

Agenda

Dorset County Council



Meeting: Cabinet

Time: 10.00 am

Date: 19 July 2017

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

Rebecca Knox (Chairman)
Tony Ferrari

Steve Butler
Jill Haynes

Deborah Croney
Daryl Turner

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 14 July 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, 11 July 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 - 10

To confirm and sign the minutes of the meeting held on 28 June 2017.

4. **Public Participation**

- a) Public Speaking
- b) Petitions

5. **Cabinet Forward Plan**

11 - 18

To receive the Cabinet Forward Plan.

6. **Panels and Boards**

To receive the minutes of the following meetings:

- a) **Dorset Health and Wellbeing Board - 21 June 2017** 19 - 24
- b) **Executive Advisory Panel on Pathways to Independence - 23 June 2017** 25 - 34

Recommendation 9 – Appointment of Vice-Chairman

Recommendation 14 – 'Making Charges Fairer' – Progress Report

Recommendation 19 – Integrated Prevention and Support Service
(A report is included on the agenda at item 13)

- c) **Joint Public Health Board - 28 June 2017** 35 - 40
- d) **Dorset Police and Crime Panel - 29 June 2017** 41 - 52

7. **Risk Management and Governance**

53 - 60

To consider a joint report by the Leader of the Council and the Cabinet Member for Community and Resources.

8. **Request for approval to re-procure and award a contract for the provision of self service (RFID) technology in libraries** 61 - 66

To consider a report by the Cabinet Member for Economic Growth, Education, Learning and Skills.

9. **Questions from County Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 14 July 2017.

10. **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.

11. **B3073 Junction with A338, Blackwater Interchange, Christchurch - Compulsory Purchase Order and Side Roads Order (Paragraph 3, 6)** 67 - 86

To consider an exempt report by the Cabinet Member for Natural and Built Environment. **NOT FOR PUBLICATION**

12. **The Community Offer for Living and Learning (Paragraph 3)** 87 - 154

To consider a joint exempt report by the Leader of the Council, Cabinet Member for Economy, Education, Learning and Skills, and the Cabinet Member for Community and Resources. **NOT FOR PUBLICATION**

13. **Integrated Prevention and Support Service (Paragraph 1, 3, 4)** 155 - 196

To consider an exempt report by the Cabinet Member for Health and Care. **NOT FOR PUBLICATION**

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Cabinet

Minutes of a meeting held at County Hall, Colliton Park, Dorchester,
Dorset, DT1 1XJ on Wednesday, 28 June 2017.

Present:

Rebecca Knox	Leader of the Council
Jill Haynes	Acting Deputy Leader and Cabinet Member for Health and Care
Deborah Croney	Cabinet Member for Economy, Education, Learning and Skills
Toni Ferrari	Cabinet Member for Community and Resources
Daryl Turner	Cabinet Member for Natural and Built Environment

Members Attending:

Nick Ireland, County Councillor for Linden Lea

Officers Attending:

Richard Bates (Chief Financial Officer), Jonathan Mair (Head of Organisational Development - Monitoring Officer), Andrew Martin (Service Director - Highways and Emergency Planning), Sara Tough (Corporate Director for Children's, Adults and Community Services) and Lee Gallagher (Democratic Services Manager).

For certain items, as appropriate:

John Alexander (Senior Assurance Manager - Performance), Michael Carhart-Harris (Senior Communications Officer), Jim McManus (Chief Accountant), Mark Taylor (Group Manager - Governance and Assurance) and David Trotter (Senior Assurance Officer, Corporate Development).

- (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, 4 July 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, 19 July 2017.**
- (3) **RECOMMENDED** in this type denotes that a decision of County Council is required.)

Apologies for Absence

75 Apologies for absence were received from Cllr Steve Butler, Mike Harries (Director for Environment and the Economy), and Debbie Ward (Chief Executive). Andrew Martin (Service Director – Highways and Emergency Planning) attended for Mike Harries.

Code of Conduct

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

Minutes

77 The minutes of the meeting held on 7 June 2017 were confirmed and signed.

Public Participation

78 Public Speaking

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

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Petitions

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

Cabinet Forward Plan

79 The Cabinet considered the draft Forward Plan, which identified key decisions to be taken by the Cabinet on or after the next meeting. The following changes were noted:

- July 2017 – Fostering Business Improve and Support Programme.
- September 2017 – Special Educational Needs and Disability – Written Statement of Action and Capacity Update
- November 2017 – Direction of Travel and Programme for Care and Protection.

It was noted that each of the items were being considered by the respective Overview and Scrutiny Committees except for the Fostering item, which was urgent due to the nature of the business case that needed to be brought to the Cabinet for decision, although this had been considered by the Fostering Panel. Cllr Croney also confirmed that the Executive Advisory Panel on Forward Together for Children's Services would be holding a meeting soon to discuss areas within the directorate's programme.

General comments were expressed about the role of Overview and Scrutiny Committees in being able to scrutinise items prior to Cabinet decisions being made. It was confirmed that all Overview and Scrutiny Committees monitored the Cabinet Forward Plan and could scrutinise any matters they wished on the way through the decision making process. It was agreed that a meeting between Cabinet members and Chairmen and Vice-Chairmen of the committees would be held to discuss the current arrangements, including policy making, and to ensure the right level of engagement with councillors. It was also suggested that there may be too few meetings of the committees, to which it was confirmed that more meetings could be arranged as needed.

Resolved

1. That the items in the minute above be added to the Cabinet's Forward Plan.
2. That a meeting between Cabinet members and Chairmen and Vice-Chairmen of the overview and scrutiny committees be arranged, as outlined in the minute above.

Panels and Boards

80 The Cabinet considered the following minutes from Panels and Boards:

Dorset Waste Partnership Joint Committee - 12 June 2017

80a Cllr Ferrari and Cllr Turner provided summaries of the meeting, which included positive feedback on the budget position and service delivery.

Noted

Corporate Plan - Draft Refresh 2017-18 and Outcomes Focused Monitoring Report, May 2017

81 The Cabinet considered a report by the Leader of the Council on the County Council's outcome based Corporate Plan 2017/18, together with data relating to indicators for the four outcomes in the Plan. The Cabinet also received a presentation from officers

on the draft Plan, the vision for the Council, the Outcomes Framework, Population Indicators, and the monitoring of performance indicators through the Outcomes Tracker.

Councillors discussed the content of the report, and asked about the provision of up to date information throughout the report in order to inform decision making on a monthly basis rather than some content being up to six months old. It was confirmed that the data used throughout the report was provided by services directly, which informed the live Outcomes Tracker. However, it was clarified that some of the population level information was reported less frequently. More information would be provided on population and performance indicators as the use of the Tracker increased over time.

It was also suggested that benchmarking information needed to be as balanced as possible in order to compare Dorset's performance with other authorities, such as the Delayed Transfers of Care which were higher due to the large number of hospitals within the County. Officers clarified that the benchmark information provided a guide to the national picture (or other relevant benchmark) and it was necessary to consider the background to many areas due to causes, forces, geography and infrastructure.

Cllr Knox highlighted the need for the visibility of population indicators under each of the Corporate Aims to reflect the level of investment and whether this was proportionate to meet each outcome. Officers agreed to support the development of these linkages. It was also noted that there was an outcome delivery strategy being produced for each outcome and that these would help to ensure that both population indicators and corresponding financial information would provide better visibility to enable challenge, and the development of the strategies.

In relation to the role of the Overview and Scrutiny Committees, it was recognised that performance reports were considered by each committee and that a number of current scrutiny activities had been commissioned. It was suggested that scrutiny topics needed to ensure that the work reflected the efforts of partners as necessary, such as the forthcoming Task and Finish Group on Road Traffic Collisions which would also be a priority for the Community Safety Partnership. It was noted that a scoping report on this topic would be considered by the Safeguarding Overview and Scrutiny Committee on 6 July 2017.

It was agreed that a discussion should be held between the Cabinet and Chairmen and Vice-Chairmen of Overview and Scrutiny Committees to explore the best ways to link scrutiny with priorities, outcomes and performance.

The Chairman of the Council welcomed the report as a vast improvement of previous iterations of the Corporate Plan and performance monitoring.

