roll out of full fibre technology and 5G in Dorset to enable people to travel less and access opportunities online. We need to maximise technology so that 'jobs move to people, rather than people moving to jobs'.

We must work closely with Dorset's children and young people, not only to safeguard their future environment, but also to improve their aspirations, education, health and wellbeing. Levels of obesity continue to rise, and educational outcomes remain low, particularly in more 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, the skills agenda and sustainable economic growth.

Financial constraints remain, and demand continues to grow for services which:

- support children with special educational needs and disabilities;
- keep children safe from risk of harm; and
- support vulnerable older people and people with disabilities.

In response, 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 Dorset, advocate nationally the need for better funding, and work with our partners for the benefit of our county.

This is a high-level plan – delivery will be detailed in directorate and service plans as they develop. We will need to work together with residents, partners and communities to deliver our shared ambitions and to monitor how we're doing.

In the meantime, if you have any questions, comments or concerns, please 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 375,000 residents, 28% of whom are aged 65 and older (compared to 18% in England and Wales).

Dorset is an attractive place for people to settle in their retirement – 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 pockets of deprivation, mostly in urban areas (mainly Weymouth and Portland). But there is also some rural deprivation due to isolation and difficulty accessing housing, transport and essential services. Crime is generally low in Dorset.

The population is predominantly white British, with 4.4% of our residents black and minority ethnic.

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.

