

Agenda

Dorset County Council



Meeting: Cabinet

Time: 10.00 am

Date: 5 April 2017

Venue: Committee Room 1, County Hall, Colliton Park, Dorchester, Dorset, DT1 1XJ

Robert Gould (Chairman)
Deborah Croney
Rebecca Knox

Peter Finney
Colin Jamieson

Robin Cook
Jill Haynes

Notes:

- The reports with this agenda are available at www.dorsetforyou.com/countycommittees then click on the link "minutes, agendas and reports". Reports are normally available on this website within two working days of the agenda being sent out.

- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.

- **Public Participation**

Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.

Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 31 March 2017, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

Contact: Lee Gallagher
County Hall, Dorchester, DT1 1XJ
l.d.gallagher@dorsetcc.gov.uk - 01305 224191

Date of Publication:
Tuesday, 28 March 2017

1. **Apologies for Absence**

To receive any apologies for absence.

2. **Code of Conduct**

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

3. **Minutes**

5 - 12

To confirm and sign the minutes of the meeting held on 8 March 2017.

4. **Public Participation**

- a) Public Speaking
- b) Petitions

5. **Cabinet Forward Plan**

13 - 18

To receive the Cabinet Forward Plan.

6. **Panels and Boards**

To receive the minutes of the following meetings:

- a) **Executive Advisory Panel for Pathways to Independence - 24 February 2017** 19 - 22
- b) **Executive Advisory Panel on Forward Together for Children's Services - 27 February 2017** 23 - 24
- c) **Health and Wellbeing Board - 1 March 2017** 25 - 42
Recommendation 9 – Future Roles and Working of the Health and Wellbeing Board

7. **Forward Together Programme Review**

43 - 50

To consider a report by the Leader of the Council.

8. **Syrian Refugees Resettlement**

51 - 54

To consider a report by the Cabinet Member for Learning, Skills and Children's Safeguarding.

9. Recommendations from Committees

To consider the following recommendations:

- a) **Dorchester Transport and Environment Plan (DTEP) - Proposed Turning Movement Bans at South Gate Junction, Dorchester** 55 - 68

To consider a recommendation from the Regulatory Committee meeting held on 16 March 2017.

- b) **Quality and Cost of Care - Inquiry Day** 69 - 78

To consider a recommendation from the People and Communities Overview and Scrutiny Committee meeting held on 20 March 2017.

10. Questions from County Councillors

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 31 March 2017.

11. Exempt Business

To consider passing the following resolution:

To agree that in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified below it is likely that if members of the public were present, there would be disclosure to them of exempt information as defined in the paragraphs detailed below of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

12. **Temporary Loan Facility for a Cultural Organisation (Paragraph 3)** 79 - 88

To consider an exempt report by the Cabinet Member for Adult Health, Care and Independence.

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Cabinet

Minutes of a meeting held at County Hall, Colliton Park, Dorchester,
Dorset, DT1 1XJ on Wednesday, 8 March 2017.

Present:

Robert Gould	Leader of the Council (Chairman)
Peter Finney	Deputy Leader and Cabinet Member for Environment, Infrastructure and Highways
Robin Cook	Cabinet Member for Organisational Development and Transformation
Deborah Croney	Cabinet Member for Learning, Skills and Children's Safeguarding
Jill Haynes	Cabinet Member for Adult Health, Care and Independence
Colin Jamieson	Cabinet Member for Economy and Growth

Members Attending:

Andrew Cattaway, as Chairman of the Council under Standing Order 54
Ronald Coatsworth, County Councillor for Bride Valley
Mervyn Jeffery, County Councillor for Shaftesbury
Paul Kimber, County Councillor for Portland Tophill
Andrew Parry, County Councillor for Ferndown
Daryl Turner, County Councillor for Marshwood Vale
David Walsh, County Councillor for Gillingham
Kate Wheller, County Councillor for Portland Harbour

Officers Attending:

Debbie Ward (Chief Executive), Richard Bates (Chief Financial Officer), Helen Coombes (Interim Director for Adult and Community Services), Jonathan Mair (Head of Organisational Development - Monitoring Officer), Patrick Myers (Assistant Director - Design and Development), Matthew Piles (Service Director - Economy) and Lee Gallagher (Democratic Services Manager).

For certain items, as appropriate:

Peter Scarlett (Estate and Assets Manager), Michael Ford (Service Manager - Policy, Welfare Reform and Income Generation) and Andrew Martin (Service Director - Highways).

(Notes:(1) In accordance with Rule 16(b) of the Overview and Scrutiny Procedure Rules the decisions set out in these minutes will come into force and may then be implemented on the expiry of five working days after the publication date.
Publication Date: **Tuesday, 14 March 2017.**

(2) These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Cabinet to be held on **Wednesday, 5 April 2017.**)

Apologies for Absence

35 Apologies for absence were received from Mike Harries (Director for Environment and the Economy), Cllr Rebecca Knox, David Phillips (Director of Public Health) and Sara Tough (Director for Children's Services). Patrick Myers (Head of Design and Development) attend for Sara Tough and Matt Piles (Service Director – Economy) attended for Mike Harries.

Code of Conduct

36 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

Minutes

37 The minutes of the meeting held on 1 February 2017 were confirmed and signed.

Public Participation

38 Public Speaking

There were no public questions received at the meeting in accordance with Standing Order 21(1).

Two public statements were received at the meeting in accordance with Standing Order 21(2) from Lester Dibben, Shaftesbury and District Task Force Ltd, and Lester Taylor, resident of Shaftesbury. Both statements related to minute 39 regarding the response from Dorset County Council to the NHS Dorset Clinical Commissioning Group public consultation on the Clinical Services Review (CSR). The statements are attached to these minutes as an annexure.

Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

Response from Dorset County Council to the NHS Dorset Clinical Commissioning Group public consultation on the Clinical Services Review (CSR)

39 The Cabinet considered a report by the Cabinet Member for Adult Health, Care and Independence regarding the Dorset Clinical Commissioning Group's (CCG) consultation on wide-ranging changes to community and acute health services across Dorset as the Clinical Services Review (CSR) in December 2016, and the response on behalf of the Directorates (led by Adult and Community Services). The consultation had also been the subject of a Joint Health Scrutiny Committee (with Bournemouth, Dorset, Poole, Hampshire and Somerset councils), which was submitted as a formal response to the consultation which ended on 28 February 2017.

Two public statements were received at the meeting from Lester Dibben, Shaftesbury and District Task Force Ltd, and Lester Taylor, as a resident of Shaftesbury. Concerns were raised in both statements regarding NHS provision in North Dorset, with particular reference to Shaftesbury. The statements are included as an annexure to these minutes.

Jill Haynes, Cabinet Member for Adult Health, Care and Independence, summarised the report and outlined the formation of the Council's response to the consultation, explaining the process followed by the Joint Health Scrutiny Committee, and detailing the concerns that had been considered. The principle of the evolution of the NHS was recognised and that the consultation was the start of a change programme for the CCG for the next five years and beyond. Strong reference was made to the need for specific consultation on identified areas of change, and it was hoped that the Council would be considered to be an important partner in making future decisions.

Cllr Haynes moved an amendment at this point to enhance the wording in resolution 2 with an additional sentence to read *'In particular, the Cabinet has received specific representation about community beds and care market capacity in Dorset about which there is considerable concern.'* She also proposed an additional resolution *'The Cabinet agree that this paper and the above recommendations are included in the response to the CCG, and that the full response be delegated to the Interim Director for Adult and Community Services after consultation with the Cabinet Members for Learning, Skills and Children's Safeguarding; Health, Wellbeing and Communities; and Health, Care and Independence.'* The amendment was seconded by Cllr Peter Finney.

Cllr Ronald Coatsworth, as the Chairman of the Joint Health Scrutiny Committee, addressed the meeting to explain the consideration of the consultation by the

Committee and clarified that the proposals related to potential changes which would require further consultation if the proposals were taken forward in due course. It was reported that the general concerns expressed so far related to a perceived increased focus of resources in eastern Dorset. He advocated the need for the County Council to be a consultee, although recognised that the Council was not a statutory consultee, and for services to be retained where possible. Concern was also expressed about the interpretation of travel times which were not felt to be realistic. He also stated that Mental Health Services would be scrutinised shortly as part of a separate consultation.

Cllr David Walsh, County Councillor for Gillingham, drew attention to local concerns regarding the potential to close beds and highlighted that 6k of the 18k responses to the consultation were from North Dorset. He expressed the need for more evidence and assessment of local needs and of future planned housing development, which had not been considered following confirmation at a recent community meeting with the CCG, which had also been exacerbated by inconsistent messages and information. The inclusion of an additional 1800 homes in Gillingham and the resultant population growth was cited as an example of the need for detailed analysis of future service provision in North Dorset. Cllr Walsh also felt that the proposals were heavily biased to the east of Dorset, and he disputed travel times as being underestimated together with the absence of rural public transport to access alternative hospital provision.

Members acknowledged the comments made in relation to the need to assess and analyse future projected population increases through housing development, and journey times. Following comments from members regarding the need to recognise the pressures across the whole of Dorset, including a specific reference to concern for community beds South East Dorset, it was requested that the proposed amendment to recommendation two should relate to 'Dorset' instead of only 'North Dorset'. It was also felt that the Council should be better engaged in the consultation process by the CCG on specific proposals and to bring attention to the data and information available through the Council to aid the CCG in its consideration of proposals.

On being put to the vote, the updated amendment was agreed.

Resolved

1. That the Cabinet support the Dorset CCG focus on addressing quality, finance and workforce challenges and in principle agrees with the case for change.
2. That the Cabinet notes that the CSR specific proposals have raised a number of concerns, and before implementation would expect the CCG to fully assess these and undertake further consultation. In particular, the Cabinet has received specific representation about community beds and care market capacity in Dorset about which there is considerable concern.
3. That the Cabinet supports continuing discussion with the CCG to ensure plans reflect sufficient financial commitment to early help and prevention. Future discussions will need to cover how shifting the activity of care closer to home impacts on the County Council's own budget prior to implementation.
4. That the Cabinet agree that this paper and the above recommendations are included in the response to the CCG, and that the full response be delegated to the Interim Director for Adult and Community Services after consultation with the Cabinet Members for Learning, Skills and Children's Safeguarding; Health, Wellbeing and Communities; and Health, Care and Independence.

Reason for Decisions

The proposed changes to Dorset's health services would have a direct impact on the County Council's corporate plan aims that people in Dorset can be safe, healthy, independent and prosperous.

Cabinet Forward Plan

- 40 The Cabinet considered the draft Forward Plan, which identified key decisions to be taken by the Cabinet on or after the next meeting.

Noted

Panels and Boards

- 41 The Cabinet received the minutes and recommendations below from panels and boards.

Dorset Police and Crime Panel - 3 February 2017

- 41a **Noted**

Joint Public Health Board - 6 February 2017

- 41b Cllr Jill Haynes, as the Cabinet Member for Adult Health, Care and Independence, summarised the development of the Joint Public Health Board and its relationship with the Health and Wellbeing Board to focus on prevention at scale.

Resolved

That the minutes of the meeting of the Joint Public Health Board be received, and the recommendations below be approved:

Recommendation 8 – Future Direction of Public Health in Dorset

That the format of Joint Public Health Board meetings be revised so that future meetings are held in two parts – a formal part one, followed by a part two meeting to advise on the delivery of the Prevention at Scale Programme for Dorset, linking with the respective Health and Wellbeing Boards, taking into account the views of the Board on the part it was to play.

Reason for Recommendation

To provide more public health to support transformation and ensure the people and place-based view of how best to meet differing population challenges within the STP footprint was achieved.

Recommendation 9 – 2016/17 Budget Monitoring and Draft Estimates 2017/18

That the draft estimates for 2017/18 be endorsed by the three partner constituent authorities.

Reason for Recommendation

Close monitoring of the budget position was an essential requirement to ensure that money and resources are used efficiently and effectively.

Quarterly Asset Management Report

- 42 The Cabinet considered a report by the Cabinet Member for Organisational Development and Transformation which outlined the key issues relating to the various asset classes of Property, Highways, ICT, Fleet and Waste.

In relation to the development of the former Lyme Regis Library site Cllr Daryl Turner, as the local member, requested that every effort should be made to maximise the level of affordable housing to be provided on the redevelopment of the site. The Cabinet agreed with the views of the local member.

Cllr Andrew Parry addressed the Cabinet as a local member for Ferndown, to welcome the efforts and resources of Ferndown Town Council to provide a youth centre for the thriving community of young people in the area. He also offered to assist in any way he could to progress the project.

A brief update was provided regarding the A35/A350 Interchange works, to which it was noted that although any project of this scale would cause disruption it was currently on budget and due to be completed on time, ahead of the Easter holidays.

Cllr Jill Haynes, as the local member for Buckland Newton, indicated that she would have appreciated earlier notice of the disposal of land adjacent to the Fowleys Cottage.

Resolved

1. That the use of the County Council's general powers of competence to enable the gift of the Lyme Regis Library site to the Lyme Regis Development Trust, on terms in line with its submitted proposal, which includes the provision of library space and the maximum affordable housing possible for the site, and otherwise on terms to be agreed by the Director for Environment and the Economy (para 3.1.4 of the Cabinet Member's report) be approved.
2. That up to 0.2 ha (0.5 acres) of land adjacent to the Fowleys Cottage, Buckland Newton to be disposed of on terms to be agreed by the Director for Environment and the Economy (para 3.2.1 of the report) be approved.
3. That the continued replacement and investment in the Council's fleet assets in support of the Corporate Fleet Management Strategy (para 6.1.2 of the report) be approved.
4. That the overall revised estimates and cash flows for projects as summarised and detailed in appendix 1 (para 8.2 of the report) be approved.
5. That the issues and updates detailed in the report be noted.

Reason for Decisions

A well-managed Council should ensure that the best use was made of its assets in terms of optimising service benefit, minimising environmental impact and maximising financial return.

Better Care Fund - Planning for 2017/18 - 2018/19

- 43 The Cabinet considered a report by the Cabinet Member for Adult Health, Care and Independence regarding the Better Care Fund (BCF), which provided an opportunity to improve health and wellbeing outcomes for local residents by enabling better integration of health and social care support.

Jill Haynes, Cabinet Member for Adult Health, Care and Independence, introduced the report in detail and highlighted the importance of integration, to provide access to information, listen to the public, and coordinate services. It was reported that it was necessary to progress the BCF Plan for 2017/18 and 2018/19 although the national planning guidance had not yet been published, particularly due to the role of the Plan to help to deliver the 'Our Dorset' Sustainability and Transformation Plan (STP). The Plan would build on previous arrangements and also see the addition of new areas regarding care market development; enhanced healthcare in care homes; and developments in locality teams and locality working.

It was noted that the Dorset Health and Wellbeing Board were accountable for the BCF and received regular reports on progress. However, it was necessary for the Cabinet to be aware of the risks facing the Council, including the potential for a reduction in baseline funding. It was hoped that more clarity would be provided following the Chancellors budget announcement later in the day.

Resolved

1. That the contents of this report and the work undertaken to develop a new BCF plan for 2017/18-2018/19 be noted.
2. That the anticipated overall BCF budget position and the challenges and risks to the sustainability of funding be noted.
3. That in principle, the new elements of work for the 2017/18-2018/19 plan, noting

that the detailed agreement will still be subject to the Health and Wellbeing Boards governance for the BCF, be agreed.

4. That delegated authority be granted to the Director for Adult and Community Services, after consultation with the Cabinet Member for Adult Health, Care and Independence, the Monitoring Officer and Chief Financial Officer, to enter into pooled budget arrangements under Section 75 of the National Health Service Act 2006 on the best terms achievable with NHS Dorset Clinical Commissioning Group, Bournemouth Borough Council (BBC) and Borough of Poole (BoP).

Reasons for Decisions

To ensure that:

1. The Council was best placed to meet national BCF guidance and planning requirements;
2. Risks associated with the challenges to the sustainability of funding were appropriately noted;
3. National requirements for the Council to implement the BCF were met; and,
4. There were appropriate governance arrangements in place for the Council to enter into pooled budget arrangements with DCCG, BBC, and BoP under Section 75 of the National Health Service Act 2006.

'Making Charges Fairer' for Adult Social Care

- 44 The Cabinet considered a report by the Cabinet Member for Adult Health, Care and Independence on the review of charges for adult social care designed to promote equity and other principles set out in the Care Act. The report was considered by the Executive Advisory Panel on Pathways to Independence on 24 February 2017. Cabinet Members also noted the Equalities Impact Assessment which had been circulated.