RECOMMENDED

That the County Council be recommended to approve the draft Corporate Plan at Appendix A of the Leader's report (attached as an annexure to these minutes).

Resolved

1. That the evidence of Dorset's position with regard to the outcome indicators at Appendix B of the Leader's report be developed to link with financial information.
2. That a meeting be scheduled between the Cabinet and the Chairman and Vice-Chairmen of Overview and Scrutiny Committees to discuss priorities, outcomes and performance.
3. That the performance monitoring and reporting of the Corporate Plan remain as work in progress in respect of actions to reach the Corporate Aims, particularly in relation to finance, partnership working and reaching priorities.

Reason for Recommendation

The 2017-18 Corporate Plan provided an overarching strategic framework for monitoring progress towards good outcomes for Dorset. The outcome indicators summarised in the report provided enhanced evidence to the Cabinet, The Audit and Governance Committee and the three Overview and Scrutiny committees so that progress against the corporate plan could be monitored effectively.

Medium Term Financial Plan (MTFP) update

82 The Cabinet considered a report by the Leader of the Council and the Cabinet member for Community and Resources which provided the first update of the new financial year, and the national and local issues impacting on the County Council's finances to be taken into account when developing the three-year MTFP from 2018/19 to 2020/21. The report also summarised information for consideration by the Audit and Governance Committee on 24 July 2017 related to the 2016/17 outturn, balances at 31 March 2017, and the most recent 2017/18 forecast of outturn.

Cllr Ferrari introduced the report and summarised the outturn position from 2016/17 which included significant overspends for Children's and Adults Services. He then provided an overview of the forecasted budgets for the Council for 2017/18 which indicated that there were projected overspends in both children's and adults services again. He also drew attention to the new practices in the finance team which resulted in a greater level of financial information being available at this point in the financial year, and congratulated officers for their hard work.

The Cabinet recognised that the projected overspends were due to a number of complex areas, but that progress was being made to identify ways of delivering a balanced budget by the end of the year. However, it was noted that the projected overspend in Children's Services was a clear area of concern due to the significant increased projection in comparison to the previous year. The number of children looked after, Special Educational Needs transport, agency workers, and the number of foster carers were highlighted as contributory factors in the potential overspend, and it was noted that a report on fostering would be considered by the Cabinet on 19 July 2017.

In addition to the areas discussed above, it was noted that the Budget Strategy Task and Finish Group would be re-established to consider the ongoing budget position.

The Chief Financial Officer also took the opportunity to outline the discussion held by the One Council group on 27 June 2017, to look at options over the next couple of weeks to develop recovery plans. He also confirmed that when the plans were in place it would be necessary to look corporately at how to address the budget gap in order to deliver a balanced budget.

Resolved

1. That the unaudited outturn position for 2016/17, including the respective underspends and overspends within service Directorates be noted.
2. That the Directors' early estimates included in the forecast of outturn for the current year and the operational reasons causing the Council to diverge from the balanced budget agreed by the County Council in February 2017 be noted.
3. That the starting position for the current MTFP and budget round including the level and adequacy of balances on the general fund be noted.
4. That the latest, savings expectations from the Forward Together programme be noted.
5. That the proposals to consider an increase in the flexible use of capital receipts, subject to formal approval to be brought to a subsequent Cabinet meeting, be noted.
6. That the risks associated with and impacting upon the financial performance for the current and future financial years be recognised and acknowledged.
7. That the work of the One Council group be monitored in relation to the

development of budget recovery plans.

8. That the Budget Strategy Task and Finish Group be re-established to monitor the budget for 2017/18, and that delegated authority be granted to Group Leaders to appoint councillors to serve on the Group.

Reason for Decisions

To enable work to continue on refining and managing the County Council's budget plan for 2017/18 and the overall three-year MTFP period.

Recommendations from Committees

83 The Cabinet considered the following recommendations:

Dorchester Transport and Environment Plan (DTEP) - Proposed waiting restrictions in High West Street/ High East Street, Dorchester

83a Recommendation 36 - Dorchester Transport and Environment Plan (DTEP) - Proposed waiting restrictions in High West Street/ High East Street, Dorchester
Cllr Turner introduced the recommendation and summarised the history of the proposal in the context of DTEP. He also confirmed that the local members had been consulted and were in support of the recommendation.

In relation to the proposed changes to Glyde Path Road, it was suggested that further consideration should be given to the use of the road for cyclists. The Head of Highways and Emergency Planning undertook to clarify the position outside of the meeting.

Further discussion related to the availability of disabled parking, noting that due to increased pedestrianisation there would be less disabled parking access. A suggestion was made for improvements for increased disabled access, but it was clarified that through consultation there had been no objections to the proposed changes.

Although the Cabinet supported the recommendation, it was suggested that consideration be given by the Regulatory Committee to enhancing the use of shared space, consideration of cycling, and the health and wellbeing benefits of physical activity when considering this type of proposal.

Resolved

That the waiting and loading restrictions for High West Street and High East Street, Dorchester, be approved as advertised.

Reason for Decision

The proposals would allow construction of a disabled access to the Shire Hall Heritage Centre without obstructing through flow of pedestrians on the footway and improve the flow of traffic in the high street at peak periods which should provide some improvement to air quality.

Proposed Prohibition and Restriction of Waiting - Various Roads, Wimborne

83b Recommendation 37 - Proposed Prohibition and Restriction of Waiting - Various Roads, Wimborne

The Cabinet noted that the local members had been consulted on the recommendation.

Resolved

That the proposed prohibition and restriction of waiting on various roads in Wimborne, be approved as advertised.

Reason for Decision

The proposals would remove the current inconsiderate and dangerous parking

situation at the roundabout and the junctions of Cranfield Avenue, Rowlands Hill, Royston Drive and St John's Hill and would contribute to the Corporate Policy outcomes enabling people to be safe and prosperous.

Proposed Toucan Crossing - East Road, Bridport

83c Recommendation 38 - Proposed Toucan Crossing - East Road, Bridport

The Cabinet welcomed the recommendation, and recognised the wider improvement scheme around East Road Roundabout, and that the crossing would link West Bay to the south and Bradpole to the north, with the longer term aspiration of providing a railway link northwards. It was also acknowledged that the local members fully supported the recommendation.

Resolved

That the provision of a Toucan Crossing, for East Road Bridport, be approved as advertised.

Reason for Decision

The proposals should allow the provision of controlled Toucan crossing facilities on East Road without adversely affecting traffic flows in the vicinity of the roundabout.

Questions from County Councillors

84 No questions were received from County Councillors.

Dorset County Council Update following the Grenfell Tower Disaster

At the end of the meeting the Leader of the Council took the opportunity to inform councillors that work was being undertaken across partners in Dorset in the light of the recent fire at Grenfell Tower. It was noted that a statement would be issued regarding the partnership working later in the day.

Meeting Duration: 10.00 am - 11.15 am



Cabinet Forward Plan
(Cabinet Meeting Date – 19 September 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~~ *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

Rebecca Knox	Leader of the Council
Jill Haynes	Acting Deputy Leader of the Council and Cabinet Member for Health and Care
Steve Butler	Cabinet Member for Safeguarding
Deborah Croney	Cabinet Member for Economy, Education, Learning and Skills
Toni Ferrari	Cabinet Member for Community and Resources
Daryl Turner	Cabinet Member for Natural and Built Environment

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
19/07/17	Key Decision - Yes Open Governance - The county council's approach to risk management	Cabinet Leader of the Council (Rebecca Knox)	-	-	Dorset County Council Risk Management Strategy & Policy	Mark Taylor, Group Manager - Governance and Assurance
19/07/17	Key Decision - Yes Part exempt 3 Community Offer for Living and Learning - Update on the programme and consideration of countywide roll out	Cabinet Cabinet Member for Community and Resources (Tony Ferrari)	Debbie Ward – Chief Executive Richard Bates – Head of Financial Services Jonathan Mair – Head of Organisational Development (Monitoring Officer)	Consultees provided draft copy of Cabinet paper.	16 June 2016 - People and Communities Overview and Scrutiny Committee & 29 June 2016 - Cabinet. Community Offer for Living and Learning 11 October 2016 People and Communities Overview and Scrutiny Committee & 26th October 2016 – Cabinet. Community Offer for Living and Learning 1 February 2017 Cabinet. Asset Management Capital Priorities	Ben Print, Programme and Project Manager