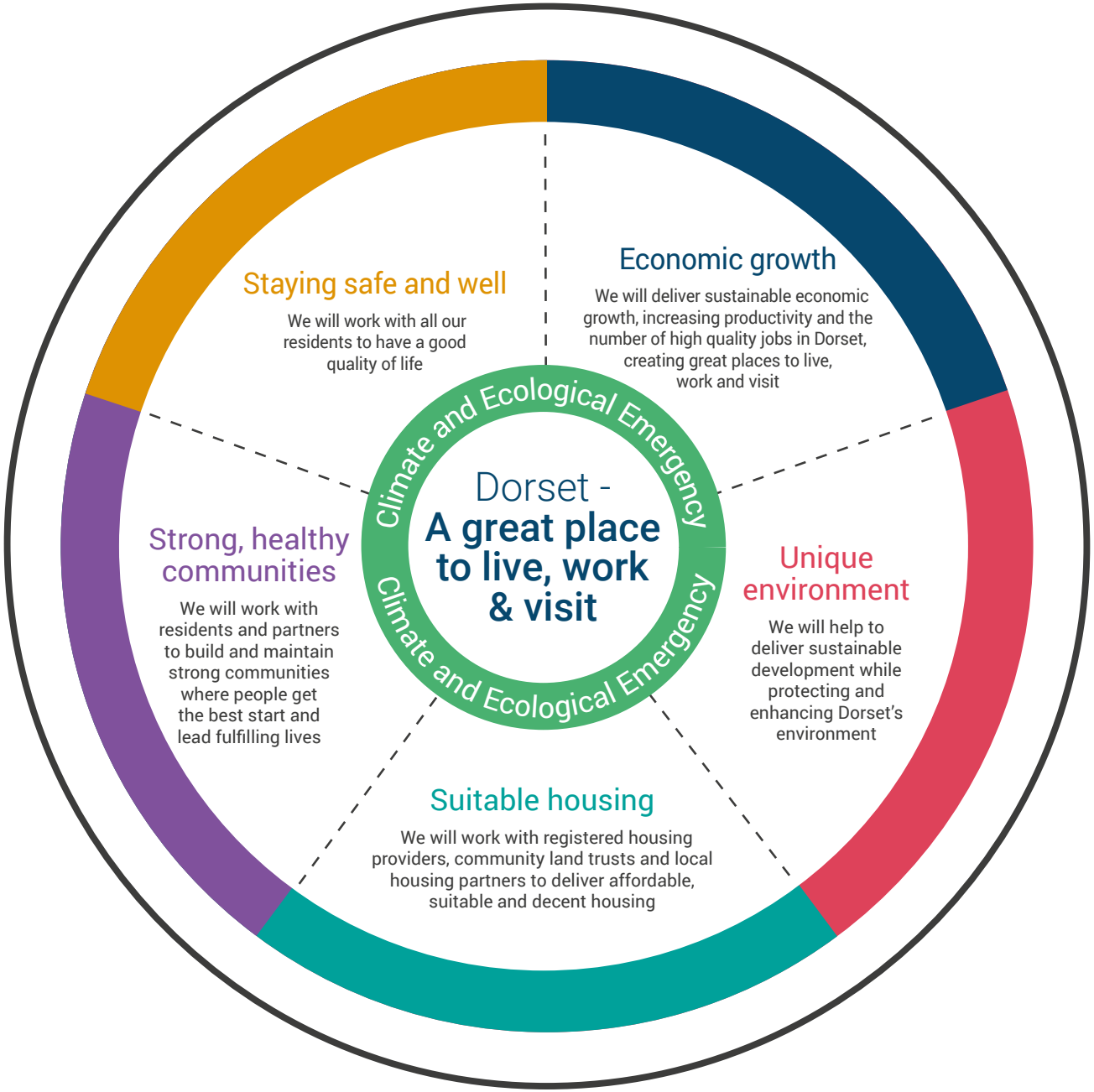
Economy and infrastructure

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 £7.1 billon and provides 143,000 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. In 2017, lower end house prices were more than ten times higher than lower end earnings in Dorset.

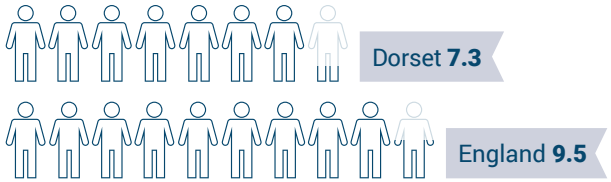
Dorset has no motorway but over 2,500 miles of roads. 95.1% of premises in the Dorset Council area have access to superfast broadband. 3.1% of premises in the Dorset Council area have access to full-fibre broadband.

Our priorities

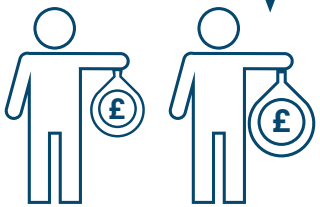


Economic growth – the current picture

Number of employees per business

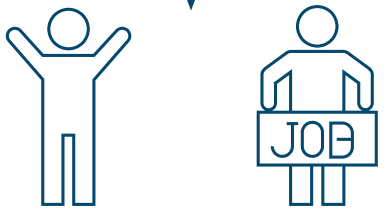


Average weekly earnings



Dorset **£523** GB **£571**

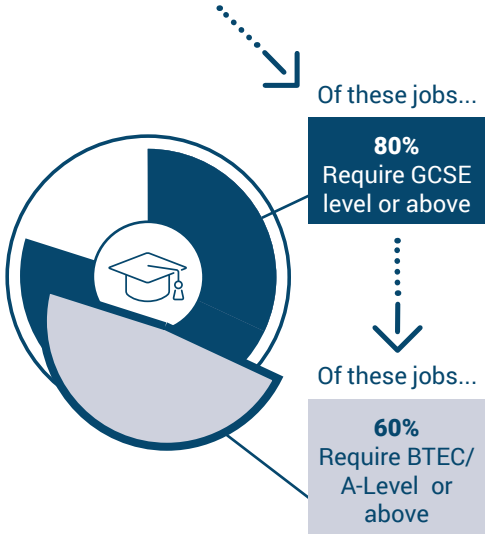
*By 2029...



150,000 people will retire

23,000 new jobs created

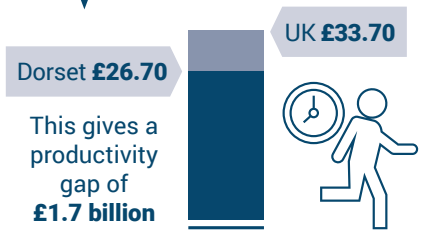
Leaving **173,000** jobs to be filled



Workforce aged 50+

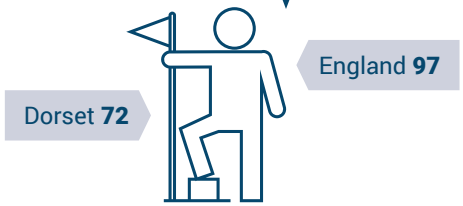


Value produced for every hour worked



This gives a productivity gap of **£1.7 billion**

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



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 refers to the new Dorset Council Area that came into effect 1 April 2019, unless otherwise indicated. Poster produced: Sept 2019

Our priorities

Economic growth

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?

- Promote Dorset as a place to do business and attract inward investment
- 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?