Cllr Jill Haynes, Cabinet Member for Adult Health, Care and Independence, introduced the report and provided a detailed summary of the steps and consultation leading to the proposals within the report. It was noted that the responses were of excellent quality, and that the majority agreed with the proposed changes. In relation to the automatic disregard, it was reported that it was necessary to treat all in receipt of benefits in the same way in order to become Care Act compliant, but with an emphasis on people not having to pay more than they could afford. A further significant change would be the move to payment by direct debit as the Council's default position to avoid debt collection issues.

Members discussed the importance of financial advice and supporting information for service users, and echoed the view of the Executive Advisory Panel to ensure that information was signposted effectively.

Thanks were expressed to staff for the work undertaken, with special thanks passed to the Service Manager.

Resolved

1. That the report of the public consultation at Appendix 1 of the Cabinet Members' report be noted.
2. That the detailed policy proposals set out in the table at Section 2 of the report be supported.
3. That delegated authority be granted to the Director for Adult and Community Services, after consultation with the Cabinet Member for Adult Health, Care and Independence, to approve and publish a new schedule of non-residential charges for 2017-18, reflecting average increases of up to 5%.
4. That the proposal to backdate non-residential care charges in appropriate cases be supported.
5. That the Director for Adult and Community Services undertakes further work to investigate the sources of the financial information and advice people are currently

using, and to signpost people more effectively, to appropriate alternatives, particularly self-funders.

Reason for Decisions

To help secure a sustainable approach to the County Council's corporate plan aims that people in Dorset be safe, healthy, independent and prosperous.

Arrangements for the delivery of minor highway maintenance services by Town and Parish Councils

45 The Cabinet considered a report by the Cabinet Member for Environment, Infrastructure and Highways on the principles of the Working Together - Highways initiative from 1 April 2017.

Cllr Finney, as the Cabinet Member for Environment, Infrastructure and Highways, welcomed the report and summarised the steps taken to develop the initiative in collaboration with Dorset Association of Town and Parish Councils (DAPTC), for an approach to complete minor highway maintenance. Hilary Trevorah, Chief Executive of the DAPTC, thanked members and officers for the opportunity to develop closer working with highways, together with thanks to the group of town and parish clerks involved in driving the initiative forward. She also welcomed the Sharepoint portal for local councils to access supporting information and advice.

Members congratulated the work of Highways Service in in the successful establishment and transformation of the delivery of highways maintenance. Community Highways Officers were also commended for their hard work and dedication across communities in Dorset.

Resolved

1. That the Working Together scheme for Highways be approved.
2. That delegation of highway maintenance functions to Town and Parish Councils on request, under section 101 of the Local Government Act 1972, be approved.
3. That delegated authority be granted to the Service Director Highways and Emergency Planning, after consultation with the Cabinet Member for Environment, Infrastructure and Highways, to agree appropriate agency agreements to give effect to the delegation of highway maintenance services functions to individual Town and Parish Councils on request, and in accordance with the Working Together - Highways document.

Reasons for Decisions

1. The County Council had a statutory duty to provide highway maintenance services under the Highways Act 1980, and any new arrangements must meet those responsibilities and legislative requirements.
2. The arrangements would enable Town or Parish Councils to commission or facilitate additional minor highway maintenance within their areas in a way most appropriate to the particular authority and/or the nature of the maintenance proposed.
3. The creation of a delegation to Town and/or Parish Councils on request, and of an agency arrangement to give effect to the delegation, would not discharge the County Council from its statutory responsibilities. The County Council would continue to make provision to meet its statutory responsibilities, but the delegation and agency arrangement would allow Town and /or Parish Councils to arrange for additional services to be carried out should they wish to do so when powers do not otherwise exist, or an agency arrangement was the most appropriate or desirable option.

Approval of Contracts over 500k

46 The Cabinet considered a report by the Leader of the Council on the approval of contracts with a financial consequence of £500k or more, as part of a procurement programme for 2017/18.

Resolved

1. That the procurements and awards of contracts set out in Appendix 1 of the Leader of the Council's report be approved.
2. That delegated authority be granted for procurements set for implementation during 2017 (or as specifically noted otherwise) on terms to be agreed by the delegated officer, Lead Director or Portfolio Holder for each arrangement.
3. That it be noted that procurements exceeding the key decision threshold which are not yet identified will be subject to separate approval and business justification during the year.

Reason for Decisions

Cabinet was required to approve all key decisions with financial consequences of £500k or more. It was also good governance to provide Cabinet with a summary of all proposed procurements prior to them formally commencing. Planning procurements effectively would ensure effective stakeholder engagement, efficient sourcing, compliance with regulations and contract procedure rules and best value for money.

Questions from County Councillors

47 No questions were asked by members under Standing Order 20.

Meeting Duration: 10.00 am - 11.30 am



**Cabinet Forward Plan
(Cabinet Meeting Date – 7 June 2017)**

Explanatory note: This work plan contains future items to be considered by the Cabinet. It will be published 28 days before the next meeting of the Cabinet.

This plan includes matters which the Leader has reason to believe will be the subject of a key decision to be taken by the Cabinet and items that are planned to be considered in a private part of the meeting. The plan shows the following details for key decisions:-

- (1) date on which decision will be made
- (2) matter for decision, whether in public or private (if private see the extract from the Local Government Act on the last page of this plan)
- (3) decision maker
- (4) consultees
- (5) means of consultation carried out
- (6) documents relied upon in making the decision

Any additional items added to the Forward Plan following publication of the Plan in accordance with section 5 of Part 2, 10 of Part 3, and Section 11 of Part 3 of The Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012 are detailed at the end of this document.

Definition of Key Decisions

Key decisions are defined in the County Council's Constitution as decisions of the Cabinet which are likely to -

- "(a) result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the County Council's budget for the service or function to which the decision relates namely where the sum involved would exceed £500,000; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in Dorset."

Membership of the Cabinet

Robert Gould (Chairman)	Leader of the Council
Peter Finney (Vice-Chairman)	Deputy Leader and Cabinet Member for Environment, Infrastructure and Highways
Robin Cook	Cabinet Member for Organisational Development and Transformation
Deborah Croney	Cabinet Member for Learning, Skills and Children's Safeguarding
Jill Haynes	Cabinet Member for Adult Health, Care and Independence
Colin Jamieson	Cabinet Member for Economy and Growth
Rebecca Knox	Cabinet Member for Health, Wellbeing and Communities

How to request access to details of documents, or make representations regarding a particular item

If you would like to request access to details of documents or to make representations about any matter in respect of which a decision is to be made, please contact the Democratic Services Manager, Corporate Resources Directorate, County Hall, Colliton Park, Dorchester, DT1 1XJ (Tel: (01305) 224191 or email: l.d.gallagher@dorsetcc.gov.uk).

Date of meeting (1)	Matter for Decision/ Consideration (2)	Decision Maker (3)	Consultees (4)	Means of Consultation (5)	Documents (6)	Lead Officer
7/06/17	Key Decision - Yes Open Resolution to purchase land adjacent to the west side of Blackwater Junction. This land will be acquired via Compulsory Purchase Order, if it is required.	Cabinet Cabinet Member for Environment, Infrastructure and Highways (Peter Finney)	Local residents and businesses; Land Owner; cycling groups; Local Councillors at County, District and Parish level; Christchurch Borough Council.	Formal public consultation for Highways schemes. Informal and formal meetings and telephone discussions.	Cabinet report; land acquisition plan; preferred option layout plan; and scheme location plan.	Emma Baker, Project Engineer
7/06/17	Key Decision - Yes Fully exempt 2, 3, 4 Jurassic Coast World Heritage Site Management transition agreements	Cabinet Cabinet Member for Environment, Infrastructure and Highways (Peter Finney)	Relevant staff have been consulted on TUPE transfer The Jurassic Coast Trust as the body to which staff are proposed to transfer has been consulted	Formal TUPE consultation with relevant staff Dialogue with Jurassic Coast Trust via Transition Working Group	Draft Transfer Agreement Draft Grant Agreement	Peter Moore, Service Director - Environment
7/06/17	Key Decision - Yes Open Quarterly Asset Management Plan Various decisions regarding property performance, property transactions, project variations and project commit to invest.	Cabinet Cabinet Member for Organisational Development and Transformation (Robin Cook)	Environment Directorate / Children's Services / Adult & Community Services / Corporate Resources	All consultees submit contributions to the report	'Quarterly Asset Management Report'	Peter Scarlett, Estate and Assets Manager

7/06/17	Key Decision - No Open Appointments to Outside Bodies, Panels and Working Groups	Cabinet Leader of the Council (Robert Gould)	-	-	-	Lee Gallagher, Democratic Services Manager
28/06/17	Key Decision - Yes Open Procurement of an integrated prevention support service	Cabinet Cabinet Member for Adult Health, Care and Independence (Jill Haynes)	Voluntary and Community Sector organisations, District Housing Teams, Registered Social Landlords, Health, Public Health, Community Safety Partnership, Safeguarding, Dorset Families Matter, Socially excluded service users	Ongoing engagement via project groups, pilot provider groups, workshops and service user engagement	Tbc but will as a minimum include EQIA and business case.	Diana Balsom, Commissioning Manager, Housing and Prevention
28/06/17	Key Decision - No Open MTFP Update and Outturn for 2016/17	Cabinet Leader of the Council (Robert Gould)	-	-	None	Richard Bates, Chief Financial Officer
28/06/17	Key Decision - No Open Corporate Performance Monitoring Report To consider and comment on performance against the budget and corporate plan.	Cabinet Cabinet Member for Organisational Development and Transformation (Robin Cook)	-	-	None	John Alexander, Senior Assurance Manager - Performance

18/10/17	Key Decision - Yes Open The County Council's Budget and precept for 2018/19; Medium Term Financial Strategy 2018/19 to 2020/21; and Capital Programme 2018/19 to 2020/21	Cabinet Leader of the Council (Robert Gould)	Members and officers, representatives, Citizens' Panel and general public.	Seminars and briefings for members and officers, Audit and Governance Committee meetings, information on dorsetforyou.com and questionnaires for business community and the public.	None	Richard Bates, Chief Financial Officer
6/12/17	Key Decision - Yes Open The County Council's Budget and precept for 2018/19; Medium Term Financial Strategy 2018/19 to 2020/21; and Capital Programme 2018/19 to 2020/21	Cabinet Leader of the Council (Robert Gould)	Members and officers, representatives, Citizens' Panel and general public.	Seminars and briefings for members and officers, Audit and Governance Committee meetings, information on dorsetforyou.com and questionnaires for business community and the public.	None	Richard Bates, Chief Financial Officer
6/09/17	Key Decision - Yes Open Quarterly Asset Management Plan Various decisions regarding property performance, property transactions, project variations and project commit to invest.	Cabinet Cabinet Member for Organisational Development and Transformation (Robin Cook)	Environment Directorate / Children's Services / Adult & Community Services / Corporate Resources	All consultees submit contributions to the report.	'Quarterly Asset Management Report'	Peter Scarlett, Estate and Assets Manager

18/10/17	Key Decision - No Open Corporate Performance Monitoring Report To consider and comment on performance against the budget and corporate plan.	Cabinet Cabinet Member for Organisational Development and Transformation (Robin Cook)	-	-	None	John Alexander, Senior Assurance Manager - Performance
6/12/17	Key Decision - Yes Open Quarterly Asset Management Plan Various decisions regarding property performance, property transactions, project variations and project commit to invest	Cabinet Cabinet Member for Organisational Development and Transformation (Robin Cook)	Environment Directorate / Children's Services / Adult & Community Services / Corporate Resources	All consultees submit contributions to the report	'Quarterly Asset Management Report'	Peter Scarlett, Estate and Assets Manager
To be determined (as necessary)	Key Decision - Yes Open Health and Wellbeing Board Update	Cabinet Cabinet Member for Health, Wellbeing and Communities (Rebecca Knox)	-	-	None	David Phillips, Director of Public Health
To be determined	Key Decision - Yes Open Tendering of the operational management of Children's Centres Clusters in East Dorset and Weymouth and Portland	Cabinet Cabinet Member for Learning, Skills and Children's Safeguarding (Deborah Croney)	Children's Services leadership team.	Briefing paper and discussion at Children's Services Leadership Team on 1st September 2015.	Dorset Children and Young	Tom Smith, Contracts and Marketing Development Manager

To be determined	Key Decision - Yes Open Children's Services expenditure on housing related support for young people following the tendering exercise led by Adult Services	Cabinet Cabinet Member for Learning, Skills and Children's Safeguarding (Deborah Croney)	Children's Services leadership team.	Briefing paper and discussion at Children's Services Leadership Team on 1st September 2015.	Dorset Children and Young	Tom Smith, Contracts and Marketing Development Manager
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Private Meetings

The following paragraphs define the reasons why the public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed and the public interest in withholding the information outweighs the public interest in disclosing the information to the public. Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Dorset County Council Business not included in the Cabinet Forward Plan

Is this item a Key Decision	Date of meeting of the Cabinet	Matter for Decision/Consideration	Agreement to Exception, Urgency or Private Item	Reason(s) why the item was not included
		NONE		

The above notice provides information required by The Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012 in respect of matters considered by the Cabinet which were not included in the published Forward Plan.



Executive Advisory Panel for Pathways to Independence

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Friday, 24 February 2017.

Present:

David Walsh (Chairman)
Steve Butler, Ronald Coatsworth and Fred Drane.

Members Attending

Jill Haynes, Cabinet Member for Adult Health Care and Independence.

Officers Attending: Julie Caswell (Senior Exchequer Services Manager), Michael Ford (Service Manager - Policy, Welfare Reform and Income Generation), Steve Hedges (Group Finance Manager), Paul Leivers (Assistant Director - Early Help and Community Services) and Fiona King (Senior Democratic Services Officer).

Apologies for Absence

1 Apologies for absence were received from Peter Wharf and Kate Wheller.

Code of Conduct

2 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

Cllr Fred Drane declared a general interest in Notes 5 and 6 as his wife was disabled.

Notes from Previous Meeting

3 The notes of the meeting held on 4 November 2016 were agreed.

Adult Social Care 2017/18 Budget

4 The Group Finance Manager drew members' attention to the section of the Cabinet report relating to Adult and Community Services. He advised that there was a current base budget pressure of £7.6m of which the majority was associated with Adult Social Care.

The Group Finance Manager advised that whilst there was still £7.5m to find he highlighted that there was a quite a lot of risk in the savings programme. He added that the whole directorate, not just adult social care, was under pressure to achieve the savings.

Following a question from the Chairman about whether it was believed that the savings were achievable, Cllr Jill Haynes as the Cabinet Member for Adult Health, Care and Independence advised she was confident they would be as officers now had more understanding of what things actually cost. There was also more awareness of where things could be cut back. For some time the County Council had not been robust enough in the way it challenged the NHS in respect of offloading costs, as the County Council was just responsible for the social care element of charges. Part of the challenge in respect of the savings programme would be to manage the market.

One member expressed concern that the Clinical Commissioning Group's plans still

appeared to be based around buildings and services and they did not appear to be any closer to determining the differences between social care and health problems for service users. He felt there was still more joined up thinking to be done.

The Cabinet Member for Adult Health, Care and Independence advised members that the Sustainability and Transformation Plan (STP) was now making people work together and she felt it was all moving in the right direction. The STP Leadership Group had now agreed that the two Health and Wellbeing Boards would act as the Steering Groups for the STP and working with localities and GPs would give it all a better chance of happening.

Noted

'Making Chargers Fairer' for Adult Social Care

5 Members considered a draft report for the Cabinet which presented an analysis of the outcomes of the consultation that had been held to examine the impact of phasing in some more policy changes designed to promote equity and other principles as set out in the Care Act. The report showed that a wide range of views was expressed and strong support was given for most of the proposals that were consulted on.

The review also considered the levels of fees and charges for non-residential care and recommended an increase of up to 5% alongside work to ensure that individual personal budgets more accurately reflected actual costs. It was noted that the same rate had been held for past 5 years.

In respect of the key proposal to stop giving the 25% discretionary disregard of disability-related income there was divided opinion.

Cllr Jill Haynes, as the Cabinet Member for Adult Health, Care and Independence, explained to members the proposal to backdate non-residential care charges in appropriate cases and highlighted the importance of informing people beforehand.

The Service Manager for Welfare Reform, Finance and Income Generation noted that further work needed to be undertaken around the information and advice that was given/made available for people.

The Senior Exchequer Services Manager advised that circulating information to surgeries and libraries and targeting those people in receipt of social care informing them that advice on welfare benefits was available would help to raise this profile. Cllr Haynes felt it would be helpful to also include Town and Parish Councils in this regard.

One member felt it was important to also provide telephone contact numbers on information literature as there were still a high number of people that either did not have access to a computer or were not computer literate.

The Assistant Director - Early Help and Community Services felt it would be useful to include more of the EQIA information in the report before it was presented to the Cabinet in order to give more visibility of the decision making process.