19/07/17	Key Decision - Yes Fully exempt 3, 6 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 Natural and Built Environment (Daryl Turner)	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
19/07/17	Key Decision - Yes Open Procurement of an integrated prevention support service	Cabinet Acting Deputy Leader and Cabinet Member for Health and Care (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
19/07/17	Key Decision - Yes Open Approval to re- procure and award a contract for the supply of replacement customer self service equipment (Radio Frequency ID/RFID) for the library service with support and maintenance for the equipment post implementation.	Cabinet Cabinet Member for Community and Resources (Tony Ferrari)	Information Strategy Group Adult and Community Services Directorate Management Team	Reports to meetings	Business case report for ISG and DMT meetings	Tracy Long, Library Service Manager
19/07/17	Key Decision - Yes Open Fostering Business Improve and Support Programme	Cabinet Cabinet Member for Safeguarding (Steve Butler)	-	-	None	Vanessa Glenn, Assistant Director for Care and Protection

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 Community and Resources (Tony Ferrari)	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
6/09/17	Key Decision - Yes Open Approval of annual Youth Justice Plan	Cabinet Cabinet Member for Safeguarding (Steve Butler)	Dorset Combined Youth Offending Service and its statutory partners: Dorset County Council; Borough of Poole; Bournemouth Borough Council; NHS Dorset Clinical Commissioning Group; Dorset HealthCare; Office of the Police and Crime Commissioner; Dorset Police; National Probation Service Dorset.	Partners will be consulted through their representation on the YOS Partnership Board, and local authority approval processes. Team members will be consulted through team meetings. The views of service users will be considered in these forums.	The draft Youth Justice Plan 2017/18 will be presented, along with a covering report	David Webb, Service Manager - Dorset Combined Youth Offending Service
6/09/17	Key Decision - Yes Open Special Educational Needs and Disability - Written Statement of Action and Capacity Update	Cabinet Cabinet Member for Safeguarding (Steve Butler)	-	-	None	Vanessa Glenn, Assistant Director for Care and Protection

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 (Rebecca Knox)	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
18/10/17	Key Decision - Yes Fully exempt SEND Growth Bid Funding	Cabinet Cabinet Member for Safeguarding (Steve Butler)	-	-	SEND Local Area Inspection Letter	Sara Tough, Corporate Director for Children's, Adults and Community Services
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 Community and Resources (Tony Ferrari)	-	-	None	John Alexander, Senior Assurance Manager - Performance
15/11/17	Key Decision - Yes Open Direction of Travel and Programme for Care and Protection	Cabinet Cabinet Member for Safeguarding (Steve Butler)	-	-	None	Vanessa Glenn, Assistant Director for Care and Protection

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 (Rebecca Knox)	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 Quarterly Asset Management Plan Various decisions regarding property performance, property transactions, project variations and project commit to invest	Cabinet Cabinet Member for Community and Resources (Tony Ferrari)	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	Key Decision - Yes Open Health and Wellbeing Board Update	Cabinet Leader of the Council (Rebecca Knox)	-	-	None	David Phillips, Director of Public Health, Dorset, Bournemouth and Poole
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 Economy, Education, Learning and Skills (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 Safeguarding (Steve Butler)	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.

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.

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Dorset Health and Wellbeing Board

Minutes of the meeting held in the Conference Room, Dorchester Fire Station, Peverell Avenue West, Poundbury, Dorchester on Wednesday, 21 June 2017

Present:

Rebecca Knox (Chairman)

Members Attending

Ben Ansell (Chief Fire Officer, Dorset and Wiltshire Fire Authority), Steve Butler (Elected Borough/District Councillor (East Dorset District Council)), Benjamin Chennell (Local Executive Teams), Margaret Guy (Healthwatch), Mike Harries (Corporate Director for Environment and Economy, Dorset County Council), Jill Haynes (Elected County Councillor), Helen Horsley (Voluntary Sector), Bennett Low (NHS England), David Phillips (Director of Public Health, for Dorset, Bournemouth & Poole), Sara Tough (Corporate Director for Children, Adults and Community Services) and Mike Wood (Clinical Commissioning Group).

Reserve Members in Attendance

David Flagg (Elected Borough/District Councillor (Christchurch), Andrew Kerby (Elected Borough/District Councillor (North Dorset)) and Alison Reed (Elected Borough/District Councillor (Weymouth & Portland)).

Officers Attending:

Graham Duggan (Head of Community Protection), Katherine Gough (Chief Pharmacist), Nigel Harvey-Whitten (Lead Commissioner (Health, Older People, Physical Disabilities, and Carers)), Rachel Partridge (Assistant Director of Public Health) 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, 13 September 2017**.

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

Election of Chairman

11 **Resolved**

That Rebecca Knox be elected Chairman for the year 2017/18.

Appointment of Vice-Chairman

12 **Resolved**

That Forbes Watson be appointed as Vice-Chairman for the year 2017/18.

Apologies for Absence

13 Apologies for absence were received from Helen Coombes, Tim Goodson, David Haines, Rebecca Kirk, Patricia Miller, Forbes Watson and Simone Yule.

Code of Conduct

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

Terms of Reference

- 15 The Board received their Terms of Reference.

Noted

Minutes

- 16 The minutes of the meeting held on 1 March 2017 were confirmed and signed.

Public Participation - Public Speaking

Public Speaking

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

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Petitions

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

Health and Wellbeing Locality Groups

- 18 The Board considered a report by the General Manager Public Health and Housing, Purbeck District Council. It was provided as a follow up to discussion at the previous meeting.

The Board noted that there were currently inconsistencies within the various Locality Groups across Dorset both in terms of performance and development. The report suggested ways to regularise the Groups in order to improve performance, address membership issues and formalise reporting mechanisms between the Groups and the Board. It was recognised that Groups would vary according to their local needs and the need for nominated representatives from the Board to be available to attend Group meetings as appropriate was highlighted. The report set out ways to achieve a more consistent approach across Dorset.

Members discussed the report and noted that district councils, health and family partnership zone boundaries were not coterminous. For clarity, they asked that a map showing Locality Group areas be provided so that the correct representation for meetings could be identified. The need for informal networking to take place outside of formal meetings and to facilitate cross boundary liaison was highlighted. It was suggested that the better developed Groups might provide support to those less well developed and that Group meetings be held midweek and at lunch times in order to facilitate GP attendance. The Board's backing to encourage stakeholders and agencies to attend Locality Group meetings was sought. The liaison role of district and borough council representatives between Groups and the Board was highlighted. Police and Fire and Rescue Service representation at Group meetings was also welcomed.

It was agreed that a position statement for each Locality Group, a map of their boundaries and timing of meetings would be provided for members.

The Board fully supported the report's recommendations.

Resolved

1. That the suggested membership of the Health and Wellbeing Locality Groups be agreed.
2. That the terms of reference for the Health and Wellbeing Locality Groups be agreed.
3. That the mechanism for feedback and partnership engagement of the work of

each Health and Wellbeing Locality Group be agreed.

4. That the Board fully supported the attendance of stakeholders and agencies at Locality Group meetings.

5. That a position statement for each Locality Group, a map of their boundaries and timing of meetings be provided for members.

Better Care Fund - Planning for 2017/19

- 19 The Board considered a report by the Corporate Director for Children, Adults and Community Services, Dorset County Council, which provided an update on progress with the national guidance on implementing the Better Care Fund (BCF) for 2017-19 and set out how the additional BCF monies allocated to Dorset County Council were planned to be spent over the next two years. A report had been considered at the last meeting on 1 March 2017.

It was noted that although the Government guidance was still to be published, plans as to how the additional money would be used over the next two years to deliver the Sustainability and Transformation Plan (STP) were continuing to be developed. Particular attention was drawn to the proposed change in governance arrangements for the 2017-19 plan by the introduction of the Dorset (West) Accountable Care Board and the need for district and borough councils to be integrated within them. Dorset was one of the first Accountable Care System Boards in the country and this would enable a more imaginative delivery and development of locality plans. It was recognised that the BCF funding should be linked to clear outcomes which had a positive impact.