- Adopt a Local Industrial Strategy and Economic Growth Strategy in 2020, and a new Local Plan by 2024
- Drive the roll out of full fibre technology and 5G in Dorset to enable people to 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
- Promote apprenticeships to develop the council's own workforce, and work with partners to improve the creation and take-up of apprenticeships across Dorset
- Support businesses and other organisations to reduce their carbon footprint

Who will we work with?

- Dorset Local Enterprise Partnership
- Dorset Local Nature Partnership
- Schools, colleges, and universities
- Local business community
- Government departments
- Investors and developers
- Business support networks, including Chambers of Commerce
- Town and parish councils
- Digital infrastructure providers



Unique environment – the current picture

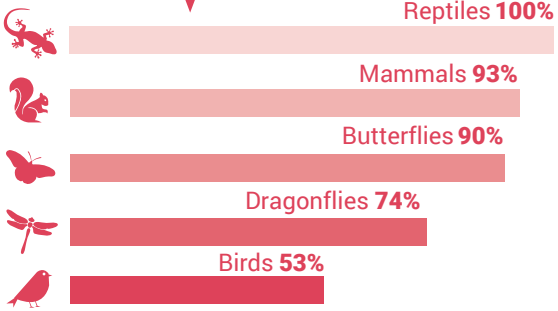
Dorset environmental economy

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



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

Native species living in Dorset



Natural status



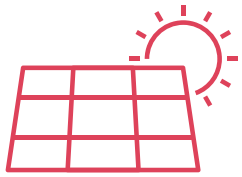
Dorset has England's only natural
World Heritage Site and two
Areas of Outstanding Natural Beauty (AONB)
covering **54%** of the Dorset Council area

**Living in Dorset



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

*Renewable energy production in Dorset

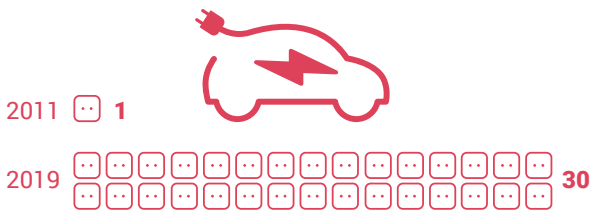


**Amount of waste sent to landfill



70% reduction

Publicly available charging points in Dorset

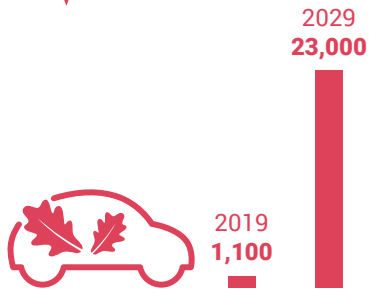


Car and van emissions



Government targets:
All new cars and vans should be
"effectively zero emission" by **2040**

Ultra Low Emission Vehicles (ULEVs)



Current and predicted ULEVs registered in Dorset

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.
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Our priorities

Unique environment

We will help to deliver sustainable development while protecting and enhancing Dorset's environment.

What will we do?

- Improve access to our coast, countryside and greenspaces
- 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?

- Develop a climate and ecological emergency strategy working with our partners, particularly town and parish councils and Government
- 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

Who will we work with?

- Areas of Outstanding Natural Beauty partnerships
- Dorset Local Nature Partnership
- Jurassic Coast Trust
- Dorset Wildlife Trust
- National Trust
- Natural England
- Marine Management Organisation
- Environment Agency
- Historic England
- Highways England
- Government departments
- Dorset Police
- Dorset and Wiltshire Fire and Rescue Service
- Town and parish councils
- Voluntary, community and social enterprise organisations
- Significant landowners

Suitable housing – the current picture

Properties in Dorset

2017
176,000

We will see an increase of around **7,000** properties over the next 6 years

Population change 2019 - 2029

65+ year olds
20% increase

Working age population
3% decrease

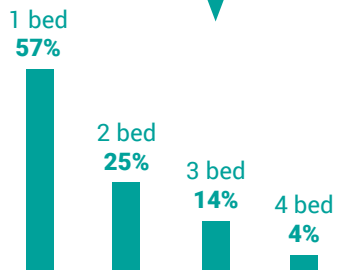
Housing supply needs to reflect this

Area demand



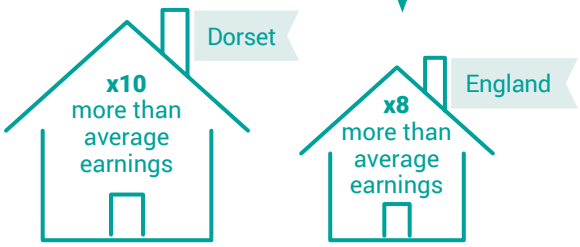
Greatest demand for social rented housing is in **West Dorset, Weymouth** and **Portland**