Resolved

1. That the Panel supported the recommendations going forward to Cabinet.
2. That the Interim Director for Adult and Community Services undertakes further work to investigate the source of financial advice and information which people make use of and to signpost people more effectively, particularly self-funders, to appropriate sources of financial advice and information.

Reason for Decisions

To help secure a sustainable approach to the County Council's corporate plan aims that people in Dorset be safe, healthy, independent and prosperous.

'Making Chargers Fairer' for Adult Social Care - Draft Equalities Impact Assessment

6 Members were presented with the Equalities Impact Assessment (EQIA) from the Making Charges Fairer consultation proposals.

The Service Manager for Welfare Reform, Finance and Income Generation advised members that the EQIA described the data, evidence and research which had been compiled to produce the policies and also highlighted the negative impacts which were contained in the assessment. The Head of Early Help and Community Services noted that the consultation had shown support for the policy changes.

Following a question from the Chairman about any work that would be done in respect of those groups where the impact was unclear, the Service Manager for Welfare Reform, Finance and Income Generation advised that a review was planned post implementation. He also highlighted the Action Plan, Monitoring and Communication section of the assessment for members.

In respect of referrals the Senior Exchequer Services Manager advised that these had increased from 45 to 60 per week.

Noted**Date for Next meeting**

7 **Resolved**
That the next meeting of the Panel be held on Friday 23 June 2017 at 10.00am in Committee Room 2.

Meeting Duration: 10.00 am - 11.25 am

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Executive Advisory Panel on Forward Together for Children's Services

Minutes of the meeting held at on Monday, 27 February 2017.

Present:

Steve Butler (Chairman)
Susan Jefferies and Daryl Turner.

Members Attending

Deborah Croney
Kate Wheller

Officer Attending:

Stuart Riddle (Senior Manager - Change for Children), Paul Scothern (Manager - Design and Development), Claire Shiels (Commissioning and Procurement Manager, Children's Services) and Jason Read (Democratic Services Officer).

(Notes: These notes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Panel).

Election of Chairman

1 **Resolved**

1. That Councillor Steve Butler be elected Chairman for the remainder of the year 2016/17.

Appointment of Vice-Chairman

- 2 There were no nominations for the appointment of Vice-Chairman. The Panel felt that as future meeting dates were always arranged based on the Chairman's availability, it was not necessary to appoint a Vice-Chairman.

Apologies for Absence

- 3 An apology for absence was received from Peter Richardson.

Code of Conduct

- 4 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

Notes of the Previous Meeting

- 5 The notes of the previous meeting were confirmed.

Stocktake Report on the Transformation of the Youth Service

- 6 The Panel considered a report by the Senior Manager - Design and Development, Children's Services which highlighted the work that had been undertaken in relation to the Youth Service following recommendations from the Panel's previous meeting being agreed by Cabinet.

It was explained that the targeted youth service was currently being provided to nearly 500 young people across Dorset, with 160 of these receiving one to one interaction and support. Relationships had been established with schools across the county and the Council now had links with anti-social behaviour co-ordinators.

The Panel questioned the evidence behind claims that the transformation of services had empowered young people to take social action and that it had allowed Dorset County Council to become better at supporting vulnerable young people. It was noted that no research had yet been carried out in regards to feedback with the vulnerable young people affected and that this should be done in order to obtain a true picture of how the transformation of services had impacted service users.

As a result of the community offer, 39 groups across Dorset were now offering places to go and things to do for young people, which was only three less than before the changes were made. However, there had been a significant reduction to expenditure.

It was explained that £200,000 had been made available to support community groups for the financial year 2016/17. However, only £12,500 had been allocated. Councillors raised concerns that the funding could not be used for salary or building costs and that this was the area that community groups needed funding, which explained why there had been little allocation of funding. It was explained that the scope of permitted usage for the funds had been widened and community groups were now able to use funds for both building and salary costs. It was agreed that this had not been communicated to community groups clearly and that a new communication should be circulated as a matter of urgency so that provisional allocation of funding could be established before the end of the financial year.

The Panel received an overview regarding the status of each community group across Dorset and were updated on the building usage situation for each group. Particular concerns were raised in regards to Corfe Mullen and Blandford with a breakdown of communication and lack of flexibility with schools causing issues. It was acknowledged that meetings needed to be arranged with all parties involved to establish the best way forward, and officers would assist councillors with this.

Councillors suggested setting up a meeting and inviting service users along to share their feedback and experiences in relation to the new services being provided. It was agreed that a less formal meeting would be more appropriate and a workshop or inquiry day set-up would work better.

Resolved

1. That meetings with officers, community groups and schools would be established to help resolve outstanding issues in the Blandford and Corfe Mullen areas.
2. That contact groups would be set up and communications circulated to all community groups to highlight the flexibility of how funding could be used and to encourage groups to request provisional allocations of funds before the end of the financial year.
3. That a meeting be established later in 2017 to allow service users to share their experiences of the new services being provided.

Dates of Future Meetings and Work Programme

- 7 Future meeting dates would be established following at a later date following the completion of the actions highlighted above.

Meeting Duration: 2.00 pm - 4.00 pm

Dorset Health and Wellbeing Board

Minutes of the meeting held at County Hall, Colliton Park, Dorchester,
Dorset, DT1 1XJ on Wednesday, 1 March 2017

Present:

Rebecca Knox (Chairman)

Ben Ansell (Chief Fire Officer, Dorset and Wiltshire Fire Authority), Helen Coombes (Interim Director for Adult and Community Services, Dorset County Council), Tim Goodson (Clinical Commissioning Group), Margaret Guy (Healthwatch), Mike Harries (Director for Environment and the Economy, Dorset County Council), Jill Haynes (Elected County Councillor), Helen Horsley (Voluntary Sector), Rebecca Kirk (Dorset District and Borough Councils' Officers), Bennett Low (NHS England), Rachel Partridge (Dorset County, District and Borough Councils' Officers), Ron Shields (Local NHS Provider Trust), Debbie Simpson (Dorset Police) and Sara Tough (Director for Children's Services, Dorset County Council).

Officers Attending:

Laura Brewer (Public Health Manager - Purbeck District Council), Sam Crowe (Assistant Director of Public Health - Bournemouth), Miriam Maddison (Programme Director, Health and Social Care Integration), Patrick Myers (Assistant Director - Design and Development), Debbie Ward (Chief Executive) and Helen Whitby (Senior Democratic Services Officer).

(Notes: (1) These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Dorset Health and Wellbeing Board to be held on **Wednesday, 21 June 2017**.

(2) Board agendas and reports are available via
<https://www.dorsetforyou.com/countycommittees>)

Apologies for Absence

1 Apologies for absence were received from David Haines, David Phillips, Simone Yule and Forbes Watson.

Code of Conduct

2 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

Minutes

3 The minutes of the meeting held on 9 November 2016 were confirmed and signed.

Public Participation

4 Public Speaking

The Chairman advised members that two questions relating to the Sustainability Transformation Plan and Clinical Services Review had been submitted by Mr Chris Bradley, Chairman of the Swanage Branch of the South Dorset CLP, and Mr Damien Stone, resident of Wimborne. A copy of the questions and answers are attached in the Annexure to these minutes 1.

One public statement relating to the Sustainability Transformation Plan had been received from Mrs Deborah Monkhouse. This is attached in the Annexure to these minutes.

Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

Better Care Fund Update

- 5 The Board considered a report by the Interim Director for Adult and Community Services, Dorset County Council, which provided a further update on progress with the Better Care Fund (BCF) planning for 2017-19. The last report was considered on 9 November 2016.

The Programme Director, Health and Social Care Integration, presented the report in detail. Members noted that national planning guidance was still to be published but this was likely to be after the Chancellor's budget statement the following week. Until the guidance was received work would continue. Attention was drawn to the recommendation to extend areas of work covered by the BCF over the next two years and which would align with the direction of travel of the Sustainability Transformation Plan (STP), the sustainability of funding, the continuing work on the budget, and the need for a delegation to be agreed in order to enable the submission of draft plans to meet deadlines if these did not align with Board meetings. Members would be informed if the delegation was used.

Members received a brief overview of the breadth of work covered by the BCF, This included how it related to delivery of parts of the STP, activities to support early help, to support community sector organisations as part of Locality Teams, to help connect the public into local community organisations who were best placed to support them, activity to support carers, integration of Locality teams, looking at the sharing of information in order to get a better understanding of a person's care needs and development of the Dorset Care Record. Although most activities covered the whole of the Board's area, members asked for some indication of the geographical areas covered by these activities. Officers would consider how this could be undertaken outside of the meeting.

It was noted that there had been a significant improvement in the number of cases of delayed transfers of care over the winter, with Dorset out-performing the rest of the South-West. This was the result of the work of the integrated teams and the focus on admission avoidance and discharge support. This work would be rolled out across some localities and then wider Dorset.

There was some discussion about the use of the BCF to deliver activities over the next couple of years, the need for transformation, and of who was best placed to take ownership and development of locality plans, given the different elements involved and the variations from locality to locality. It was recognised that the Board and the Locality Groups had roles to play in this.

Members welcomed the difference activities were making, and asked about market risks and what steps were being taken to maximise benefits and make a difference. The Programme Director explained that an agreed joint plan was being developed by the County Council and the Clinical Commissioning Group to identify work which would have an impact and she gave examples to illustrate this.

Resolved

1. That the new elements of work for the 2017-19 plan (Care market development, Enhanced healthcare in care homes and further developments in locality teams and locality working be agreed in principle, whilst noting that the detailed agreement will still be subject to the Board's usual governance for the Better Care Fund.
2. That, to enable submission in line with any deadlines set in future detailed guidance, the Interim Director for Adult and Community Services, after consultation with the Chairman of the Dorset Health and Wellbeing Board, be nominated to sign-off the draft 2017-19 Better Care Fund Plan for submission into the assurance process. This would cover any submission required before the date of the next Health and Wellbeing Board only.

Children and Young People Plan

6 The Board considered a report by the Director for Children's Services, Dorset County Council, on recent changes to the Children's Trust Board and its refocus on activity under the banner of "Accountable Alliance for Children and Young People". This provided an update on the report considered at the meeting on 9 November 2016. Members noted that on page 24 of the report the word "clashes" should be replaced by "classes".

The Assistant Director - Design and Development, Dorset County Council, presented the report, explaining the refocus and the four primary areas to be championed (to facilitate, encourage and overcome barriers, proactively promote and facilitate/collaborate interagency working, where accountabilities are reported, interrogated and analysed for impact and outcomes and act as champion and leader for the delivery of Prevention at Scale as it impacts on children and young people) which adopted principles of best practice. The draft terms of reference for the Alliance were included in the report. The Family Partnership Zones, which were predicated on early intervention and prevention in order to reduce more expensive, intensive work, were key to delivery of the strategy. It was planned that the Alliance would be the champion for Prevention at Scale for children and young people. Board members were keen to ensure that the Prevention at Scale outcomes of the Alliance were measured and challenged by the Health and Wellbeing Board where this was delivering the Prevention at Scale element of the CCG's Sustainability and Transformation Plan and those outcomes required by the County Council's health and social care integration agenda.

In discussing the report, members highlighted the need for reports to be succinct and in plain English. Reference was made to the fact that the County Council had signed up to the Military Covenant and that Family Partnership Zones were based around school pyramids which could provide opportunities to identify and target services to those most in need, including military families. It was also noted that the County Council was a "pioneer" for the new free 30 hour child care programme, which would provide additional opportunities to identify those at risk or in need and that a bid to the Local Government Innovation Fund to create a predictive tool to identify and provide better support to children prior to referral had been successful. Members also discussed prevention at scale, the need for a better understanding of geographical areas and using data to raise standards of provision in order to increase opportunities and improve outcomes for children, young people and families.

Concern was expressed about the need for clear links between organisations, the lack of clarity of the different boards/committees and their different governance mechanisms, the potential for duplication of effort and the need for staff to be fully informed in order to be able to help in a more productive way. In relation to this, one Board member in particular highlighted that Governance for the delivery of the various programmes required to address safe and healthy outcomes, across the ages, was difficult to understand and as such Board members welcomed the development of a structure with partners on the Health and Wellbeing Board where co-direction and monitoring/challenge of delivery could take place, which the next items in the minutes would explore further. The Assistant Director - Design and Development was asked to provide Board members with Alliance contact details in order to increase awareness within the different organisations. It was suggested that an update on progress could be provided for members between meetings.

Resolved

1. That the approaches contained in the plan be endorsed, subject to comments outlined in the minute above, particularly those in relation to work activity where the remit to deliver for the Sustainability and Transformation Plan falls within the Health and Wellbeing Board Prevention at Scale outcomes.

2. That the Board receive a fuller explanation of Family Partnership Zones at a future meeting and, a written brief for members following the meeting
3. That the Assistant Director – Design and Development provide Board members with Alliance contact details.

Delivering the Health and Wellbeing Board Strategy, including the role of localities

- 7 The Board received a presentation from the Assistant Director of Public Health, Public Health Dorset, which set out the local delivery plan which tied together and aligned elements of work to deliver the Health and Wellbeing Strategy and Prevention at Scale (PAS) work. This would help inform the Board's work programme and develop a system for oversight and which would hold partners to account for outcomes and activities. This item and the next two were intrinsically linked.

The Board was reminded that the Health and Wellbeing Strategy and its three key priorities (starting, living and ageing well) were refreshed and adopted in August 2016.

The Board then heard from Laura Brewer, Public Health Manager - Purbeck District Council, who spoke about Locality Groups, the challenges they faced and how Board members could support them in their work. It was noted that there were no Locality Groups in Weymouth and Portland and West Dorset currently and that existing Groups were progressing at different paces. In view of a general lack of understanding of the links between the Groups and the Board, more direction was sought to inform the strategic local plan and decision-making, to make Locality Group membership more consistent, with clear accountability and reporting mechanisms between the Groups and the Board and for there to be named contacts for key organisations. In this way all could share learning, activities and experience which would be invaluable in relation to PAS.

Members discussed the important role Locality Groups had in delivering the Health and Wellbeing Strategy on the ground, the need for Groups to be introduced where there were gaps and for terms of reference to be consistent. The Healthwatch Representative drew attention to the fact that the financial support previously provided for the Purbeck Locality Group would no longer be available and that this might affect delivery of initiatives and residents health. The Chairman agreed that resource needed to be considered for localities following the meeting. to consider this outside of the meeting.

The Poole and Bournemouth Health and Wellbeing Board had considered the Health and Wellbeing Board Strategy at a recent meeting.

This item would be considered at the next meeting with a focus on how Locality Groups could align their work with delivery of the Sustainability Transformation Plan and Prevention at Scale.

Resolved

That an item on Locality Groups and how they align their work with delivery of the Sustainability Transformation Plan and Prevention at Scale be provided for consideration at the next meeting.

Sustainability Transformation Plan and Prevention at Scale

- 8 The Board received a presentation from the Consultant in Public Health, Public Health Dorset, which updated the Board on progress with the Sustainability Transformation Plan (STP), with a focus on the foundation tier - Prevention at Scale (PAS).

The Board were reminded that a joint workshop had been held by Dorset and Poole and Bournemouth's Health and Wellbeing Boards in October 2016 to develop actions around three areas, cardiovascular disease, alcohol, and musculo-skeletal/mental

health. A detailed explanation of how work was progressing was provided for the many areas of increased activity across all age ranges. Of particular note were the successful funding bid for a pilot scheme for digital access for 5-19 years old and the awaited outcome of the bid to Sport England to fund a local delivery pilot to increase physical activity for 55-65 year olds.

The Chairman stated that the PAS agenda had the potential to help deliver aspects of the STP and she reminded all members that they had the opportunity to contribute to each of the areas of work. She asked them to identify current and potential link officer details to the Dorset Public Health Team to ensure work on Prevention at Scale could be taken further and better co-ordinated to be able to work at pace between Board meetings.

The Board discussed how the proposed new terms of reference might better coordinate work, provide a clearer understanding of roles, the need for a long term cultural change to support transformation, how the Board was best placed to challenge performance and address any financial, or service gaps and improve quality and start to make a practical difference. It also had a role to reduce duplication and hold partners to account and it was hoped that changes to the terms of reference would give more energy, challenge and capacity to shape and improve services and outcomes for residents. It was suggested that there should be consistency with the language and terms used. The Chief Fire Officer gave a firm commitment to provide resources to help improve fitness and wellbeing where possible and challenged other members to put actions into words.

Councillor Paul Kimber, the County Councillor for Portland Tophill, addressed the Board on behalf of many resident groups who were concerned about the £229M cut in funding for the NHS, the CCG's apparent lack of public engagement with regard to the STP and integration of health and social care. He referred to the 30,000 signatures on a recent petition relating to the STP and considered the public consultation to be insufficient. He also reported that he had tried to submit a Notice of Motion for the Board to consider but had been unable to do so. The Chairman explained that the Notice of Motion was one which the Board could not receive since the challenge was to the CCG governance and activity, not the Health and Wellbeing Board.