As the accountable body it was important for the Board's members to understand what was to be delivered in order to be able to hold the appropriate bodies to account. Special reference was made to delayed transfers of care and the need for early intervention to help reduce these and for the health and wellbeing gap and parity of service provision across Dorset to be addressed.

With regard to the Dorset (East) Accountable Care Board, it was noted that their area was more complex in nature and more development work was needed as compared to the Dorset (West) Accountable Board. As far as possible, both Boards were aligned with a common strategy and recognition of the Sustainability Transformation Plan.

Resolved

1. That the investment and delivery plans of the BCF 2017-19, noting the suggested future governance for delivery and further reporting on progress to the Health and Well Being Board be approved.
2. That delegated authority to be given to the Corporate Director for Children, Adults & Communities, after consultation with the Chairman of the Health and Well Being Board, for the submission of a draft plan as part of the national assurance process if required before the next Health and Well Being Board.

Pharmaceutical Needs Assessment

- 20 The Board considered a report by the Consultant in Public Health on the Pharmaceutical Needs Assessment. The Board had responsibility for publishing the Assessment every three years and the next was due to be published in March 2018.

Resolved

That arrangements to ensure publication of the Pharmaceutical Needs Assessment, by April 2018 be approved and the Director of Public Health given authority to decide the final content after consultation with the Chairmen of the Bournemouth and Poole and Dorset Health and Wellbeing Boards.

Pharmaceutical Needs Assessment

- 21 The Board considered a report by the Consultant in Public Health which provided an update on progress with developing the Prevention at Scale delivery plan, which was the foundation of the Dorset Sustainability and Transformation Plan (STP).

It was noted that although all projects were progressing, some were moving at a faster pace than others and the informal part of the meeting would look at a number of projects in more detail.

Members noted that Dorset was ahead of other areas with regard to prevention being part of the STP and the introduction of the Accountable Care System. Attention was also drawn to the way that Dorset was using available information to target the limited resources available to areas where it was needed and to drive forward initiatives.

There was some discussion about the Melcombe Regis area of Weymouth which currently had the worst health outcomes and where the Melcombe Regis Board, led by the Borough Council, was trying to address this. Members noted that regeneration efforts in Boscombe to address deprivation and poverty had resulted in improved death rates. The possibility of linking these two areas was suggested along with how the work in Melcombe Regis would link to the work of the Locality Group so as to minimise any possible duplication of effort.

It was acknowledged that generally evidence was difficult to gather and that any evidence available should be held centrally and used to target services to best effect. The need to learn from other areas and for any targeted approach to be challenged to demonstrate that this was leading to improved outcomes was highlighted.

It was suggested that a communications release be issued to demonstrate areas of high risk and action being taken to address them. The Board were informed that Andrew Kerby, Chairman of the Dorset Community Safety Partnership, and the Assistant Director of Public Health had recently given a presentation on Prevention at Scale to a Dorset Councils' Partnership workshop. They were happy to make the same presentation to other organisations. He would liaise with the County Council's Communications Team about this.

Resolved

1. That the update on prevention at scale be noted.
2. That the ongoing work within the Board and back in their respective organisations that supports the aims, objectives and delivery plan for Prevention at Scale to be supported.
3. That officers explore the possibility of linking the work in Melcombe Regis and Boscombe and the Weymouth and Portland Locality Group.

Forward Work Plan

- 22 The Board considered a report by the Corporate Director of Public Health, Dorset, Bournemouth and Poole, which updated members on the current Forward Plan for Board meetings and events.

It was explained that the Forward Plan needed to be developed in light of the recent change of meeting format. It was explained that the formal section of the meeting would be followed by an informal session whereby prevention at scale case studies could be highlighted. The Forward Plan currently showed themes to be discussed but nothing about the case studies to be presented.

It was agreed that the Board should receive an update on the Sustainability and Transformation Plan at every meeting, that the next meeting should focus on one of the Locality Group areas and that Healthy Places be considered in March 2018.

The Director of Public Health suggested that the Board gain a better understanding of how the various elements it had responsibility for fitted together so the necessary action to address any shortfalls could be taken. This was supported.

Resolved

1. That an update on the Sustainability and Transformation Plan be provided at every meeting.
2. That an item on one of the Locality Group areas be provided for the next meeting.
3. That an item on Healthy Places be added to the Forward Plan for the March 2018 meeting.
4. That an item to help the Board gain a better understanding of how the various elements it had responsibility for fitted together be added to the Forward Plan.

Meeting Duration: 2.00 pm - 3.00 pm

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Executive Advisory Panel for Pathways to Independence/Social Care

Notes of the meeting held at County Hall, Colliton Park,
Dorchester, DT1 1XJ on Friday, 23 June 2017.

Present:

David Walsh (Chairman)
Graham Carr-Jones, Beryl Ezzard, Katharine Garcia and Ros Kayes.

Members Attending

Jill Haynes, Cabinet Member for Health and Care.

Officers Attending: Diana Balsom (Commissioning Manager, Housing and Prevention), Harry Capron (Assistant Director - Adult Care), Helen Coombes (Transformation Programme Lead for the Adult and Community Forward Together Programme), Michael Ford (Service Manager - Policy, Welfare Reform and Income Generation) and Fiona King (Senior Democratic Services Officer).

Election of Chairman

8 Resolved

That David Walsh be elected as Chairman of the Panel for the remainder of 2017/18.

Appointment of Vice-Chairman

9 Following a discussion members agreed that an additional member needed to be appointed to the Panel as the Cabinet member attended meetings in her role as the Cabinet Member for Health and Care and not as a regular member.

Recommended

That the Cabinet be asked to appoint an additional member to the Panel.

Resolved

That the appointment of Vice-Chairman be deferred to the next meeting of the Panel.

Apologies for Absence

10 An apology for absence was received from Kate Wheller.

Code of Conduct

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

Katharine Garcia declared a general interest in item 8, Self-Funder Advice and Information Pathways, in that her partner worked for Help and Care.

Ros Kayes declared a general interest in that she worked as a counsellor for carers, but added that this was documented in her register of interests.

Notes from Previous Meeting

12 The notes of the meeting held on 24 February 2017 were confirmed and signed.

Terms of Reference

13 Members considered a report by the Transformation Lead for the Adult and Community Forward Together Programme which included the draft terms of

reference.

The Service Manager – Policy, Income and Welfare Reform advised members that there was a strong financial emphasis within the terms of reference in order to free the Panel to look at most areas of Social policy for Adults.

The Cabinet Member for Health and Care commented that she found the work of this Panel very helpful with cross party understanding prior to items being presented to the Cabinet.

Resolved

That the Panel noted the terms of reference attached at Appendix 1 to the report.

Progress on 'Making charges Fairer'

- 14 The Panel considered a report by the Transformation Programme Lead of the Adult and Community Forward Together Programme which reviewed the progress so far in implementing the new charging policy for non-residential care.

The Service Manager – Income, Policy and Welfare Reform advised members that implementation was going reasonably well in most places. In respect of Deferred Payment Agreement, two other councils had so far been identified who were at a similar stage as Dorset of working towards a discretionary scheme. Compliance with the Consumer Credit Act was a hurdle at present.

Following a question from a member about the issues, the Service Manager advised that the council would need to be licenced and then to make annual returns. Officers did not yet fully understand the expectations as a whole as it was not straightforward.

In response to a question regarding 4 weekly charging, the Service Manager advised that the charging cycle was aligned with welfare benefits, there might be a change in the future but for now it was 4 weekly. There was a need to recognise when people received their benefits when setting up billing payments.

The Cabinet Member for Health and Care advised members that there was a new billing approach in place now, the majority of people were paying by direct debit and adjustments were done quarterly. She recognised that invoices were not as up to date as they could be as not everyone had moved over to direct debit payments.

The Service Manager made reference to Mosaic, a new case management system which would be in place for October 2017 and would provide more of a catch up in respect of invoices. The Transformation Programme Lead Officer highlighted that the new system represented a culture change for staff.

The Assistant Director, Adult Care reminded members that these invoices were just for commissioned care, personal budgets were not involved with this process.