Bedroom demand



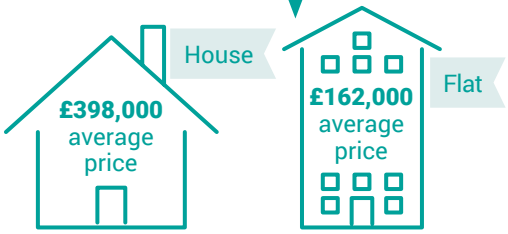
More than half of the demand for social rented housing is for **one-bedroom homes**

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

Rough sleepers

Between 2010 - 2017



Dorset had approximately 35-40 rough sleepers in November 2018, a decrease on the previous year

Homeless households



There are **265** homeless households in Dorset

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Our priorities

Suitable housing

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?

- Maximise the use of council assets 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
- Raise standards of privately rented homes, using appropriate legislation
- Promote energy efficiency and green initiatives within the housing sector
- Implement a new single Dorset Council housing register
- Adopt a new Dorset Council Local Plan by 2024

How will we do it?

- Deliver 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
- Develop a business plan for our emerging housing company Homes Dorset
- Increase the number of new homes of all tenures e.g. shared ownership, starter homes, key worker housing, social rented housing
- Reduce homelessness
- Maximise the amount of affordable housing on new developments in line with the Local Plan
- Increase the number of households receiving assistance with energy efficiency from Healthy Homes Dorset (www.healthyhomesdorset.org.uk)

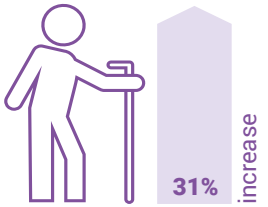
Who will we work with?

- Registered housing providers
- Town and parish councils
- Voluntary, community and social enterprise organisations
- Private landlords
- House builders
- NHS partners
- Homes England
- Dorset Police
- Armed Forces
- Community Land Trusts



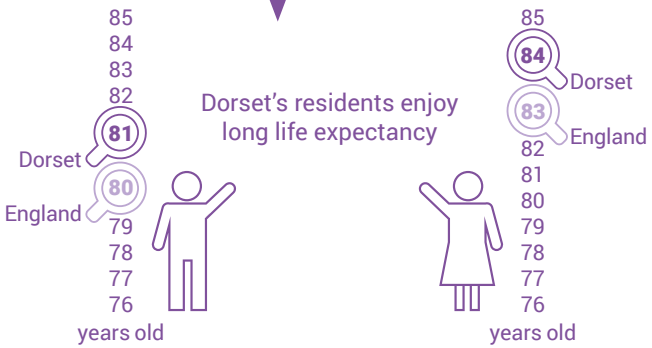
Strong, healthy communities – the current picture

85+ year olds in Dorset

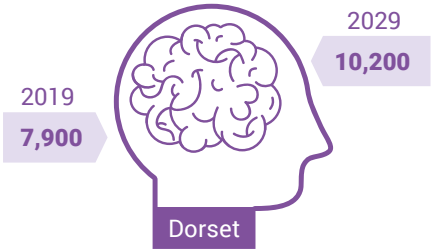


Over the next 10 years

Life expectancy



65+ year olds with dementia



65+ year olds with long-term health conditions and disabilities



Dorset

Over the next ten years

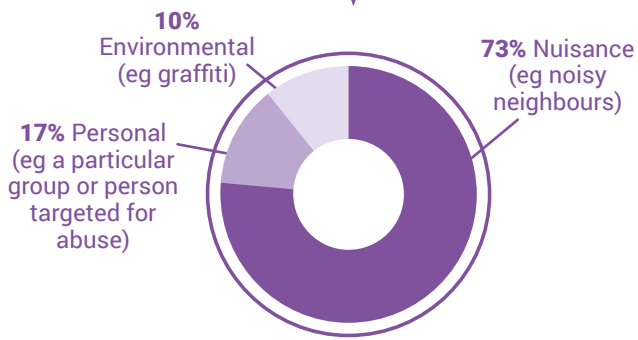
Deprived areas

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



12,900 households
12% (working age) 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.

What will we do?