The need for the work to progress outside of Board meetings was highlighted and it was agreed that copies of the presentations would be sent to all members following the meeting.

Resolved

1. That a copy of the presentations be emailed to members following the meeting.
2. That consideration be given to drawing up a timeline showing actions, timescales and anticipated improved outcomes.

Future Roles and Working of the Health and Wellbeing Board

9 The Board considered a report by the Deputy Director of Public Health which proposed a new focus for the Board in the context of the local requirement to deliver Prevention at Scale (PAS) and integration of community health services under the Dorset Sustainability Plan (STP) and proposed changes to the Board's Terms of Reference to support this.

The Deputy Director of Public Health presented the report and explained that the proposed changes would allow the Board to play a more central role in the delivery of PAS under the STP, the integration of community health services and primary care, and provide sufficient challenge to fill any gaps in provision. He also highlighted the importance of place-based and locality input for any pan-Dorset STP. It was noted that suggested changes to the format of Board meetings had been mirrored in recent

changes to meetings of the Joint Public Health Board. The same report was to be considered by the Poole and Bournemouth Health and Wellbeing Board.

Members welcomed the report and the proposed changes to meeting format and terms of reference. They recognised that this provided a means of setting out the work programme, developing a system which would enable partners to be held accountable for their particular role which could assist the delivery of PAS and the STP, and would change the relationship between the Board and Locality Groups so that information came from Groups to the Board rather than the other way round as was the current practice.

There was some discussion about whether the Board should aspire in the longer term to create a sustainable transformation for all public services, to provide greater challenge as to how resources were used, work in the best interests of residents' health and wellbeing being, and whether the terms of reference should reflect this. It was recognised that there was a need to advance plans with clear timescales and to better use resources in localities. It was hoped changing the format of meetings would enable the Board to focus on its general statutory responsibilities, to oversee local delivery of PAS and the Joint Health and Wellbeing Strategy and encourage more people to become involved in the Board's work, both inside and outside of meetings. It was recognised that these changes offered the best opportunity to influence and integrate PAS, the work of the Better Care Fund, and of tackling issues and delivering ambition.

The need for Board members to have visibility and address concerns about duplication and consistency across organisations was highlighted.

Resolved

1. That the re-focusing of the work programme of the Board so that it can function as a delivery board for the Prevention at Scale programme of the sustainability and Transformation Plan be supported; and the Board's statutory responsibility for BCF be used as a way to focus on the overlaps between the Integrated Community Services/Primary ~Care programme with Prevention at Scale, especially in respect of health and social care services.
2. That the format of the meeting into two parts, one to focus on general statutory responsibilities and the other to oversee local delivery of Prevention at Scale and the Joint Health and Wellbeing Strategy be adopted.
3. That the change to the format of future meetings of the Joint Public Health Board be noted.

Recommended

That the County Council's Cabinet be asked to agree the revised Terms of Reference as set out in Appendix 3 of the report.

Reason for Recommendation

To ensure that the Dorset Health and Wellbeing Board was best placed to take a people and place-based view of how the changes proposed in the Sustainability and Transformation Plan, particularly around Prevention at Scale and Integration, would work for people in Dorset.

Forward Work Plan

- 10 The Board considered a report by the Director of Public Health that updated members on the current Forward Plan for Board meetings and events.

The Chairman stated that there was a need for the Board to work more flexibly and at a faster pace and not be tied to a programme of work which might be outdated in a few months' time. She explained that future meetings would be held in two parts; one centred on Prevention at Scale and the Sustainability Transformation Plan; and the

other on the Board's statutory responsibilities. In future there would be more electronic engagement between meetings.

Items on Family Partnership Zones (at minute 6 above) and Locality Groups (at minute 7 above) had been added to the work programme at the meeting and it was suggested that an update on the delivery of PAS/Integration of Community Services Group West would be the focus for all future meetings.

Resolved

That reports on Family Partnership Zones, Locality Groups and the work of the PAS/Integration of Community Services Group West be provided to a future meeting.

Meeting Duration: 2.00 pm - 4.45 pm

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Dorset Health and Wellbeing Board

Dorset County Council



Date of Meeting	1 st March 2017
Subject of Report	Dorset Health and Wellbeing Board – future role and proposed changes to Terms of Reference
Report Author Partner Organisation	Director for Public Health, Dorset County Council
Responsible Commissioning body	None
Delivery partner/s	None.
Executive Summary	<p>This paper proposes a renewed focus for the Dorset Health and Wellbeing Board in the context of the local requirement to deliver Prevention at Scale and integration of community health services under the Dorset Sustainability and Transformation Plan.</p> <p>It makes recommendations that will support this change.</p>
Impact Assessment: <i>Please refer to the protocol for writing reports.</i>	Equalities Impact Assessment (EqIA): N/A
	Locality Impact: N/A
	Budget: No impact.
	Risk Assessment: Current Risk: MEDIUM Residual Risk: LOW

	<p>Without a focus on delivery of prevention at scale there is a risk that interventions are not focused on the right population challenges for the area, or do not engage widely enough with other partners and stakeholders, and impact is more limited.</p>
	<p>Health and Wellbeing Implications:</p> <p>No direct implications. Indirectly, not having a Health and Wellbeing Board focusing on delivery of prevention at scale risks interventions not being focused on the right population challenges for the area, or not engaging widely enough with other partners and stakeholders.</p>
	<p>Other Implications:</p> <p>None</p>
<p>Evidence Base and Strategic Alignment</p>	<p>Use of Evidence:</p> <p>The Dorset Health and Wellbeing Board routinely uses a range of evidence to support the development of business plans and priorities as part of its core business.</p>
	<p>Evidence base with Joint Strategic Needs Assessment:</p> <p>Prevention at scale has been identified as a key objective of the Sustainability and Transformation Plan in order to close the health and wellbeing gap in Dorset. This report recommends the Board focuses on prevention and integration by operating as a delivery board over-seeing Prevention at Scale and the development of integrated community services / primary care.</p>
	<p>Community engagement / express needs:</p> <p>N/A</p>
	<p>Alignment with the Joint Health and Wellbeing Strategy:</p> <p>Prevention at scale is a key mechanism for delivery of the Joint Health and Wellbeing Strategy for Dorset.</p>
<p>Recommendation</p>	<p>Members of the Dorset Health and Wellbeing Board are asked to:</p> <ol style="list-style-type: none"> i. support re-focusing the work programme of the Board so that it can function as a delivery board for the Prevention at Scale programme of the Sustainability and Transformation Plan; and use the Board’s statutory responsibility for BCF as a way to focus on the overlaps between the Integrated Community Services / Primary Care programme with Prevention at Scale, especially in respect of health and social care services; ii. recommend revised Terms of Reference to this effect to the County Council Cabinet (as set out in appendix 3 to this report) iii. consider splitting the format of the meeting into two parts, one to focus on general statutory responsibilities and the other to oversee local delivery of Prevention at Scale and the Joint Health and Wellbeing Strategy. <p>Board members are also asked to note that the Joint Public Health Board agreed a change to its future meetings so that they are in two</p>

	parts – a formal part, followed by a part of the meeting to advise on delivery of the Prevention at Scale programme for Dorset, linking with the respective Health and Wellbeing Boards.
Reason for Recommendation	To ensure that the Dorset Health and Wellbeing Board is best placed to take a people and place-based view of how the changes proposed in the STP, particularly around Prevention at Scale and Integration, will work for people in Dorset.
Appendices	Appendix 1 STP system map Appendix 2 Prevention at Scale and local delivery map Appendix 3 Proposed terms of reference with tracked changes
Background Papers	None
Officer Contact	Name: Sam Crowe Tel: 01305-225884 Email: s.crowe@dorsetcc.gov.uk

1. Recommendations

1.1 Members of the Dorset Health and Wellbeing Board are asked to:

- i. support re-focusing the work programme of the Board so that it can function as a delivery board for the Prevention at Scale programme of the Sustainability and Transformation Plan; and use the Board's statutory responsibility for the Better Care Fund as a way to focus on the overlaps between the Integrated Community Services / Primary Care programme with Prevention at Scale, especially in respect of health and social care services;
- ii. recommend revised Terms of Reference to this effect to the County Council Cabinet (as set out in appendix 3 to this report);
- iii. consider splitting the format of the meeting into two parts, one to focus on general statutory responsibilities and the other to oversee local delivery of Prevention at Scale and the Joint Health and Wellbeing Strategy.

1.2 Board members are also asked to note that the Joint Public Health Board agreed a change to its future meetings so that they are in two parts – a formal part, followed by a part of the meeting to advise on delivery of the Prevention at Scale programme for Dorset, linking with the respective Health and Wellbeing Boards.

2. Reason

2.1 To ensure that the Dorset Health and Wellbeing Board is best placed to take a people and place-based view of how the changes proposed in the STP, particularly around Prevention at Scale and Integration, will work for people in Dorset.

3. Background

3.1 The Sustainability and Transformation Plan for Dorset has three main programmes and a number of supporting workstreams, which together describe how health and local authority partners will work collectively to address the gaps and challenges around rising demand, population growth and diminishing resources. In particular, the plan addresses three gaps – the health and wellbeing gap, the finance and affordability gap, and the care and quality gap.

3.2 Much of the transformation required to close the health and wellbeing gap and care and quality gap will be the subject of the Prevention at Scale programme, and also in the way that community and primary care services are transformed with a focus on providing integrated care closer to people's homes.

3.3 Because of the Health and Wellbeing Board's statutory remit to promote prevention and integration, including statutory responsibility for the Better Care Fund, this paper proposes re-focusing the work programme of the board to ensure that what is being delivered as part of the STP plans on prevention and integration makes sense for Dorset – from a person and place-based perspective.

3.4 This approach supports the refreshed Joint Health and Wellbeing Strategy for Dorset, and is in line with the three main priorities – improving health and wellbeing, reducing inequalities in health, and promoting integrated working wherever possible.

4 Proposed way forward

4.1 There is currently no single place where oversight of the prevention at scale programme and most relevant aspects of the integrated community services / primary care plans can take place. Rather than create a separate programme board to oversee delivery, this paper proposes to refocus the work programmes of the Health and Wellbeing Boards of Dorset, and Bournemouth and Poole, to become two place-based delivery boards to oversee the work.

4.2 This approach recognises the growing importance of the people and place agenda, and the current Local Government Reform options for Dorset. Each Health and Wellbeing Board would be supported by a second part of the Joint Public Health Board, to function as an advisory board and link with each Health and Wellbeing Board as it develops the work programmes.

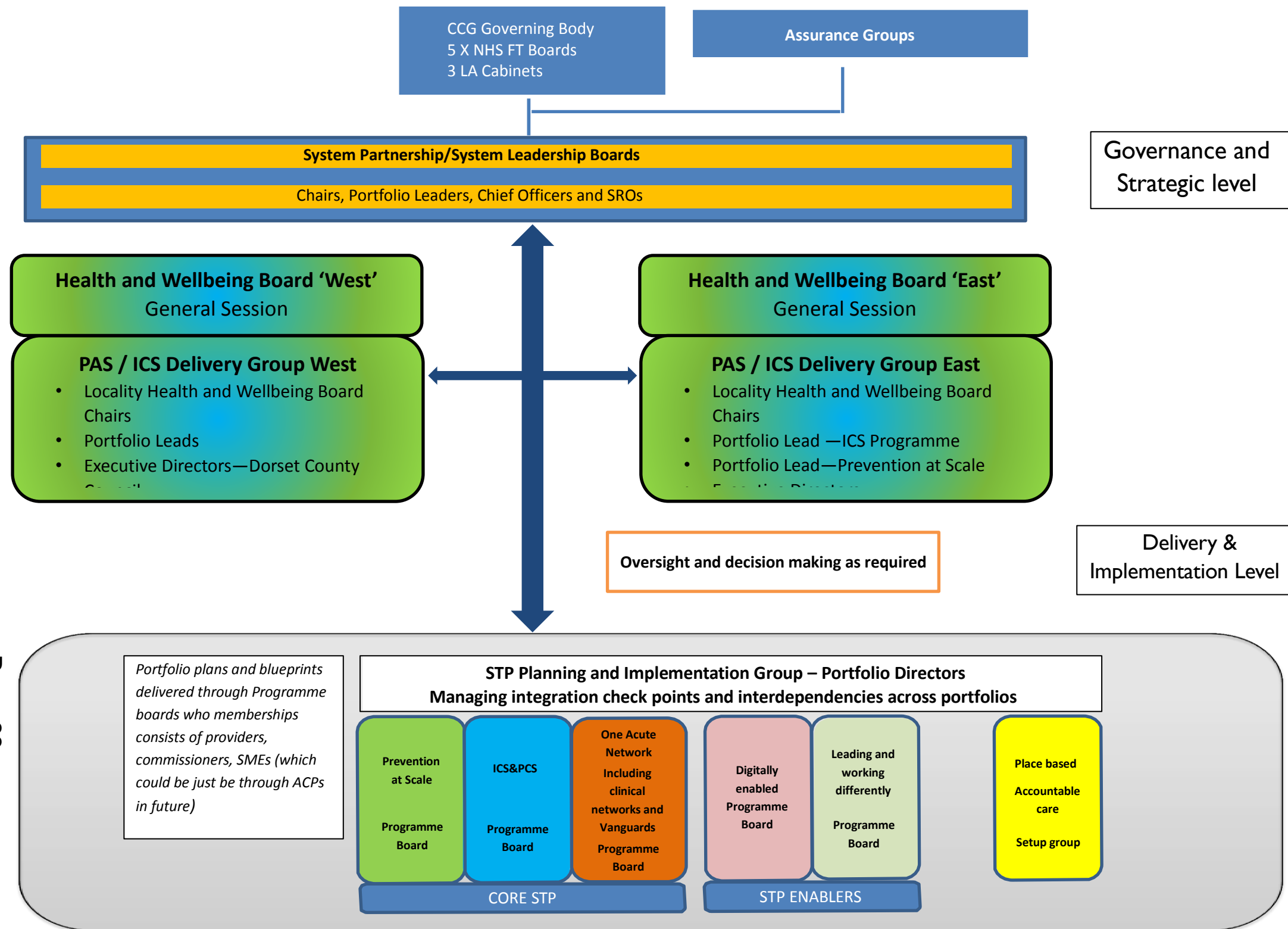
4.3 The portfolio directors of other relevant STP programmes, including Integrated Community Services / Primary Care, One Acute Network, and Leading and Working Differently, would be invited to join the second part of the JPHB so that a system view of the work programme can be developed, avoiding duplication. This also avoids the need to establish additional meetings or programme boards.

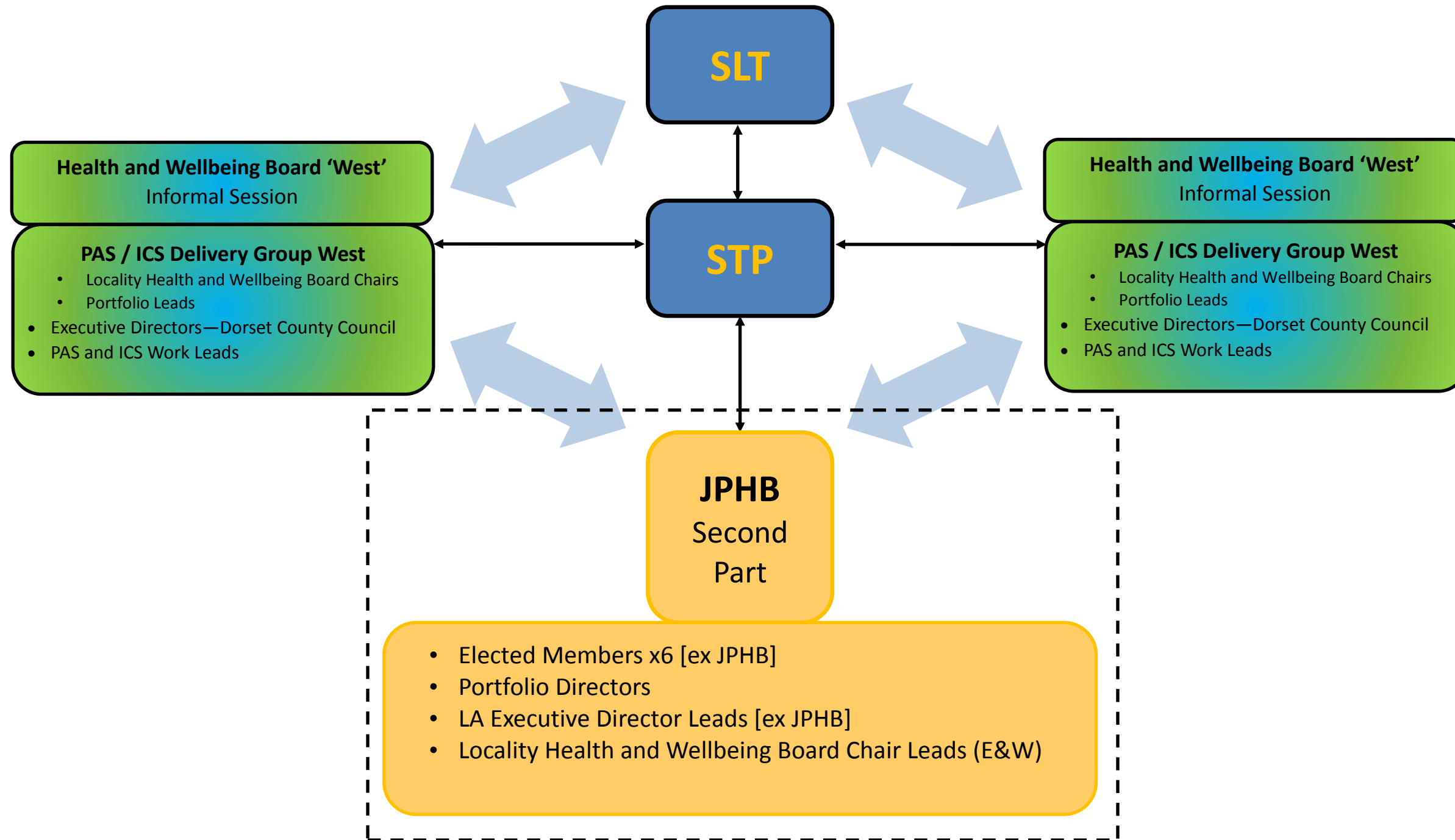
5 Conclusion

5.1 This paper is seeking the Board's approval to change the Terms of Reference (as detailed at appendix 3) and work programme so that it can function as a delivery board to oversee the Prevention at Scale and relevant parts of the Integrated community services/ Primary care programme of the STP.