Members felt it would be helpful to have an update report on the Mosaic system for their next meeting.

Recommended

That the Cabinet be asked to accept the significant progress towards prompt billing offered by the implementation of the standard configuration of Mosaic, and resume work towards the objective of billing two weeks in advance and two weeks in arrears in the autumn.

Resolved

That an update report on the Mosaic system be considered at the next meeting on Tuesday 3 October 2017.

Reason for recommendation

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

Self-Funder Advice and Information Pathways

- 15 The Panel considered a proposal to hold a workshop event with partners in order to explore ways to signpost people more effectively. The Service Manager explained that the points members had raised at their last meeting and the strong messages received from the public consultation, regarding information and advice, had been taken into account.

A collaborative approach had been suggested with a wide range of participants to alleviate an area of risk that had been highlighted whereby more self-funders would be looking for ways to shelter their assets. The Care Act had given officers stronger duties around information and advice. The Assistant Director, Adult Care explained to members how the self-funding process worked.

Following a question from a member regarding the use of insurance in this regard, the Transformation Programme Lead Officer made reference to this new and emerging market where more work needed to be done. There was legislation for this in terms of the Care Act, but it was in the second part of the Act which had not yet been implemented.

One member felt there was a big demand for self-funders in the Purbeck area and the Service Manager undertook to provide a note for members on how the funding worked, outside of the meeting.

The Transformation Programme Lead Officer invited members to add people to the participant list. Members suggested the Dorset Partnership for Older People Programme (POPPS) registered providers e.g. Sovereign, Extra Care Providers and general members of the public who were self-funders.

Members were advised that the workshop had been pencilled in for September 2017.

Noted

Work Programme

- 16 The Panel noted the suggested work programme and timeline.

Following a question from a member regarding clarification of the new Transport Policy, the Assistant Director, Adult Care advised that there had been disparity between the different client groups and the aim was to ensure that Dorset was clear about equality and that this was then fed into the bigger holistic transport work.

Noted

Date of Next Meeting

- 17 **Resolved**
That the next meeting of the Panel be held on Tuesday 3 October 2017 at 2.00pm in Committee Room 2.

Exempt Business

- 18 **Resolved**
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 in minute 19 as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraphs 1,3 and 4 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.

Integrated Prevention and Support Service

- 19 The Panel considered an exempt report by the Corporate Director for Children, Adult and Community Services which included a business case for the development of an Integrated Prevention Service.

The Commissioning Manager advised members that officers had used information gained from a range of different providers to complete this work and it would represent some savings to district and borough councils as they dealt with homelessness at the present time. It was noted that this would become a County Council responsibility at some point. Officers were reliant on district housing colleagues on sharing up to date information.

The Transformation Programme Lead Officer advised that whilst there would be a saving the proposal was more about getting better value for money.

One member commented that whilst this was an exciting piece of work in some areas an additional charge for repairs and maintenance as well as a service charge was being levied on some people. The Commissioning Manager undertook to look into this further outside of the meeting.

Following a concern from a member about any duplication with this work, the Transformation Programme Lead Officer advised that officers would be working more closely with all of the districts and borough councils as in the past they had taken a different approach. She confirmed that she would shortly be meeting with the Chief Executives from Purbeck, East Dorset and Christchurch to take this work forward. She also confirmed that the Housing Portfolio leads would also be included.

The Assistant Director, Adult Care added that officers were now starting to get to the heart of support which from a safeguarding point of view was really positive. In respect of hospital discharges this proposal would help with difficult cases and it was noted that there was also a significant emphasis on mental health which was really helpful.

Recommended

That the Cabinet be asked to approve the proposal for the continuation of the development of the Integrated Prevention and Support Service.

Resolved

1. That further work on the alignment of the Dorset Partnership for Older People Programme (POPPs) to support the service be continued.
2. That further work on the inclusion of mental health recovery services, subject to business case approval, be progressed.

Reason for recommendation

The development of the service would:-

- Release £782k pa cashable savings
- Introduce targeted and evidenced based interventions available to a range of vulnerable people, regardless of tenure.

Meeting Duration: 10.00 am - 11.30 am

Executive Advisory Panel for Pathways to Independence

Dorset County Council



Date of Meeting	23 June 2017
Officer	Helen Coombes - Transformation Programme Lead for the Adult and Community Forward Together Programme.
Subject of Report	‘Making Charges Fairer’ – Progress Report
Executive Summary	<p>On 8 March 2017 the Cabinet considered the outcome of a review of charges for adult social care. The review included a public consultation to examine the impact of phasing in more policy changes designed to promote equity and other principles set out in the Care Act.</p> <p>As well as policy, the review considered the levels of fees and charges for non-residential care. The Cabinet agreed increases of up to 5%.</p> <p>A number of recommendation were agreed by the Cabinet. This report reviews our progress so far in implementing them.</p>
Impact Assessment:	<p>Equality Impact Assessment:</p> <p>An Equalities Impact Assessment (EqIA) has been completed. It was informed by the public consultation exercise. The EqIA helps to ensure that our financial policies meet our duties to protected groups under the Equalities Act 2010 and it includes actions to minimise the impact on people of losing income.</p> <p>One of the actions in the Panel’s proposed Work Programme is to review the action plan associated with the EqIA.</p>
	<p>Use of Evidence:</p> <p>The new policy proposals were formulated on the basis of evidence gathered from practice, research and the recent public consultation exercise.</p>

	<p>Budget:</p> <p>One of the aims of the Panel’s work is to develop financially sustainable policies.</p>
	<p>Risk Assessment:</p> <p>The main risk is of a negative financial impact as we reshape our services to ensure they are Care Act compliant.</p> <p>The current level of risk is described as MEDIUM.</p> <p>The main residual risk will be that there are limited resources to implement new policies, particularly if significant system changes are required. However, this risk can be managed so the residual level of risk is identified as LOW.</p>
	<p>Other Implications:</p> <p>None.</p>
Recommendations	<p>The Panel is asked to:</p> <ul style="list-style-type: none"> (i) consider progress and identify any areas for further work; (ii) support a recommendation to the Cabinet that we accept the significant progress towards prompt billing offered by the implementation of the standard configuration of Mosaic, and resume work towards our objective of billing two weeks in advance and two weeks in arrears in the autumn.
Reason for Recommendations	<p>To help secure a sustainable approach to the County Council’s corporate plan aims that people in Dorset be safe, healthy, independent and prosperous.</p>
Appendices	<p>Appendix 1 – Progress Report</p>
Background Papers	<ol style="list-style-type: none"> 1. ‘Making Charges Fairer’ for Adult Social Care (Cabinet - 8 March 2017). 2. The ‘Making Charges Fairer’ Equalities Impact Assessment:
Report Originator and Contact	<p>Name: Michael Ford, Service Manager Tel: 01305 224964 Email: M.J.Ford@dorsetcc.gov.uk</p>

1.0 Background

1.1 ‘Making Charges Fairer’ is a programme of work looking at the county council’s policies about charging people for a contribution towards their adult social care, if a means-test shows they can afford to pay it. The council charges already, the reasons for the work are to make sure that the policies continue to:

- (i) support ‘personalised’ care arrangements;
- (ii) remain fair and affordable for everyone in the future;
- (iii) be financially sustainable for the county council in the years to come.

1.2 The work relies on a constructive dialogue with Dorset people and good quality communications. The new policies set out in Appendix 1 were approved by the Cabinet after discussion with partners from the voluntary and community sectors and a ten-week public consultation. An ‘easy-read’ version of the consultation survey was provided. We have sent letters about forthcoming changes to all the people receiving services who are known to us. We will continue to make sure that people are prepared, when they are about to receive a means-test under the ‘Making Charges Fairer’ policy.

1.3 The public consultation showed that a majority of respondents agreed with the proposals for changes put forward by the council. However, people highlighted areas within ‘Information and Advice’ where further work and promotion was needed. In response, the Panel asked for further work to:

- investigate the source of financial advice and information which people make use of; and,
- signpost people (particularly self-funders) more effectively to appropriate sources of financial advice and information.

These areas are covered by another paper on the agenda of this Panel’s meeting.