- Work to improve the economic, social, cultural and environmental wellbeing of the area
- Support communities to be connected, inclusive, safe and active
- Enable people to feel a sense of belonging and to participate actively in their community
- Aim to increase people's healthy life expectancy and reduce differences between areas
- Provide additional support to communities with the greatest challenges
- Improve outcomes for children, and focus on narrowing the gap for the most vulnerable
- Keep Dorset connected, with better transport and digital links between communities

How will we do it?

- 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
- Help people to claim and receive benefits they are entitled to
- Improve mental health support for children, young people 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 harm from 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
- 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

Who will we work with?

- Schools, colleges, universities and other training providers
- Residents
- Cultural and sporting partners
- Dorset Police
- Town and parish councils
- NHS partners
- Dorset and Wiltshire Fire and Rescue Service
- Voluntary, community and social enterprise organisations
- Department for Work and Pensions
- Bus companies and other transport providers
- Other councils including Bournemouth, Christchurch and Poole Council
- Sport England
- Active Dorset

Staying safe and well – the current picture

Children in care

470 children in care in Dorset

Child protection rate

Dorset

44 per **10,000** children

England

45 per **10,000** children

Level of development

Dorset

71% of children achieved a **good level of development** at early years foundation stage, just under the England average

Adult safeguarding concerns

2,263 2016/17

2,656 2017/18

This reflects an increased cultural awareness of adult safeguarding and more informed reporting

Services for older people

Dorset

More than **1 in 4** people are 65+ years old

47% increase

Over the next 25 years

This increase will put pressure on these services

Care homes

3,100 2019

3,700 2029

People aged 65+ living in a care home

Social care services

Dorset

People working in full-time social care **8,250**

People who work in the supply chain **3,000**

This is worth **£330 million** to the local economy

*Social care jobs over the next 10 years

20,000 Technical/professional health and social care jobs

4,600 Caring/personal service jobs

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Our priorities

Staying safe and well

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

What will we do?

- 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
- Support older people and disabled people to live independently in their own homes and, when this isn't possible, provide high quality care
- Focus on getting it right first time, proactively providing early help as needs arise
- Build and support capacity in voluntary, community and social enterprise organisations
- Work to protect children and vulnerable adults and prevent them from being exploited

How will we do it?

- Provide good quality social care services
- Provide more specialist education within Dorset for children with complex communication and learning needs
- 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
- Design services with people, not for them

- Raise public awareness of exploitation of children and vulnerable adults
- Target our resources in the areas of greatest need and deliver services at a local level
- Improve how social care, education and health services work together through the 'Our Dorset' partnership (ourdorset.nhs.uk)

Who will we work with?

- NHS partners
- Schools, colleges and universities
- Police, probation and youth offending
- Voluntary, community and social enterprise organisations
- Residents and communities
- Dorset and Wiltshire Fire and Rescue Service
- Regulators
- Housing associations
- Service providers
- Prisons
- Local Enterprise Partnership
- Town and parish councils
- Dorset Police



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

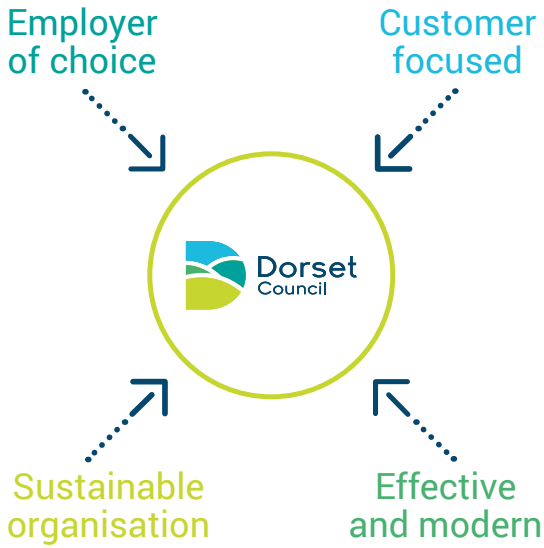
- We are an advocate for Dorset on a local, national and global stage
- We work together with our communities and our partners to make things happen
- We put people first and design services around their needs now and in future
- We are open, accessible and accountable
- We use time and money wisely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

Our behaviours

Responsibility • Respect • Recognition • Collaboration



Our principles



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

Dorset Council is committed to:

A skilled and confident workforce which will be well trained, supported and enabled to take decisions and operate efficiently within a clear accountability structure. The behaviours, attitudes and approaches we take are key to our success.

Date published March 2020



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