5.2 This will enable the Board to play a leading role in developing a person and place-based view of how the STP will deliver the required changes for Dorset to close the health and wellbeing gap, improve the care and quality gap, and help address the finance and affordability gap going forwards.

David Phillips
Director for Public Health Dorset
March 2017





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Dorset Health and Wellbeing Board Terms of Reference

The Dorset Health and Wellbeing Board will:

- a) Identify outcome and investment priorities from the key groups that report to the HWB.
- b) Hold partners to account for achieving improved outcomes by developing and updating the Joint Strategic Needs Assessment and by developing and updating the Pharmaceutical Needs Assessment.
- c) Measure progress against local plans, including the Clinical Commissioning Group Strategy and the Joint Health and Wellbeing Strategy, to ensure action is taken to improve outcomes when monitoring or performance indicators show that plans are not working.
- d) Develop, approve and implement the Better Care Fund and any future developments related to the Better Care Fund, as well as anticipating future policy developments in terms of integration and system change between the NHS and local government partners.
- e) Assist in the development and 'sign off' of the Local Transformation Plan for Children and Young People's Mental Health and Wellbeing.
- f) Encourage and oversee integrated working between health and social care commissioners, including providing advice, assistance and other support to encourage commissioning, pooled budget and/or integrated provision in connection with the provision of health and social care services.
- g) Ensure that the patient / service user voice, including that of seldom heard groups and children and young people, is intrinsic to the commissioning cycle and commissioning decisions.
- h) Develop a strategic approach to tackling health inequalities in Dorset and support communities to achieve wellbeing.
- i) Function as a place-based delivery board to oversee the Prevention at Scale and Integrated Community Services / Primary Care elements of the Sustainability and Transformation Plan.
- j) Provide an effective link to NHS England.
- k) Provide an effective link to local NHS commissioning decisions and strategy.
- l) Consider Equality and Diversity issues and deliver its public sector equalities duties under the Equality Act 2010.
- m) Work cooperatively with the Bournemouth and Poole HWB and develop opportunities to share views and expertise in the development and delivery of common goals and priorities.
- n) Liaise and cooperate with the Dorset Health Scrutiny Committee as set out under the Memorandum of Understanding agreed by both parties in September 2015.
- o) Make timely and effective decisions.

Membership - Total 19

Elected Members (3 in total)

County Council (2 Cabinet Members in total)

District / Borough Council (1 representative to represent all)

Local Authority Officers (5 in total)

Director for Adult and Community Services DCC

Director for Children's Services DCC

Director of Public Health DCC / NHS

Director for Environment and the Economy DCC

District / Borough Council (1 representative to represent all)

NHS Representatives (7 in total)

Locality Executive Teams (GPs) (3 in total)

Chairman of Dorset Clinical Commissioning Group Board

Clinical Commissioning Group Accountable Officer

NHS England

Local NHS Provider Trust

Other (4 in total)

Healthwatch

Voluntary Sector

Chief Constable for Dorset

Chief Fire Officer for Dorset and Wiltshire

Cabinet

Dorset County Council



Date of Meeting	5 April 2017
<p>Cabinet Member CLLR ROBERT GOULD – Leader Lead Director DEBBIE WARD – Chief Executive</p>	
Subject of Report	Forward Together Review
Executive Summary	<p>In December 2013 Forward Together was established as a council-wide initiative to lead the transformation of the way the County Council delivered its services, and the way it works in partnership with stakeholders and other public services within Dorset. By the development of a new cultural approach for the organisation and employees, its aim was to put customers first, offering the best value for money, and ensure what we do spend is spent well. It aimed to build on our strengths and allow staff to work more efficiently. All staff were encouraged by the Cabinet, Chief Executive, their Directors, Service Directors and Managers to challenge how they can deliver the best possible services to the people we serve, with a reduced budget. Regular reports were provided to Cabinet and all Members by Member Briefings and reference to County Council.</p> <p>The Cabinet, Chief Executive and Corporate Leadership Team have been mindful of the expectations that have been, and will continue to be, placed on us all, through the Forward Together Programme, to deliver transformation through to the current austerity in the public sector, and agreed the need to review the current Programme and support arrangements. Using the commissioning cycle methodology (understand - plan – do – review), there was a review undertaken by a core team of the Forward Together story so far. This has enabled us to learn from our experiences so far, to share the successes and support the development of a strong plan for what the Programme and future change machinery needs to be for the future.</p>

	<p>Previous reports provided to the Cabinet have reported both the background and progress being made through the Forward Together Programme across the council.</p>
<p>Impact Assessment:</p> <p><i>Please refer to the protocol for writing reports.</i></p>	<p>Equalities Impact Assessment:</p> <p>EQIAs will be required to be undertaken for each work stream by the Forward Together gateway process.</p> <p>Health and Wellbeing Assessment:</p> <p>The Forward Together programme is securing the services that we need and making sure our efforts to secure the outcomes for residents are successful, particularly for those who are more vulnerable. The actions of the Forward Together Programme as a whole will impact on the achievement of the health and well-being strategy. Any Local Government Reorganisation (LGR) will be based on the positive impact on resident's outcomes.</p>
	<p>Use of Evidence:</p> <p>The Forward Together Programme is continually appraised for its delivery against the county council's aims and objectives and information such as that provided by Ask Dorset.</p>
	<p>Budget:</p> <p>The Forward Together programme is the transformation programme for the county council and includes the delivery of its Medium Term Financial Plan (MTFP).</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the county council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: HIGH Residual Risk: HIGH</p> <p>The largest risk to the programme currently is that even with the identified major transformation programmes there remains a need to deliver a substantial savings target in the years 2017/18 and beyond.</p> <p>There is a requirement to identify the source of the savings required, and whilst a variety of approaches are in hand to do this the residual risk has been rated as HIGH in accordance with the risk assessment guidance</p>
	<p>Other Implications:</p> <p>None</p>

Recommendation	The recommendation is that Cabinet notes the finding of the review and proposals for strengthening the work of the Forward Together Board.
Reason for Recommendation	To ensure the Forward Together programme is fully implemented to secure both the organisational benefits and financial savings necessary to deliver a balanced budget, up to and beyond 2017/18.
Appendices	None
Background Papers	None
Officer Contact	Name: Karen Andrews/Matthew Piles Tel: 01305 221260/01305 221336 Email: k.andrews@dorsetcc.gov.uk/m.d.piles@dorsetcc.gov.uk

1. Background

- 1.1 In December 2013 Forward Together was established as a council-wide initiative, which would transform the way the County Council delivered its services, and the way it works in partnership with stakeholders and other public services within Dorset. It puts customers first, offering the best value for money, and ensures what we do spend is spent well.
- 1.2 Forward Together also sought to introduce a new culture for the organisation's employees. It builds on our strengths and allows staff to work more efficiently. All staff were encouraged by the Cabinet, Chief Executive, their Directors, Service Directors and Managers to challenge how they can deliver the best possible services to the people we serve, with a reduced budget.
- 1.3 By challenging each of the 4,500 employees to think individually about their role in Dorset, they were encouraged to share their thoughts on how they can innovate, inspire and include others in their daily work. This applied equally to all staff, regardless of hierarchy and geography. This would result in a more streamlined management structure, allowing staff to be empowered to make decisions quickly to respond better to customer's needs. The Forward Together ethos expected all staff to actively demonstrate agility, personal accountability and innovation in their working practices. This was encapsulated in the Dorset Leader model.

2. The Review

- 2.1 The Cabinet, Chief Executive and Corporate Leadership Team have been mindful of the expectations that have been, and will continue to be, placed on us all, through the Forward Together programme, to deliver transformation through to the current austerity in the public sector, and agreed the need to review the current programme and support arrangements. Using the commissioning cycle methodology (understand - plan – do – review), there was a review undertaken by a core team of the Forward Together story so far. This has enabled us to learn from our experiences so far, to share the successes and support the development of a strong plan for what the programme machinery needs to be for the future.
- 2.2 The review consisted of two main parts:
 - an assessment of the progress on a number of key action plans relating to the Forward Together Programme and Service Transformation, governance; including a review of the programme structure, Forward Together Board and Corporate Leadership Team, Forward Together Programme resourcing (including Directorate liaison), Programme reporting and oversight arrangements (including Members), and links with the Corporate Plan and Outcomes Framework; Provide an assessment of the savings made to date against planned savings identified at start of Programme, and review of the future plan of savings.
 - an assessment of our people to see if the message is out there; challenging managers to understand their role; understanding if our managers are leading change; Can our managers balance the need for change with the expectations of their service users and are they aware of and using the tools and resources available to help them?
- 2.3 The review approach was to use an internal team of officers to undertake discreet pieces of work, supported by the Councils Internal Audit Team and South West Audit Partnership.

- 2.4 This review did not include Local Government Reorganisation or the implications of this on the Forward Together Programme.

3. Findings from the review

- 3.1 A substantial level of savings has been achieved over the last three years of the Forward Together Programme. The headcount of the Authority has been reduced, as well as its property portfolio:

- Since 2013 there have been £49.8m of savings across the authority.
- A 39% reduction in staff since 2013 (FTE /headcount);
- Office rationalisation strategy to reduce from 28 to 8 is well advanced. Disposal of high maintenance properties has helped enable £3.5m underspend on R&M budget of £9m in 2016-17.

- 3.2 The Corporate Plan has been streamlined into a focussed, outcomes-based document, which is clear and accessible to members of the public.

- 3.3 New ways of working have delivered a range of benefits including increased flexible working, improved office accommodation, delivering new technology, and increased travel choices.

- 3.4 The Ask Dorset consultation exercises carried out were successful in engaging with a wide range of residents and stakeholders across the county, in order to establish their priorities and views.

- 3.5 Throughout the Forward Together Programme, there has been regular reporting to Members as well as engagement and oversight.

- 3.6 In terms of staff awareness:

- 81% of managers are clear about what needs to change and what this means for them and their team.
- 76% of staff are receiving a PDR and 88% are clear about their targets.
- Over 20% of managers are struggling to balance the need to develop and implement new approaches with the priorities of ongoing service delivery.

- 3.7 The current review of the Forward Together Programme demonstrates that the Authority is seeking to learn from the past three years, as well as re-clarifying objectives and priorities at a time of significant change, to ensure that the Programme remains relevant and achievable.

4. Risks identified moving forward

- 4.1 As part of the analysis, SWAP provided some useful learning for us to consider moving forward, both in terms of strengthening the Forward Together programme and stronger more sustainable change principles for LGR and beyond. A summary of the key learning lessons from this report is included below:

- 4.1.1 Without robust and ongoing management of key Forward Together risks, there is a risk that the Programme does not deliver its intended outcomes, resulting in a failure to achieve the objectives for the Authority as a whole.

- 4.1.2 In the absence of clearly defined, captured and reported programme savings, there is a risk that projects will not be delivered in full. This may result in savings not being achieved and/or transformation change not being implemented.
- 4.1.3 In the absence of clearly defined programme governance that is consistently adhered to, reported on, and rigorously monitored, there is a risk that control over the success of the programme will be affected. This could result in the programme deviating or failing to achieve its intended outcomes.
- 4.1.4 In the absence of regular benefits realisation, there is a risk that changes and their impact are not well understood, lessons are not learnt, and success is not celebrated. This may result in future mistakes being made, missed opportunities, and a lack of understanding in relation to the Forward Together Programme's objectives.
- 4.1.5 Given the rapid and sustained pace of change in Local Government, along with the budget challenges faced by the Authority, there is a need to reinvigorate the Forward Together Programme quickly. However, at the same time, the Council needs to look ahead to future challenges and potential changes, and build flexibility into the programme to incorporate this.

5. Next steps

- 5.1 To address the learning and risks identified from the review, including the focus of SWAP, further detailed work is being undertaken to address these areas and develop the programme to align with the Corporate Plan and wider Dorset Partner priorities.
- 5.2 The further work has been developed from the themes that have been identified in the finding of the initial review. This work will be complete by mid-April and will provide recommendations in respect of adopting and/or strengthening areas of work in the following areas:
 - 5.2.1 Governance: As the Forward Together Programme is now understandably focused on savings and efficiency, it is timely to review the routes, relationship and effectiveness of moderation and assurance from Directorates, to CLT, and thereafter Cabinet. This will involve reviewing the content of the Forward Together Programme over the next 2 years and ensuring there is proportionate governance in place to manage this work. An outcome from this work will be the development of a Forward Together business schedule that shows line of sight between performance, financial and risk management from directorates to Cabinet. Finally, there needs to be clear convergence in respect of how the new and emerging LGR governance arrangements (which will be shared governance amongst the County and District Councils) will eventually adopt responsibility for the Forward Together Programme and of course the outstanding areas for other change programmes for District Councils.
 - 5.2.2 Risk Management: We are currently reviewing our approach to risk management in the organisation and how we ensure there is priority and transparency on existing and emerging risks. This will require some immediate actions to strengthen our approach, and a longer term piece of work to align our methodologies.
 - 5.2.3 Financial Management: The Forward Together programme will now embed the work of the Budget Task and Finish Group in respect of key decisions and the work programme to achieve a balanced budget in 2017/18 and 2018/19. Members have previously requested that financial reporting is strengthened in respect of aligning the monitoring of the budget, both spend and forecast, with the projection of savings from Forward Together. This, of course, also needs to be consistent across the organisation. This work has now commenced. Associated to this, and moving

forwards towards LGR, we also need to develop (with our partners) an approach to benefits realisation.

- 5.2.4 Programme and Project Methodologies: The previous 3-4 years of Forward Together has provided a useful proving period in respect of what works and what is required for successful programme and project management. We are looking to ensure there is a consistent approach across the organisation and where possible look to encourage a common approach with key partners such as Dorset Councils Partnership and Health. This will be particularly important as many of the change programmes will have interdependencies in respect of the emerging LGR programme and of course the Sustainability and Transformation Plan.
- 5.2.5 Communications and Engagement: The emerging collective work on LGR will require us to have a shared and stronger approach to communications and engagement. Officers are currently liaising with partners as to the possibilities and requirements for this.
- 5.2.6 Resourcing: Currently there is a blend of business support resources within Directorates, supplemented with further support from some central business support teams. The current roles, responsibilities and relationships of these support arrangements are an iterative product of time. The review of the Forward Together programme and determination of resource requirements to support LGR will require us to examine the priority, balance, availability and suitability of resources across our organisation and of course in respect of our wider work on LGR.

6. Summary

- 6.1 There is little doubt that our Forward Together Programme has been successful on many fronts. It has galvanised Member-Officer working around a common and shared vision of priorities and ways of working. It has changed, and continues to change, the way we work, both in terms of our internal service relationships and, more importantly, in terms of the services we deliver, whether solely or in partnership to our communities. Finally, it has also ensured that the organisation has continued to provide key services whilst addressing the congoing challenges of austerity.
- 6.2 We are a different Council and organisation since the inception of Forward Together and it is now timely to consider the learning together with the challenges ahead to ensure, as we move forward, our approach, both individually and over the coming months and years collectively, is strong and sustainable. Our analysis has provided some excellent foundations about what needs to stay and what needs to change and work is well in hand to develop a comprehensive action plan to ensure we continue to remain fit for the future.