1.4 Officers are working to develop suitable reporting formats, so that members and officers will be able to view progress towards full implementation of the new policies on a month by month basis.

2.0 Deferred Payment Agreements

2.1 The County Council offers the universal Deferred Payment Agreement (loan) to all eligible applicants, as prescribed by the Care Act. The Panel and the Cabinet have previously supported the proposal that in certain other circumstances senior managers exercise discretion to enter into a Deferred Payment Agreement without the security of a first legal charge on a person’s land. When carefully exercised, this discretion would benefit both the council and the person. For example, it could help a person who needs to move from a mobile/park home into residential care.

2.2 Research by the Royal London company published in May 2017 highlighted that the Care Act’s universal scheme is not yet offered by all councils. So it is perhaps not surprising that we have been unable to find an example of an existing well-established approach to the operation of a discretionary scheme. However, we have found two councils that are also currently trying to develop an approach and who

have identified similar challenges in relation to compliance with the Consumer Credit Act. Following that work, colleagues in Legal Services are currently considering what is the most appropriate approach in Dorset to compliance with the Act. Recommendations will be presented to a future meeting of the Panel.

3.0 Paying for Care

3.1 The Cabinet agreed a policy recommendation arising from the ‘Making Charges Fairer’ review that bills should be sent out promptly whilst people are still receiving care, for payment by the end of the care period. This had been tested as a proposal through the public consultation and it was supported by 81% of respondents. In order to implement the policy successfully we knew we would need to:

- allow people (many of whom are dependent upon welfare benefits) a reasonable period of time to transition from paying bills several weeks in arrears, to being up to date with payments;
- put in place arrangements for recording variations (meeting the criteria for a refund) between the care that was planned and the actual care that was delivered, so that adjustments to bills could be made every three months.

3.2 The standard configuration of the Mosaic case management system that is currently being implemented, will support billing four weeks in arrears on the basis of actual care received. This offers us a good opportunity to:

- bill accurately, (variations will be processed more frequently than every three months);
- bill more promptly than we do currently – although not as promptly as agreed by the Cabinet in respect of non-residential care.

3.3 If we were to pursue the introduction of our agreed policy for non-residential care alongside the implementation of Mosaic we would have to undertake a significant number of manual interventions and reconciliations in each billing period, which we judge would be administratively costly and error-prone at this stage. This report therefore recommends that we accept the significant progress towards prompt billing offered by the implementation of the standard configuration of Mosaic and we resume work towards our objective of billing two weeks in advance and two weeks in arrears in the autumn. We will achieve this first in the major area of bills for residential care services.

Helen Coombes

Transformation Programme Lead for the Adult and Community Forward Together Programme.

June 2017

Appendix 1**Progress Report**

No.	Subject	Cabinet decision	Current position
1.	Fees and Charges	Publish a new schedule of charges for 2017-18, reflecting average increases of up to 5%.	Implemented for financial year 2017-18
2.	The financial means-test	<p>The council makes sure everyone has a personalised means-test and an offer of free welfare benefits advice.</p> <p>The council stops disregarding 25% of disability-related benefit income in the financial means-test to establish what a person can afford to contribute towards the cost of their adult social care.</p> <p>It is proposed that this change takes effect from 1 April 2017 for new service users, following a personalised means-test and welfare benefits advice.</p> <p>For existing service users, it is proposed that this change takes effect following a new personalised means-test and welfare benefits advice.</p>	Implementation began with effect from 1 April 2017. The aim is to complete the work within six months.
3.	Paying for care	The council sends out bills whilst people are still receiving the care and asks for those bills to be paid by the end of the care period.	Pease see report Section 3.0.
4.		Where appropriate, the council will strongly encourage people to pay contributions to the cost of their adult social care by Direct Debit.	Two letters to service users since April have included a request for bank details. The % paying by Direct Debit is increasing.
5.		The council issues regular four weekly bills for planned care and only makes adjustments for variations in service every three months.	Pease see report Section 3.0.
6.	‘Top-up’ payments in residential care	The council uses the feedback from the consultation to design a proportionate and sensitive means-test for third-parties.	This work is underway and a proposal will be presented to a future meeting of the Panel.

No.	Subject	Cabinet decision	Current position
7.	Information and advice	The council uses the feedback from the consultation to improve the information and advice offered.	<p>Specifically, we have increased our capacity to offer welfare benefits advice.</p> <p>Another specific area of information and advice is covered elsewhere on this agenda.</p> <p>More generally, improving information and advice is now a very high priority for the Directorate.</p>

Joint Public Health Board

Minutes of the meeting held at County Hall, Colliton Park, Dorchester,
Dorset, DT1 1XJ on Wednesday, 28 June 2017

Present:

Councillor Jane Kelly (Chairman – Bournemouth Borough Council)
Councillors John Challinor and Karen Rampton (Borough of Poole) and Councillor Tony Ferrari
(Dorset County Council)

Also Attending

David d'Orton-Gibson, Observer (Bournemouth Borough Council)
Becky Grove (Programme Lead (Research) - NHS Dorset Clinical Care Commissioning Group)

Officers Attending: Sarah Tough (Statutory Director for Adults and Children, as Corporate Director for Children, Adults and Community Services), Dr David Phillips (Director of Public Health, Dorset, Bournemouth and Poole), Dr Sam Crowe (Deputy Director of Public Health), Dr Nicky Cleave (Assistant Director of Public Health), Rachael Partridge (Assistant Director of Public Health), Dr Jane Horne (Consultant in Public Health), Clare White (Finance Officer) and David Northover (Senior Democratic Services Officer).

(Note: 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 Board to be held on **Monday, 25 September 2017.**)

Chairman

- 14 Conventionally, the Chairmanship of the meeting would have been from the host constituent authority. However, on this occasion, there was no opportunity for this to happen. On that basis it was

Resolved

That Jane Kelly be elected Chairman for the meeting.

The Chairman took the opportunity to welcome the new members of the Board to the meeting and to make mention of the new format of the meetings - with the formal Board meeting now preceding a Prevention at Scale Advisory Board - this latter meeting being on an informal basis.

Vice-Chairman

- 15 Resolved
That John Challinor be appointed Vice-Chairman for the meeting.

Apologies

- 16 Apologies for absence were received from Nicola Greene (Bournemouth Borough Council and Jill Haynes (Dorset County Council).

Code of Conduct

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

Minutes

- 18 The minutes of the meeting held on 6 February 2017 were confirmed and signed.

Public Participation

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

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Forward Plan of Key Decisions

- 20 The Joint Board considered its draft Forward Plan, which identified key decisions to be taken by the Joint Board and items planned to be considered during 2017, which had been published on 26 May 2017.

The Board agreed that Prevention at Scale was now a fundamental component of all that the Board did and consideration of this should naturally feature at every meeting.

Noted

Role and Terms of Reference of the Joint Public Health Board

- 21 The Role and Terms of Reference of the Board were received and noted, in providing an understanding of what the functions of the Board entailed.

At the suggestion of the Statutory Director for Adults and Children, as Corporate Director for Children, Adults and Community Services, Sara Tough, it was agreed that the Board would benefit from looking to expand its Terms of Reference to incorporate consideration of strategic and joint commissioning issues within Adult's and Children's to reflect the evolving population statistics and as part of the STP. The Director of Public Health considered that he and the Statutory Director for Adults and Children would prepare a joint for consideration at the board meeting in September 2017.

Resolved

That the Board's Terms of Reference be expanded to include consideration of population level strategic and joint commissioning issues and that a report be considered by the Board at its meeting in September 2017.

Financial Report including Budget Outturn 2016/17

- 22 The Board considered a joint report by the Chief Financial Officer and the Director for Public Health on the Public Health Dorset finances, including the Budget Outturn for 2016/17.

The Board noted that the draft revenue budget for Public Health Dorset in 2017/18 was £28.512m, which was based upon an indicative Grant Allocation of £34.288m. The budget assumptions and the sums to be borne by each constituent partner authority under cost-sharing arrangements were set out in the report.

The report contained information about Public Health Dorset's progress against the stated intention to release further savings from the Public Health Grant over the next two financial years. The Board's attention was drawn particularly to Paragraph 3.1 and the underspend with in the reserves.

The Director considered that Public Health Dorset's finances were robust, sustainable and manageable and associated with delivering successful outcomes.

The Board agreed that the Public Health Dorset's finances appeared to be being managed satisfactorily, in a sustainably way and by appropriate means.

Resolved

1. That the final outturn for 2016/17 and allocations and budget for 2017/18 be noted.
2. That the underspend referred to in Paragraph 3.1 of the Director's report be transferred into the Public Health reserve and the balance for future commitments be held to mitigate the effect of the central reductions in grant allocation.

Reason for Decision

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

Public Health Dorset Business Plan Developments

- 23 The Board considered a report by the Director of Public Health which provided an update on developments of Public Health Dorset's Business Plan for 2017-18 - particularly the ambitions for further efficiencies through re-commissioning - including progress on commissioning of major programmes including drug and alcohol services, sexual health, children and young people, and health checks.

The report summarised progress which had been made since February 2017 against the main objectives of the Public Health Dorset's Business Plan for the re-commissioning of drugs and alcohol services, children's public health services and sexual health services. They noted that for the major commissioning projects, development of commissioning intentions and arrangements for recommissioning were well established to ensure the transformation of services - primarily through aligned commissioning and a move to a more whole systems approach. This approach supported the direction of travel with the Sustainability and Transformation Plan for Dorset.

The Board was asked to note the progress and savings made to date. Where delays had been introduced to original procurement timescales, it was recognised that this was in order to ensure alignment with the rest of the system changes, although the Board noted that several services remained legally 'non-compliant'.

The Board's continuing support was sought for the transformation of public health commissioned services so that they remained effective, efficient and equitable and, above all, sustainable in preparation for the removal of the ring fence to the public health grant in 2019/20.

The Board noted the progress made with the Business Plan 2016-18 and were satisfied with what was being achieved and the means by which this was being done.

The Board particularly noted the progress being made since the last Board meeting in February, with commissioners in Bournemouth, Dorset and Poole having agreed to commission services through three lots:-

- Lot 1 – Dorset Integrated Service
- Lot 2 – Recovery Oriented Prescribing Service for Bournemouth, Poole and Christchurch
- Lot 3 – Poole Psychosocial Support Service

Members noted that the Children's commissioning issue decisions were being deferred, given the current position with Local Government Reform, and there would be an opportunity for discussion with the Children's Services groups on the model of care and integrated services.

The opportunity was taken by the Board to ask questions of offices presentations and on what they had heard and took this opportunity to have their understanding of what the this entailed clarified.

From discussion, officers' presentations and the detail contained in the report, the Board considered that the way in which these issues were being addressed was appropriate and sustainable and what was being recommended for each clinical treatment service to ensure progress was maintained was appropriate.

Resolved

That the budget allocation, joint commissioning intentions, arrangements and timelines - as set out in paragraphs 4.6 and 5.6 of the Director's report - be agreed.

Reason for Decision

To ensure the continued viability and effectiveness of Public Health Dorset in supporting the legal duty of local authorities in Dorset to improve the health and wellbeing of residents and reduce inequalities in health. To ensure the continuing effective management of the Public Health Grant whilst ensuring compliance with 2015 Public Contract .

Exempt Business

24

Resolved

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the business specified in minute 25 because it was likely that if members of the public were present there would be a disclosure to them of exempt information as defined in paragraphs 1, 3 and 4 of Part 1 of Schedule 12A of the Act and the public interest in withholding the information outweighed the public interest in disclosing that information.

Future Options for the LiveWell Dorset Service

25

The Board considered an exempt report by the Director for Public Health describing the work undertaken to date to identify and evaluate alternative delivery models for the LiveWell Dorset service, so that it was able to continue to grow and innovate whilst remaining sustainable, given the reductions to public health funding.

It described the results of an options appraisal to identify the most appropriate model, with agreement of the Board being sought to approve continuing the work to develop a full business case, with a final option paper being considered by the Board in September 2017.

The Board appreciated that the ambition was to continue the innovative work on health improvement undertaken to date in Dorset, by developing a means by which LiveWell could be delivered in a sustainable, effective and efficient way in the future.

Resolved

That a decision, in principle, to proceed with how LiveWell should be delivered in the future, as set out in the Director's report, be agreed.

That, if agreed at the Board meeting in November 2017, the intention would be to proceed with implementation plans on the basis of the option set out in the Director's report so that a new service model to provide the LiveWell Dorset Service could be implemented from April 2018.

Reason for Decision

To ensure that the best means of delivering the LiveWell Dorset Service was achieved.

Questions from Councillors

26

No questions were asked by members under Standing Order 20(2).

Prevention at Scale Advisory Board

The formal business meeting was followed by Prevention of Scale Advisory Board -a thematic session on Prevention at Scale, covering:-

- Prevention at Scale Portfolio – Oversight – in receiving a presentation by the Director of Public Health.
- Prevention at Scale Portfolio – Opportunities and Overlaps with other Portfolio areas – in receiving presentations by the respective Portfolio Directors of the Sustainability and Transformation Plan, highlighting opportunities and overlaps regarding Prevention at Scale.
- Approach to Prevention at Scale Development and ways of working - in discussing how the Joint Public Health Board leadership, working with Portfolio Directors of the STP would explore case studies of promising approaches in delivering Prevention at Scale. The Board's support and influence was sought to identify how best to add value, and scale these approaches as quickly as possible in the Dorset health and care system.

A PowerPoint presentation was made which showed what Prevention at Scale entailed, how it was being applied and by what means; what it was designed to achieve and the way in which this was being delivered.

The Board found this to be a meaningful session and enlightened their understanding of what Prevention at Scale entailed.

Meeting Duration: 2.30 pm - 4.00 pm

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Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton
Park, Dorchester, DT1 1XJ on Thursday, 29 June 2017

Present:

Mike Short (Chairman) (Independent Member)
John Adams (Vice-Chair) (Bournemouth Borough Council)
David Brown (Borough of Poole), Bernie Davis (Christchurch Borough Council),
Mohan Iyengar (Borough of Poole), Andrew Kerby (North Dorset District Council),
Barbara Manuel (East Dorset District Council), Iain McVie (Independent Member), Bill Pipe
(Purbeck District Council), John Russell (West Dorset District Council), Byron Quayle (Dorset
County Council) and Ann Stribley (Borough of Poole)

Officers Attending:

Martyn Underhill (Police and Crime Commissioner), Colin Pipe (Deputy Police and Crime Commissioner), Richard Bates (Treasurer to the OPCC), Simon Bullock (Chief Executive, OPCC), Mark Taylor (Group Manager - Governance and Assurance) and Fiona King (Senior Democratic Services Officer).

Also in attendance

Alexis Garlick, Proposed Chief Finance Officer, OPCC.

(Note: 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 Police and Crime Panel to be held on **Friday, 22 September 2017.**)

Election of Chairman

61 **Resolved**

That Mike Short (Independent Member) be elected Chairman of the Panel for the remainder of 2017/18.

The incoming Chairman took the opportunity to thank and pay tribute to Cllr Adams for his service as Chairman of the Police and Crime Panel for the past 4 years.

Appointment of Vice-Chairman

62 **Resolved**

That John Adams be appointed Vice-Chairman of the Panel for the remainder of 2017/18.

Apologies for Absence

63 Apologies for absence were received from Janet Dover, Dorset County Council, Francis Drake, Weymouth and Portland Borough Council and David Smith, Bournemouth Borough Council.

Code of Conduct

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

Minutes

65 The minutes of the meeting held on 3 February 2017 were confirmed and signed.

Matter Arising

Minute 59 – Work Programme - the Chairman asked the PCC for an update on some

of the areas discussed. The PCC advised that in respect of longer term financial settlements he would be drafting a letter from the Alliance PCCs and would welcome any support the Panel could give to this important issue.

With regards to a sub-group to look at the format of the quarterly monitoring reports, members were advised that work was ongoing to move forward; at the next meeting the report format would be very different and focus on the Police and Crime Plan output, rather than Dorset Police performance. Work was also ongoing within the Alliance for the two forces to align their reporting processes. The OPCC welcomed the opportunity to work with panel members in time for the first reporting period in September.