Debbie Ward
Chief Executive
April 2017

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Cabinet

Dorset County Council



Date of Meeting	5 April 2017
<p><u>Cabinet Member(s)</u> Deborah Croney(S) – Cabinet Member for Learning, Skills and Children’s Safeguarding</p> <p><u>Local Member(s)</u> ALL (S) – County Councillors</p> <p><u>Lead Director(s)</u> Sara Tough – Director for Childrens Services</p>	
Subject of Report	Syrian Resettlement Programme
Executive Summary	<p>This report is intended to update the Cabinet on the progress made so far in the Syrian Resettlement Programme and to consider the potential for expansion to the end of the national programme in 2020. The report focuses on the following areas:</p> <ol style="list-style-type: none"> 1. Background 2. The programme in Dorset 3. The future of the programme 4. Recommendations
<p>Impact Assessment:</p> <p><i>Please refer to the protocol for writing reports.</i></p>	<p>Equalities Impact Assessment:</p> <p>An EqIA was completed for the initial 12 month programme.</p> <hr/> <p>Use of Evidence:</p> <p>Evidence has been sought from other experienced local authorities, South West Councils and the Home Office. We have through our work with providers used their knowledge and skills to make appropriate service decisions relating to our work with families. The Dorset Islamic Centre is also advising where appropriate.</p> <hr/> <p>Budget:</p> <p>Funding is provided to cover the costs of five years and extra funding is available for extreme cases. Costs are generally front loaded and then are recouped after arrival.</p>

Syrian Resettlement Programme

	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: MEDIUM Residual Risk: MEDIUM</p>
	<p>Other Implications:</p> <p>This report is solely on the Syrian Resettlement Programme which does not include unaccompanied asylum seeking children or other groups or programmes.</p>
Recommendation	<ol style="list-style-type: none"> 1. That Cabinet note the current work and joint work with other local authorities and partners. 2. The Cabinet approve the resettlement of up to 12 families per year to the end of the programme in 2020.
Reason for Recommendation	The government is keen for all local authorities to play their part and Dorset has been asked about resettlement plans to the end of 2020 by the Home Office and a response is required ASAP as appropriate.
Appendices	None
Background Papers	Cabinet report – June 2016 Cabinet report – September 2016
Officer Contact	Name: Stephanie Farr Tel: 01305 221328 Email: s.farr@dorsetcc.gov.uk

1. Background

- 1.1. In June 2016, Cabinet agreed to the resettlement of 6-8 Syrian families in Dorset through the national Syrian Resettlement Programme which has a commitment to resettle 20,000 Syrians by the end of 2020.
- 1.2. The programme takes the families identified by the UN as the most in need in the camps that border Syria and matches them with offers of accommodation from local authorities. Each individual is then granted five years humanitarian protection status after which time they can either apply to remain in the UK or return home.
- 1.3. The resettling local authority receives funding from the Home Office for each individual of £8,520 for the first year with the expectation that families will be independent after 12 months. There is further, tapering funding available for years two to five.
- 1.4. Further funding of £4,500 per child is available for education with additional funding available for SEN cases where required.

Syrian Resettlement Programme

- 1.5. Clinical Commissioning Groups and the Department for Work and Pensions are also funded separately.
- 1.6. It should be noted that this is a different programme to the Unaccompanied Asylum Seeking Children that has been subject to previous Cabinet reports and national changes to the approach.

2. The programme in Dorset

- 2.1. Two families arrived through the Dorset programme at the end of 2016. A third property has been secured and is awaiting a family being matched and another property will be made available in the coming months.
- 2.2. Housing colleagues at Dorset Councils Partnership have been involved in identifying potential landlords and properties through their existing contacts and through contacts that have been made specifically during this programme. Housing colleagues have inspected properties, drawn up tenancy agreements and liaised with landlords where necessary.
- 2.3. The two families that have been resettled so far have received support through an experienced local charity for integration support. The charity provides a dedicated caseworker for each family to help with health and jobcentre appointments, interpretation, introduction to the local community as well as a 'gatekeeping' role to vet and utilise volunteer support.
- 2.4. The families have also received a generous amount of support from local volunteers and groups in their area who are helping with transport, befriending and extra English language support among many other things.
- 2.5. Dorset County Council provides much of the pre-arrival coordination through securing school places, working with partners including health and the police, securing properties (along with district and borough council colleagues) and English language support. There is also work on developing voluntary and community sector support into actions.
- 2.6. The first two families have achieved successful outcomes in that they are proactively participating in English lessons and are going out into their local community independently. One adult has started some training and the children have made friends and are actively participating in school.

3. The future of the programme

- 3.1. Dorset County Council has been asked about plans for further resettlement to the end of the programme in 2020. Neighbouring authorities have pledged places ranging from 50 families in Somerset to 140 families in Gloucestershire.
- 3.2. It is anticipated that seven families will have arrived in Dorset by December 2017. The availability of private rented, affordable accommodation is the major issue for this programme and this is reflected in comments made from other local authorities across the country.
- 3.3. Getting more housing authorities involved in the programme is one way that more suitable properties could be found, however, rents in certain areas of the county would be difficult to meet.
- 3.4. The programme relies quite heavily on philanthropic landlords at the moment who come forward with their property to be used for this programme. Further work could be put into the community offer to open up the availability of properties for the programme.
- 3.5. Based on the current and potential availability of housing suitable for this programme it is estimated that Dorset could resettle up to 12 families per year in the years 2017-18 up to the end of 2020.

4. Recommendations

- 4.1. It is recommended that Cabinet note the current work on the programme and the joint work with other local authorities and partners.

Syrian Resettlement Programme

4.2. It is recommended that Cabinet approve the resettlement of up to 12 families per year for the years 2017-18 up to the end of the programme in 2020.

Sara Tough

Director for Children's Services

April 2017

Cabinet - 5 April 2017

Recommendation from the Regulatory Committee – 16 March 2017

Dorchester Transport and Environment Plan (DTEP) - Proposed Turning Movement Bans at South Gate Junction, Dorchester

14 The Committee considered a report by the Service Director - Highways and Emergency Planning which proposed prohibiting certain turning movements at South Gate Junction, Dorchester as part of the traffic management improvements scheme being progressed from the Dorchester Transport and Environment Plan (DTEP). Whilst this was originally an overarching principle to successfully manage traffic improvements throughout Dorchester, this had since been scaled down to now meet specific needs on a piece meal basis, which could still deliver improvements in their own right and integrate with each other.

Consequently, in September 2014, Cabinet resolved that elements of DTEP should still be progressed which included the replacement and improvement of the existing pedestrian crossing signal equipment around South Gate Junction, linking of the individual crossings to reduce traffic delays. It also included relocating the pedestrian crossing on South Walks Road to provide a more direct link between Brewery Square and South Street. In order to relocate the pedestrian crossing on South Walks Road it was necessary to prohibit right-turns out of Prince of Wales Road and left-turns into it.

With the aid of a visual presentation officers described the detail of the proposal, what it was designed to achieve and set out the practicalities of delivering this, including providing an understanding of those traffic flows and manoeuvres being undertaken. From the recorded traffic flows it could be determined which manoeuvres were undertaken most frequently, and those which were less well used. Photographs and plans illustrated the scheme's setting within the character of the townscape and the local road network, the junction's and the roads' configuration and the junction's relationship with the amenities in the area, including the relationship between Brewery Square and the town centre. Officers were satisfied that an acceptable, alternative diversionary route – via Culliford Road - was available to motorists wishing to gain access.

Advertisement of the proposals had resulted in an objection and two representations being received and the Committee was now being asked to give these due consideration and whether the proposed package of measures should be recommended for implementation as advertised. It was confirmed that both County Councillors for Dorchester, Trevor Jones and Richard Biggs supported the proposals, as did West Dorset District Council, Dorchester Town Council and Dorset Police.

Officers confirmed that the proposed measures were necessary in order to realise the scheme's objective of improving access for pedestrians, cyclists, the elderly and the disabled. The scheme would achieve this by providing controlled pedestrian crossing facilities for improved access as consequently recommendation was that the Cabinet be asked to approve implementation of the Order, as advertised.

The Committee heard from Andy Canning, County Councillor for Linden Lea, in his capacity as the Chairman of the DTEP Project Working Group, who wholly supported the proposals being made to improve accessibility around the junction and between Brewery Square and the town.

The Committee understood the need for, and the reasoning behind, the proposals, what benefits they would bring to vulnerable road users at the junction and the improved access between the town centre and the Brewery Square complex and on being put to the vote agreed to recommend this to Cabinet for approval.

Recommended

That having considered the objection and representations received, the Cabinet be recommended to approve the proposed prohibition of turning movements as advertised.

Reason for Recommendation

The proposals will allow relocation of the controlled pedestrian crossing on South Walks Road considerably nearer to the desired route for most pedestrians and contribute towards the overall DTEP scheme objections of increasing pedestrian priority and freedom, and improving access for the elderly and disabled.

Regulatory Committee

Dorset County Council



Date of Meeting	16 March 2017
Officer	Andrew Martin – Service Director Highways & Emergency Planning
Subject of Report	Dorchester Transport and Environment Plan (DTEP) Proposed Turning Movement Bans at South Gate Junction
Executive Summary	<p>In 2003 the County Council agreed with Dorchester Town Council and West Dorset District Council to prepare a plan to enhance the public realm and reduce the negative impacts of traffic in Dorchester. As the plan was developed maintenance and improvement works at various locations in Dorchester were put on hold. In late 2013 public consultation was held on a scheme proposal, which would provide one-way traffic flow in the High Street, but this was not found to be publically acceptable.</p> <p>In September 2014, Cabinet resolved that elements of DTEP that include deferred maintenance and improvement works, plus some environmental enhancements, but exclude one-way traffic in the High Street, be progressed. This included replacement of the existing pedestrian crossing signal equipment around South Gate Junction and linking of the individual crossings to reduce traffic delays. It also included relocating the pedestrian crossing on South Walks Road to provide a more direct link between Brewery Square and South Street. A Local Member Led Project Working Group was set up to oversee development of the project with representation from County, District and Town Councils.</p> <p>In order to relocate the pedestrian crossing on South Walks Road it is necessary to prohibit right-turns out of Prince of Wales Road and left-turns in. Following advertising of the proposed prohibition of turns, one objection and two representations have been received. This report considers that objection and the representations and whether the proposed prohibition of turns should be implemented as advertised.</p>

<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>An equalities impact assessment has been carried out for this scheme which concluded that there will be no discriminatory or negative consequences for any sector of the community on the grounds of race, gender, disability, faith, sexuality or age.</p> <p>The proposals seek to relocate the pedestrian crossing on South Walks Road to a position closer to the preferred route for the majority of pedestrians wishing to use it. This will particularly benefit the young, elderly, infirm and disabled.</p> <hr/> <p>Use of Evidence:</p> <p>Traffic survey data has been collected and public consultation undertaken. Local Members, Town and District Councils and the Police support the proposals.</p> <hr/> <p>Budget:</p> <p>The overall budget for the project is £3.632 million including contributions from West Dorset District Council, Dorchester Town Council and developer payments relating to the Poundbury and Brewery Square developments. The estimated cost of the works at South Gate Junction is approximately £320,000, including design and preparation costs.</p> <hr/> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: MEDIUM Residual Risk: MEDIUM</p> <p>However, the level of risk will reduce as the likelihood of the risks being realised will reduce following completion of the scheme.</p> <hr/> <p>Other Implications:</p> <p>The scheme will update the signal equipment surrounding the junction to low voltage / low energy use.</p>
<p>Recommendation</p>	<p>That having considered the objection and representations received, Cabinet be recommended to approve the proposed prohibition of turning movements as advertised.</p>
<p>Reason for Recommendation</p>	<p>The proposals will allow relocation of the controlled pedestrian crossing on South Walks Road considerably nearer to the desired route for most pedestrians and contribute towards the overall DTEP scheme objections of:</p> <ul style="list-style-type: none"> • increasing pedestrian priority and freedom, and • improving access for the elderly and disabled.

Appendices	Appendix 1 - Results of Traffic Survey Appendix 2 - Consultation Plan Showing Proposed Banned Movements Appendix 3 - WDDC Air Quality Response
Background Papers	<ol style="list-style-type: none">1. The responses to the Order Public Advert as outlined in Para 4.2 are available to view in the Members Room.2. Primary consultation responses from the District and Town Councils, Dorset Police and the local County Councillors are held on file in the Environment and the Economy Directorate.
Officer Contact	Name: Paul Hannam Tel: 01305 225325 Email: p.l.hannam@dorsetcc.gov.uk

1 Background

- 1.1 In 2003 the County Council agreed with Dorchester Town Council and West Dorset District Council to prepare a plan to enhance the public realm and reduce the negative impacts of traffic in Dorchester. As the plan was developed maintenance and improvement works at various locations in Dorchester were put on hold. In late 2013 public consultation was held on a scheme proposal, which would provide one-way traffic flow in the High Street, but this was not found to be publically acceptable. However, as part of that consultation it was revealed that there was a demand for a more direct pedestrian connection between Brewery Square and South Street.
- 1.2 In September 2014, Cabinet resolved that elements of DTEP that include deferred maintenance and improvement works, plus some environmental enhancements, but exclude one-way traffic in the High Street be progressed. This included replacement of the existing pelican crossings at Prince of Wales Road, Trinity Street and Great Western Road with new, low energy, puffin crossings, plus replacement and relocation of the crossing on South Walks Road as well as linking all the crossings around the junction to ease traffic flow.
- 1.3 A Local Member Led Project Working Group comprising members and officers of the County, District and Town Councils was set up to oversee development of the project.
- 1.4 Following a decision by West Dorset District Council in December 2015 to defer support for a link road affecting Fairfield car park, in February 2016 Cabinet again resolved to progress design and construction of improvements at South Gate Junction and the other locations identified in the revised DTEP project.
- 1.5 In order to relocate the pedestrian crossing on South Walks Road as close as possible to the pedestrian desire line between Brewery Square and South Street, it is necessary to prohibit left turns from South Walks Road into Prince of Wales Road and right turns from Prince of Wales Road into South Walks Road.
- 1.6 The proposed prohibition of turns was advertised for public consultation on 26 January 2017. The objection period closed on 17 February 2017, during which one objection and two representations were received. This report considers that objection and the representations and whether the proposed prohibition of turns should be implemented as advertised.
- 1.7 The Director for Environment and Economy had declared a personal interest in the scheme put to consultation, the subsequent Cabinet decisions and the current DTEP proposals, because he lives in Dorchester on a road that could be impacted by some of the proposals. He has taken no part in the development of the project and the portfolio holder has dealt directly with the design team manager, service manager and head of service. Nevertheless, the Director for Environment and Economy remains the nominal Lead Director.

2 Information

- 2.1 With the increasing level of development on the Brewery Square site, the amount of pedestrian movement between Brewery Square and South Street is increasing and, as a result, so is the demand for more direct access between the two areas of the town.
- 2.2 The existing junction arrangements allow all turning movements for traffic, with signal controlled pedestrian crossings located within a short distance on all arms of the junction. As a result, pedestrians from Brewery Square wishing to access the shopping areas in South Street (or vice versa) must either cross Weymouth Avenue, Great

Western Road and Trinity Street or having crossed Prince of Wales Road detour about 20 metres up South Walks Road (total detour about 40 metres).

- 2.3 The ideal situation for these pedestrians would be for a crossing to be installed on Weymouth Avenue/South Walks Road west of Prince of Wales Road crossing directly into South Street. However, this is not possible due to the locations of the side roads.
- 2.4 The existing pelican crossings use old (pelican) technology and high energy units and are due for replacement with up-to-date, low energy, puffin crossing equipment which is already in place at the more recently installed Weymouth Avenue crossing.
- 2.5 As part of this refurbishment it is proposed that the existing crossing on South Walks Road be removed and replaced with a new crossing immediately east of Prince of Wales Road, but for this to operate safely it will be necessary to prohibit left turns into Prince of Wales Road and right turns out of Prince of Wales Road.
- 2.6 A full 12-hour turning movement traffic survey was undertaken in October 2011. The results are shown in Appendix 1 where it can be seen that on average about 10 vehicles per hour turned right into South Walks Road whilst about 15 vehicles per hour made the opposing left turn manoeuvre. Surveys, taken since this survey, at regular intervals at other sites within the town have shown that there has been little change in traffic flows, despite the various developments which have taken place.
- 2.7 The majority of the traffic currently undertaking the turns which are proposed to be prohibited is thought to join/leave South Walks Road at the Acland Road junction. There is an existing alternative route for this traffic, via Culliford Road North, at little or no detour. The existing two-way flow here, while not high (approx. 160 vehicles per hour), is sufficient that any increase as a result of the banned turns is unlikely to be noticeable.

3 Law

- 3.1 Sections 1 and 2 of the Road Traffic Regulation Act 1984 allow the County Council to make an Order requiring vehicular traffic to proceed in a specified direction or prohibiting its so proceeding. The circumstances where an Order may be made include:

For avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising;

For facilitating the passage on the road or any other road of any class of traffic (including pedestrians);

For preserving or improving the amenities of the area through which the roads run.

4 Consultation

- 4.1 Under Dorset County Council's procedure, primary consultation was carried out on the proposed scheme and it is supported by the Local Members for Dorchester, by West Dorset District Council, by Dorchester Town Council and by the Police.
- 4.2 There were three responses to the public consultation process, which are summarised below.

Respondent and Address	Summary of Response
Resident of Southfield House, South Walks Road, Dorchester	Is concerned at the relocation of the pedestrian crossing. Considers that the proposals will decrease air quality at her flat; is opposed to the loss of grass on the corner of Prince of Wales Road and South Walks Road; considers that traffic turning right into Prince of Wales Road will suffer additional delay; considers the loss of her view of “young mothers and their children” on the crossing will increase “loneliness of the elderly”.
Resident of Orchard Street, Dorchester	Objects to the proposal. Can understand the reason for the right turn from Prince of Wales Road being banned but not the left turn in. Doesn't like puffin crossings and doesn't think this is the best solution for pedestrian safety.
Resident of Copper Crescent, Dorchester	Is concerned at the expenditure which he considers is unnecessary. Is also concerned that the alternative route via Culliford Road is unsuitable for the additional traffic.

- 4.3 The responses consist of one objection and two expressions of concern about possible effects of the proposals.
- 4.4 The objector gives no specific reasons for the objection. The objector recognises that there is an advantage for pedestrians if the crossing is relocated and agrees the reasoning for banning right turns out of Prince of Wales Road, but cannot understand the reason for banning left turns into Prince of Wales Road. The objector seems to think that the relocation of the crossing and banning of turns is intended to provide some form of traffic improvement.
- 4.5 The objector is also opposed to the use of puffin technology and prefers the old style pelican crossings.
- 4.6 The respondent from Copper Crescent considered that the expenditure was unnecessary. The respondent was also concerned at the suitability of Culliford Road as an alternative route, noting that they considered turning into it off South Walks Road as difficult and right turns out of it as dangerous.
- 4.7 The respondent from Southfield House supported the use of puffin technology, but raised the following concerns: -
- additional car fumes at their flat;
 - loss of grass verge on the corner of Prince of Wales Road and South Walks Road;
 - delays to traffic;
 - potential littering;
 - insufficient space for pedestrians to wait;
 - loss of view of the crossing increasing “loneliness of the elderly”;
 - the money could be better spent elsewhere, e.g. to provide better pedestrian facilities at Maumbury Cross.

5 DCC Comment on Representations

- 5.1 The design rules for signal controlled pedestrian crossings require that they should not be placed within 20 metres of a junction where vehicles can turn onto the crossing. This is a safety measure so that a vehicle can complete its manoeuvre and stop safely at the crossing. In order to relocate the crossing, it is therefore necessary to ban right turns out of Prince of Wales Road.
- 5.2 To achieve a crossing as close as possible to the direct pedestrian route, as requested by consultees, the radius of the left turn from South Walks Road into Prince of Wales Road has to be substantially reduced and this would make it difficult for small vehicles and impossible for larger vehicles to make this manoeuvre safely. It is for this reason that the left turn is proposed to be banned.
- 5.3 An option for the crossing location which did not require the left turn into Prince of Wales Road to be banned was considered during development of the design, but was rejected by the Local Member Led Project Working Group because of its effect on the setting of the war memorial and the lack of directness of the link into South Street.
- 5.4 Pelican crossings became obsolete when new traffic signs regulations came into force in 2016. There is no longer an option to introduce a pelican crossing. All new or amended signal controlled pedestrian crossings must use puffin equipment. Existing pelican crossings may only be 'maintained in obsolescence' until they are replaced by puffin crossings.
- 5.5 The majority of expenditure on this scheme comprises maintenance work, involving renewal of equipment at four pedestrian crossings (Trinity Street, Great Western Road, Prince of Wales Road and South Walks Road). All of these have been kept in operation well beyond their normal service life and are due for renewal. During the renewal of the South Walks Road crossing the opportunity is being taken to relocate it to the most appropriate location for the current and anticipated future usage.
- 5.6 The number of vehicles undertaking the turns proposed to be banned is small (on average about 10 vehicles per hour turn right into South Walks Road and about 15 vehicles per hour make the opposing left turn manoeuvre). If all of these divert onto Culliford Road (which currently carries less than half of the flow on Prince of Wales Road) the daily flow would increase by only about 15%. It is difficult to ascertain the origins and destinations of this traffic, but it is not unreasonable to assume that most of it comes from or goes to Acland Road, as there are other, more direct routes to/from origins and destinations further east. Therefore, most of the displaced traffic using Culliford Road is likely to either turn right into it or left out of it and there is unlikely to be any increase in traffic turning right from Culliford Road onto South Walks Road, which the respondent considers a dangerous manoeuvre.
- 5.7 Air quality in the vicinity of Southfield House is affected by traffic queuing in both directions at the crossing and also from queues as a result of traffic turning right into Trinity Street or Great Western Road. Air quality assessment previously undertaken does not show any localised change in air quality in the very immediate vicinity of pedestrian crossings. The relocation of the crossing is unlikely to have any significant impact on air quality in the vicinity of the property concerned and the level of pollutants will remain well below a level that would be any cause for concern. This has been confirmed by West Dorset District Council's Public Health Team and a copy of this is detailed in Appendix 3.

- 5.8 Some of the grassed area on the corner of Prince of Wales Road and South Walks Road will be lost, to provide footway access to the new pedestrian crossing, but a substantial part of it will remain and the flower bed within it will be unaffected.
- 5.9 The reduction in queuing length for vehicles approaching the new crossing from Weymouth Avenue may cause some vehicles wishing to turn right into Prince of Wales Road to be delayed, but the impact is likely to be small. One of the benefits of the Puffin technology to be used in the new crossing is that traffic can be held for longer, if necessary, to allow less active pedestrians to finish crossing the road. However, the technology also cancels a crossing request if the pedestrian decides not to cross, or crosses before the signals have changed in his/her favour. Overall any impact on traffic capacity should be small.
- 5.10 If littering occurs the provision of bins will be rationalised.
- 5.11 The proposed crossing will be slightly wider than the existing and there should be adequate space for pedestrians to wait.
- 5.12 The revised location of the crossing will be significantly more direct for pedestrians walking between South Street and Brewery Square or Prince of Wales Road, without disadvantaging those wanting to cross and proceed eastward on South Walks Road. This should improve safety by reducing the number of road crossings pedestrians will undertake and reducing numbers of pedestrians crossing away from a controlled crossing.
- 5.13 The DTEP project includes various elements to improve pedestrian priority and freedom amongst which is a scheme to improve pedestrian facilities at Maumbury Cross.

6 Conclusion

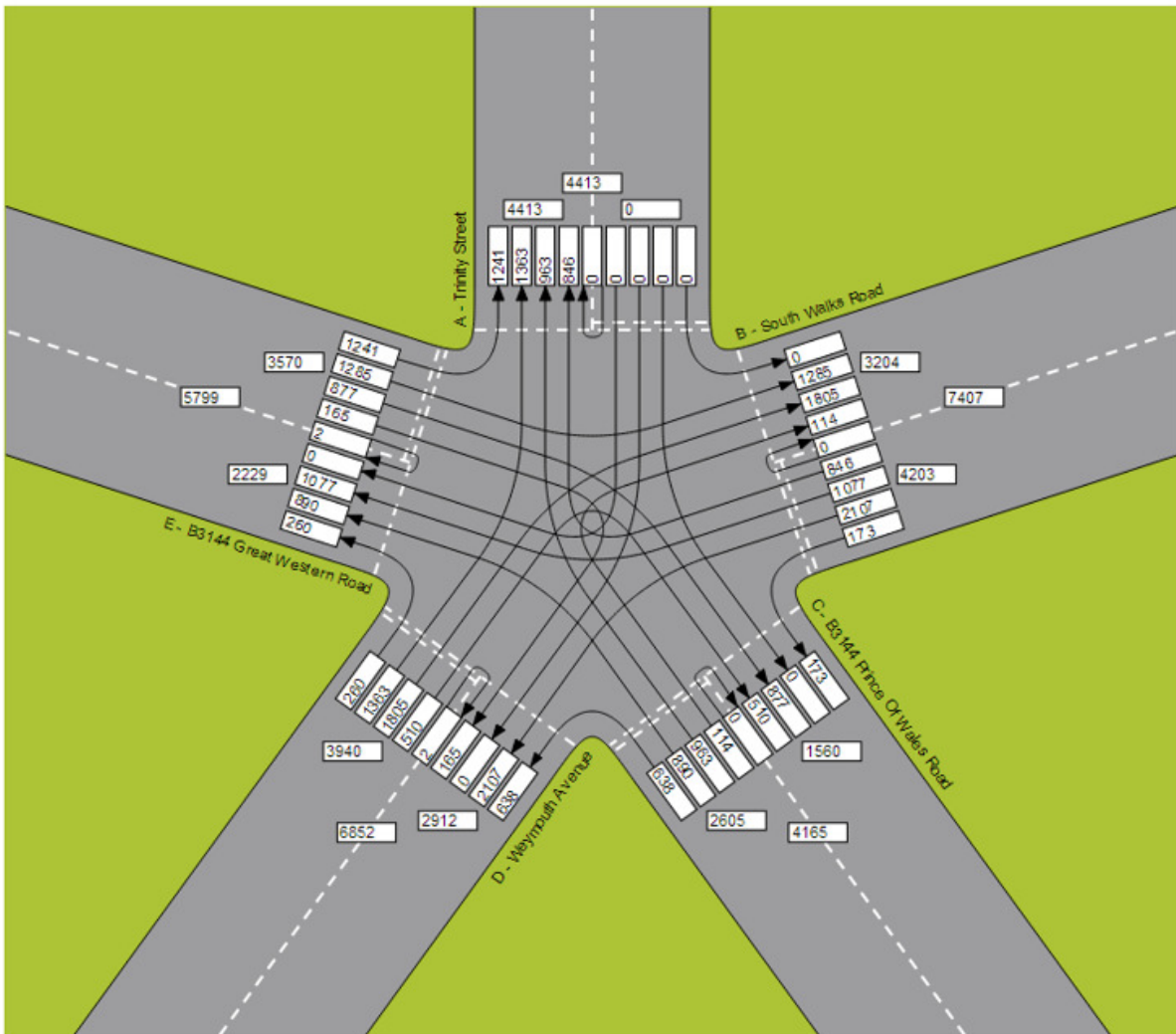
- 6.1 The DTEP scheme has been developed as a result of the response to public consultation undertaken in Autumn 2013 and subsequent member led community liaison work in 2014.
- 6.2 Having considered the representations submitted, concerns raised have been mitigated or responded to as detailed in section 5.
- 6.3 The Highway Improvements team considers that the proposed measures are necessary in order to realise the scheme objectives of: - increasing pedestrian priority and freedom; and improving access for the elderly and disabled.

Andrew Martin

Service Director Highways & Emergency Planning

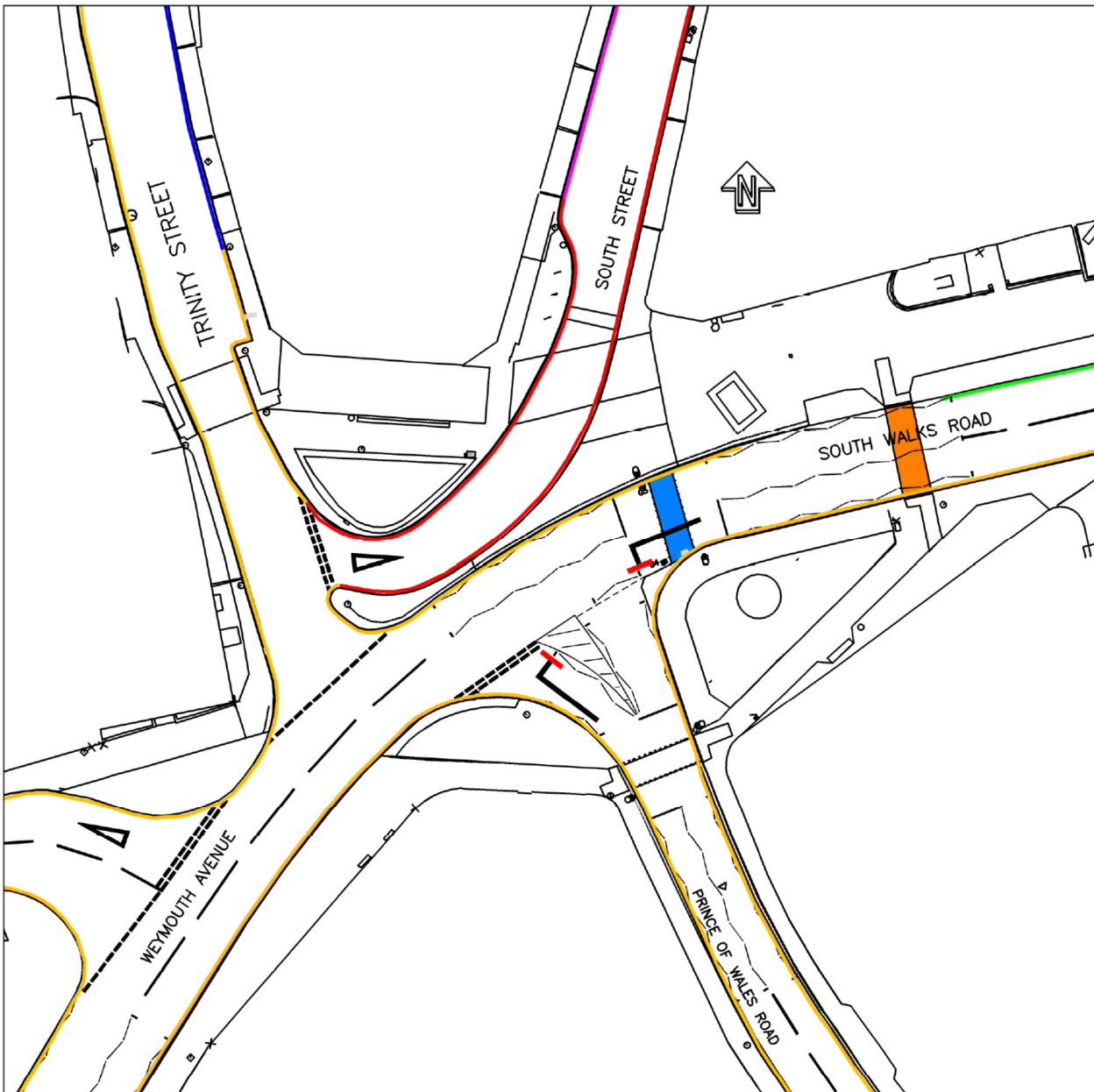
February 2017

Appendix 1 – Results of Traffic Survey



12-hour Traffic Flows (7am to 7pm) 4 October 2011

Appendix 2 – Consultation Plan Showing Proposed Banned Movements



KEY			
	New puffin crossing		Existing no loading or unloading between the hours of 9:30am and 4:30pm
	Existing pelican crossing to be removed		Proposed banned turning movements
	No waiting between hours of 10:30am and 4:30pm		Existing no waiting at any time
	No waiting at any time except Taxis		Existing no waiting between the hours of 8am to 6pm, Monday to Saturday

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 Dorset County Council ENVIRONMENT AND THE ECONOMY DIRECTORATE Mike Harries Director for Environment and the Economy	Project Title DORCHESTER TRANSPORTATION AND ENVIRONMENT PLAN			C 06Jan17 Key Amended EVB B 04Jan17 Notes and Key amended EVB A 16MAR16 Presentational Changes PHH
	Drawing Title SOUTHGATE JUNCTION TRAFFIC REGULATION ORDER			
DORSET HIGHWAYS Andrew Martin Head of Dorset Highways	Scale (A4 Size)	Drawn	Date	Rev Date Issue / Remarks Checked
	1:500	ATG	06Jan17	
Drawing Number HI1087/03/01/C			Drawing Status -	

Appendix 3 – West Dorset District Council Air Quality Response

Emma Baker

From: Coralie McGown <CMcGown@dorset.gov.uk>
Sent: 21 February 2017 11:37
To: Emma Baker
Subject: TRO South Gate Junction

Dear Emma

Thank you for asking for an air quality response in relation to the proposed TRO at South Gate Junction in Dorchester.

The nearest locations where West Dorset District Council undertake monitoring for nitrogen dioxide are Great Western Road, and Trinity Street. These are considered to be areas where pollutants associated with traffic would be harder to disperse due to the topography of tall buildings either side and in close proximity of the road. Monitoring indicates levels of nitrogen dioxide well within prescribed levels (the Air Quality Objective of an annual mean of 40µg/m³). Monitoring is carried out on the façade of properties, 2m from the source (traffic).

It is understood a resident from Southfield House has concerns about the alterations reducing air quality within the area outside of the flats. The façade of Southfield House is approximately 15m from the source and the area's topography would enable circulation of air and subsequent dispersal of pollutants. Because we know there is a significant drop-off in levels the further back from the source we look, monitoring is undertaken usually within 2.5m of sources – the two locations mentioned above have annual means of:

Location / Year	2013	2014	2015	2016
Great Western Rd	31.9	28.9	28	27.9*
Trinity Street	32.3	30	31.1	29*

*2016 data not adjusted for bias and will alter

Our considerations for monitoring take into account of the length of time persons are regularly present and are likely to be exposed for a period of time appropriate to the averaging period of the air quality objective. We must review outdoor locations where members of the public might reasonably be expected to spend one hour or longer (parks, residential gardens, cafes within town centres etc.). Areas such as these around the South Gate Junction area, are a significant distance from the source, and the proposals would not impact upon persons wishing to spend time there.

Therefore, it is West Dorset District Council's opinion that the air quality would not be adversely impacted by the proposed TRO at South Gate Junction.

Regards

Coralie McGown
Team Leader - Public Health

Dorset Councils Partnership serving:

North Dorset District Council, West Dorset District Council and Weymouth & Portland Borough Council

01305 838000

cmcgown@dorset.gov.uk

www.dorsetforyou.com/contactus

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Cabinet – 5 April 2017

Recommendation from the People and Communities Overview and Scrutiny Committee meeting held on 20 March 2017

Quality and Cost of Care - Inquiry Day

21 (Note: Cllr Ros Kayes declared a pecuniary interest in this item as she (and others) had been awarded a contract for carers by the County Council. She left the room whilst discussion centre on carers.)

The Committee considered a report by the Interim Director for Adult and Community Services which provided a summary of the recent Inquiry Day into the cost and quality of care held on 13 February 2017. The Committee was asked to consider the findings and make any recommendations for the Cabinet to consider in due course.

The Chairman reminded members of the successful Inquiry Day which had brought together representatives from commissioners, providers, inspectors, health, services users and carers and all had benefitted from hearing each other's perspectives. The Committee now needed to establish the next steps and identify any recommendations for the Cabinet to consider.

The Interim Director for Adult and Community Services presented the report highlighting the key issues and themes identified during the Inquiry Day within the four individual Evidence sessions. She also updated members on work by the Dorset Clinical Commissioning Group and the County Council on the joint commissioning of a new contract for home care and residential care for older people which would be in place by December 2017. This was trying to address the issues of price, demand and quality of services between areas.

Having discussed the Evidence Sessions individually, issues and key themes, it was suggested that a Working Group be established to look at staff recruitment, retention, training, means of attracting staff to work in Dorset, key worker accommodation, potential staff benefits, respite care and perhaps working with other authorities on this. It was also suggested and agreed that the Group should look at work undertaken in Somerset where small groups of carers organised services for local people and review the contract between the County Council and Healthwatch to ensure that their profile relating to the quality of care was sufficiently high enough. Cllr Barrie Cooper was identified as the Lead Member and Cllrs Steve Butler, Ros Kayes, Fred Drane and David Walsh to form the Working Group, subject to election results.

It was also suggested that a further Working Group be established to look at investment in care, advice and its accessibility and support at home, although it was recognised that there was some potential overlap with the work of the Group established above. This Group would address the issue of lack of information, advice and accessibility generally and specifically for self-funders. It could also consider accessibility to information for those living alone and in isolated areas and review information accessible from the website.

The possibility of investing in new care homes which could also provide worker accommodation on site, and a hub service to look after people in their own homes was mentioned. Members were also keen that although there had been much talk about action in the past, there now needed to be a commitment to actually deliver.

The Interim Director for Adult and Community Services reported on the Proud to Care Campaign which was being run across the South West to address recruitment issues and which included the possible introduction of Care Worker Oscars. She suggested that the Working Group might like to consider this as part of their review.

Members were reminded that one of the Care Home providers in Dorset who had attended the Inquiry Day had invited members to visit his care homes. It was agreed that this would increase their understanding of care homes and better equip them to undertake the identified reviews. It was also noted that visits used to take place by members to Care Homes in their electoral divisions on a regular basis and, although this practice had not be continued, it was hoped that members could be encouraged to do this following the forthcoming elections.

With regard to the integration between health and social care and whether the Better Care Fund had resulted in any change, members agreed that this was an area for future scrutiny. They noted that it would be possible for the Committee or a Working Group to invite representatives from other organisations and interested parties to take part in such a review in order to improve outcomes for residents.

Resolved

1. That a Working Group be established to look at staff recruitment, retention, training, means of attracting staff to work in Dorset, key worker accommodation, potential staff benefits, respite care, the Healthwatch contract, the Proud to Care Campaign, work with other authorities and the work being undertaken in Somerset. The Group would comprise Cllr Barrie Cooper (Lead Member), Steve Butler, Ros Kayes, Fred Drane and David Walsh, subject to election results.
2. That a Working Group be established to look at investment in care, advice and support at home as set out in the minute above.
3. That members accept the invitation from a Care Home provider to visit its properties.
4. That the integration between health and social care, including the Better Care Fund, be added to the Work Programme as an area for scrutiny.

Recommended

That the Cabinet:-

1. Note the outcomes from the Inquiry Day in the cost and quality of care as set out in the interim Director's report.
2. Note the discussions outlined in the minute above and support the Committee's resolutions.

Reason for Recommendations

To promote independence and build on good practice to meet the predictable and growing challenges around the costs and quality of care in Dorset in years to come.

People and Communities Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	20 March 2017
Officer	Helen Coombes - Interim Director for Adult and Community Services
Subject of Report	Quality and Cost of Care – Inquiry Day
Executive Summary	<p>On 13 February 2017, The People and Communities Overview Committee held an Inquiry Day into the Cost and Quality of Care in Dorset.</p> <p>Local Authorities have the primary responsibility to make sure that the care needs of older people and those with complex needs are met now and in the future. However the current system faces significant financial pressures and there is a significant funding gap. Whilst there is an acknowledgement that more money needs to be put into the system costs cannot be met by the taxpayer alone. The majority of people already fund their own care and this will continue into the future. What local authorities can and must do is to help people plan for their future care needs and ensure that, where people are asked to contribute, the system is fair and transparent.</p> <p>The future of social care is and should be shaped by local circumstances and aspirations. Communities, Service providers, service users, carers, councillors and practitioners should all have a role and should have a say in the future of social care. The Inquiry day was designed to provide an insight into what needs to be done locally and how this important issue affects people at a local level. We learned about the important role of local government in the commissioning and managing of care services and received evidence from those who use, provide and regulate</p>

	<p>services as well as a range of practitioners. The day generated conversations and provided practical inspiration to help form recommendations and actions that will help build a social care system that delivers quality of care to the people of Dorset</p>
Impact Assessment:	<p>Equalities Impact Assessment: N/A</p>
	<p>Use of Evidence:</p> <ul style="list-style-type: none"> • Local performance data and demographics. • Dorset Population figures • https://www.parliament.uk/business/...a-z/.../adult-social-care-launch-16-17 • Local Government Association Adult Social Care Funding: 2016 State Of The Nation Report - November 2016
	<p>Budget: N/A</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as: Current Risk: MEDIUM Residual Risk: MEDIUM</p>
	<p>Other Implications: N/A</p>
Recommendation	<ol style="list-style-type: none"> 1. To reflect upon and agreed the priority issues and messages from the Inquiry Day. 2. To identify a set of recommendations and actions, for consideration by the Cabinet, that assist in re-orientating the health and social care system towards prevention, re-ablement and independence
Reason for Recommendation	<p>To promote independence and build on good practice to meet the predictable and growing challenges around the costs and quality of care in Dorset in years to come</p>
Appendix 1 Appendix 2	<ul style="list-style-type: none"> • Programme of Events • List of Contributors/ Attendees
Background Papers	<p>www.lgiu.org.uk/care-now-and-for-the-future-an-inquiry-into-adult-social-care/</p>

	Local Government Association Adult Social Care Funding: 2016 State Of The Nation Report November 2016
Officer Contact	Name: Sally Wernick Tel:01305 251414 Email: sally.a.wernick@dorsetcc.gov.uk

1. Approach

The committee adopted the Inquiry day model, with question and answer sessions divided into four areas with a final session on future plans and priorities:

- Practice
- Direct experience of services
- Regulation, quality and best practice
- How we work with others
- Future plans and priorities

A list of those people and organisations who attended can be found in Appendix 2.

2. Evidence Session 1

The first evidence session included the Independent chair of the Dorset Safeguarding Adults Board and a range of practitioners from within Dorset Adult Social Care teams and the Quality Improvement Team. Questions were asked by members about: sourcing good quality care, costs of care, the challenges involved in sourcing care in rural communities, recruitment and retention of staff for providers, demands on front line social care staff, complexity of long term conditions, standards and personalisation of care provision.

2.1 Key Areas in Evidence Session 1:

- Difficult to meet the Increasing complexity of need (such as dementia), in a rapidly growing, aging population.
- Self-funders and some of the challenges in buying care and lack of clear advice
- Viability of the packages of care sourced which were not always tailored as well as they could be to individual needs
- A gap between what is needed to keep people at home and what is available; for example night care can be difficult to source
- A failure to Integrate funding for care and support at home packages may leave gaps in health and social care
- Low standards of care or care that is considered 'good enough'
- Limited pre-bookable respite for carers and respite generally or resource to prevent carer break down
- Increased costs associated with more complex needs has been met with a reduction in resources, heavily impacted on by cuts in government funding
- Having sufficient numbers of skilled and qualified adult care staff on the front line to manage complex case loads

2.2 Future Areas of Focus

- Continue the programme of work that has been put in place by Dorset County Council Adult Social Care to deliver better results through preventative work and the management of demand.
- Commissioners and Quality improvement teams act as market shapers for care providers addressing the gaps that currently exist within packages and provision
- Receive updates on staffing resource within Adult social care teams to ensure sufficient front line delivery is in place
- Continue to build a model of care that promotes independence and resilience across communities

3. Evidence Session 2

This session included providers from across the Adult Social Care setting, Nursing and residential beds, support at home, care for individuals with complex needs and learning disability. Universally they described large gaps in the labour market and the inability to recruit experienced staff, particularly when competing with large other organisations. Members asked if providers were able to deliver high quality care consistently and what were the barriers to this, how they recruited staff safely and whether Dorset was a good place to 'start a care home'? Providers gave an insight into how difficult it is to deliver good quality care in the publicly-funded market, as a result many are leaving the business. One of the biggest challenges for providers is how they can compete fairly in a limited market

3.1 Key Areas in Evidence Session 2:

- Recruitment and retention of a well-trained carer staff group within individual care settings particularly across rural Dorset,
- Insufficient registered nurses available in the sector
- The need for a properly co-ordinated approach to recruiting and retaining staff in the care market
- Increased costs associated with more complex needs has been met with a reduction in resources and a decline in local government funding.
- Poorly trained carers and no access to accredited training
- Sleep in costs for LD providers of particular concern
- National Living wage requirements having an impact on the cost of care
- Self-funders who cannot sustain payments in the long term and become reliant on social care
- Lack of investment in Care and support at home
- A more supportive culture is needed to develop the social care sector to enable carers and organisations to develop the right personal and professional skills

3.2 Future Areas of Focus

- Recruitment fairs and joint work with national and local organisations to stimulate interest in working in the care market
- Alongside partners promote learning and development opportunities where the care profession will be highly valued
- Continue to develop commissioning models that match costs with demand
- Correct and fair funding for packages of care

- Integrated budgets between health and social care to enable a seamless approach to delivering care needs
- Engage with self-funders and communities generally to identify and manage how social care can be funded in the future

4. Evidence Session 3

This session heard from those who receive publicly and self-funded services as well as carers and Health watch. Overwhelmingly it was felt that there was a lack of information and advice generally around services and the support available. Members asked about, and carers described not being properly communicated with by professionals and the complexities of navigating the Continuing Healthcare system. They described to members the difficulties in accessing services from a rural location, the cost of taxi's to and from appointments and the rapid change in social care staff who might be able to advise and support them. The absence of travel time for workers who provided care and support at home was seen as adding additional pressures and although support at home is described as a key priority for local authorities and the health care system the lack of funding was failing to achieve the desired outcomes

4.1 Key Areas in Evidence Session 3:

- A better system is needed to identify and support carers better
- Personal budgets have to be met to meet people's needs and remain at sustainable levels
- Carer's need to be consulted with and included when attempting to integrate and co-ordinate services
- There needs to be a better understanding of what care and caring means
- There needs to be a stronger rights base for carers running alongside paid work and a wider range of responses from employers
- Need to make the most of technology but coupled with face to face contact when necessary
- Follow the spirit of the Care Act in introducing choice and control
- Better public awareness of the importance of social care and why it matters

4.2 Future Areas of Focus:

- Local initiatives that support individuals in their communities (Think Local Act Personal)
- Generate community hubs via Care homes and G.P services
- Awareness raising around social care to generate better support and stimulate services
- Better access to care to promote independence and creative use of care and support services at home
- Support the caring workforce to feel better valued
- More co-production and co-designing of services where service users are able to run aspects of their own care

5. Evidence Session 4:

During the final session of the day members heard from Dorset County Council Commissioners and those from the Clinical Commissioning Group; managers from the Quality Improvement Teams within those organisations and the Care Quality Commission. Questions were asked about the criteria for assessing packages of care and the difficulty in accessing emergency packages of care when urgent placements were needed. Frustration

was expressed by members at the slow pace of Integration between health and social care and the lack of shared process and interface on some of the joint projects. Members asked local authority commissioners about the proposed Dynamic Purchasing Framework and the currently low uptake by providers. It was felt that the CQC should assist providers by outlining what 'good' looks like when assessing a service and for all commissioners and regulators it was important that all providers were treated equally and that any system in place for monitoring and commissioning was transparent

5.1 Key Areas in Evidence Session 4:

- Better Care fund was not evidencing clear outcomes of integration in delivery
- There needs to be a less onerous assessment for packages of care generally
- Partnership working across all service areas should be a priority in order to plan for the future and raise quality
- There needs to be a understanding across social care and health teams about what constitutes good quality care
- Integration needs to be prioritised
- Indicative budgets for packages need to be much more accurate and shared with service users
- Recruitment and pay rates are a big issue for the workforce and need to focus on increased status for roles in social care
- Flexibility across providers e.g. sharing packages in hard to recruit areas
- Care homes as hubs for services a more flexible approach to care
- Alignment of budgets in health and social care
- Education and respect for staff in social care
- Better emergency funding pathways

5.2 Areas of Future Focus

- The local authority and the NHS should consider integrate services and budgets to change the focus on adult social care spending towards prevention
- The local authority and its health partners should evidence how they are emulating good practice to help people to stay independent for longer
- Commissioners should evidence how they are stimulating market provision
- Timely and appropriate advice should be given on the funding of care options and managing finances so enable individuals to meet the costs of care long term

6. Conclusion

The challenges in creating a high quality, sustainable Adult Social Care system with a skilled and knowledgeable workforce cannot be under-estimated. This is one of the most difficult times in Adult social care history and we heard from everyone at the Inquiry day that the efforts of well-trained, well supported staff are key to its longevity. Another key element is making sure that commissioners have the skills, knowledge and data they need to make the best decisions for communities, and that employers are supported to invest in a workforce so that those who are in need of social care can access their services.

Adult social care is one of our most vital public services. It supports adults of all ages across a wide spectrum of need to live as independently as possible, its paid work force is larger than the NHS and in Dorset the County Council's spending accounts for the largest part of the councils total budget. As people grow older and live longer, budgets are shrinking making it harder for councils to manage the tension between prioritising statutory duties and investing in preventative services and communities. No amount of reforms will enable

councils alone to manage the costs, the key is to work alongside people and communities to build capacity and resilience and to provide best advice about use of assets so that this can be taken up and extended.

Members are requested to consider and reflect upon the priority issues and messages that were identified through the Inquiry Day process and identify a set of recommendations and actions for the Cabinet to consider.

Helen Coombes
Interim Director for Adult and Community Services
March 2017

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