In respect of 101 statistics, the Deputy PCC advised that significant improvement had been seen between the period July 2016 and March 2017. Call answering rates had improved, 72% were answered within 30 seconds. Members of the 101 Service Improvement Panel felt this was a reasonable target for a non-emergency service.

Public Participation

66 Public Speaking

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

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Petitions

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

Terms of Reference

67 Members of the Panel noted the Terms of Reference.

Noted

Police and Crime Plan 2017/21

68 The Panel considered the Police and Crime Plan for 2017/21 which was a high level statement of strategic intent supported by specific Manifesto commitments.

The PCC thanked the Panel for their input/suggestions. He then highlighted the 4 main pillars contained in his Plan, and the areas that sat beneath them. Below are the 4 main pillars, with a few key points that the PCC described:-

1. Protecting People at Risk and Harm

Dorset was one of 8 areas to be piloting the acute care system with the aim of improving outcomes for service users. In respect of Anti-Social Behaviour reporting the PCC advised that neighbour disputes were very draining on police resources.

2. Working with our Communities

The PCC had invested money into problem solving forums in order to try to address areas ranging from homelessness to cyclists issues. Work was ongoing to look for volunteers in order to enable them to work across all three blue light service areas. A Repeat Victims Champion would be in place for next year in order to look at repeat victims of ASB. The Drive Safe scheme was being operated to try and educate those drivers that had not had any road safety training since they had passed their driving test. Another aim was, working with insurance companies, to install black boxes in cars where possible, not just for those people under the age of 25. The PCC felt that more resources would need to be put into cyber-crime. Local neighbourhood police teams now offered web chats with members of the public to make them more

accessible.

3. Supporting Victims, Witnesses and Reducing Offending

The PCC expected the Victims Code to become legislation shortly.

There was a Victims Champion now in place. A proposal was being developed to have a regional business crime strategy and work was ongoing to look into installing virtual court streaming at Blandford.

4. Transforming for the Future

The PCC highlighted that the speed of change was huge and there were projected savings of £13m with the Alliance. 40% of policing was now in the alliance and it was anticipated to increase. Work was ongoing to adjust policing culture to a more listening and learning culture. The PCC highlighted that a major concern to him was abuse of the elderly, either in the home or at a care home facility.

The PCC felt more Tasers were needed to protect officers and the public from an increase in knife crime. He planned to increase the number of Tasers to 250 across Dorset. He suggested that Panel members might want to take a look at the increase in knife crime in the future.

The PCC advised members that the Plan was launched 4 weeks ago and was interactive online with a real time update. Progress of the Plan was also updated online.

The Chairman suggested that for the purposes of scrutiny, members volunteered themselves to a key pillar and advise the Clerk accordingly.

Following a question from the Vice-Chairman regarding the appointment of an Elderly Champion, the PCC advised that there was one within the Police and he was considering one for the OPCC.

In response to a comment about homelessness, the PCC noted that whilst some people were homeless through choice, some were as a result of mental health issues and it was a very complex arena which involved numerous agencies. The issue was about getting other agencies to engage and he was constantly challenging local authorities to become more involved but recognised it was difficult with the decrease in resources and staff.

The member from North Dorset District Council suggested to the PCC that he could report back any issues he had regarding any lack of engagement with agencies to the Dorset Health and Wellbeing Board and the Pan Dorset Criminal Justice Board. The PCC welcomed this suggestion.

The Chairman questioned how the benchmarking of success on commissioning would be achieved. The PCC advised that his new approach to commissioning would involve issuing a competitive tender that would have desired outcomes specified. The Panel would then potentially be in a position to hold the PCC to account, where appropriate.

Resolved

1. Panel members to advise the Clerk which Pillars of the Plan they would like to volunteer for.
2. That a report on the increase in Knife Crime be added to the Work Programme.

Police and Crime Plan Monitoring Report

- 69 The Panel considered a report by the PCC which informed members of the progress against the Police and Crime Plan and Priorities 2013-17 for Quarter 4 2016/17. The PCC highlighted elements of performance against the Plan during this quarter.

The PCC provided commentary for members on a few key areas of activity and highlighted the priorities in the Plan. The questions below were asked by Panel members to which the PCC responded:-

1. Differing reports have appeared in the local press recently regarding levels of reported crimes that remain 'unresolved'. Equally the Panel is aware of the pressures that the Commissioner and Dorset Police are facing. Would the Commissioner like to comment further on the position?

Dorset Police is committed to investigating all reports of crime and in 2015/16 had a detection rate that was above the national average. The detection rate continues to improve, and in 2016/17 was ranked in the top quarter nationally (11th out of 43 forces). While we understand the public's interest in detection rates, it is also important to emphasise that they are not the only measure of investigative performance. Although a crime may not have resulted in a criminal justice outcome, it still will have been investigated. There are different ways of investigating a crime, including telephone investigation conducted by a call handler, the attendance of a police officer at the scene or by a specialist member of staff, such as a crime scene investigator or a high-tech crime analyst.

Additionally, while 23% of crimes result in the criminal justice outcomes highlighted by these statistics, a huge amount of other work takes place that is not recorded as a detection. This includes safeguarding vulnerable victims, working with partners to respond to community issues or resolve anti-social behaviour, taking an educational approach to first-time lower-level offenders, or organising local restorative justice.

It is also honest and realistic to recognise that some crimes simply aren't solvable, as there are no viable lines of enquiry or the information given is not detailed enough to pursue. Nevertheless, Dorset Police ensures crimes are recorded when allegations are made, so people can have faith in our statistics.

The PCC highlighted that it was very hard to solve crimes without a target. Dorset Police investigation of crimes was now in the top quarter nationally for solving crime. New operating model would be introduced with the Alliance.

One member made reference to the pressure on police to investigate a crime but there was no longer a pressure to detect it?

The PCC confirmed this was correct but he also wanted victims to feel well served. For example, HMIC has judged Dorset Police to be 'good' in investigating crime, but that the actual crime outcome itself was no longer being measured to the same extent that it was previously. He also felt that there was an impact of austerity. The PCC highlighted the difference between his previous plan and this year's plan in this regard. He felt that crimes were better recorded which affected outcomes but accepted this did need to improve.

2. **(Para 1.6) Service 101 Panel** – The Panel welcomes the reported improvement in reduced call waiting times and call abandonment rates. Can the Commissioner provide some detail to support these improved outcomes and show the positive direction of travel?

The Deputy PCC advised members that a lot of work had been undertaken in the call handling centre to bring about the improvements. There had been an increase from 72% to 80% in call answering statistics. He highlighted that a Customer Services Improvement Panel would stand up to look at all types of customer contact, including monitoring the 101 call centre. The Panel would consist of some

of the existing members but he was hoping for a couple of representatives from the private sector e.g from retail or someone with call handling experience.

The OPCC also invited a member of the Panel to observe the Customer Services Improvement Panel in order to report back to the Panel issues that needed to be addressed. It was highlighted that a volunteer from the Panel would be needed for this role.

Members noted that the 101 calls to triage had vastly improved, but wanted to consider the rates of abandonment and subsequent answering. The Deputy PCC undertook to advise members outside of the meeting in this regard.

Following a question about the legacy of 101 and whether that had improved, the Deputy PCC advised they were now starting to see a distinct improvement in public perception of the service. The number of complaints received by the PCC on the 101 service had decreased and most people were now satisfied with the facility. Messages about the appropriateness of calls people were making still needed voicing and staff were having to be firmer with callers.

In response to a comment about whether more resource was needed, the Deputy PCC advised that it was more about the length of time taken to train callers. The numbers in the call centre had increased by 12 which showed that the PCC had invested in the future to improve performance.

3. **(Para 1.17) Future Quarterly Reporting to the Panel** – The Panel welcomed the opportunity to work with the OPCC to develop future quarterly reporting arrangements and awaited further contact to contribute to these changes. As minuted at the panel meeting in February 2017, Cllr Andrew Kerby and Mike Short had offered to lead on this work, with support from Mark Taylor.
4. **(Para 2.1.1) Crime Rates** – The Panel acknowledges and welcomes the positive position achieved in Dorset for many areas of crime when compared against others. Drug offences and Thefts from persons are cited as those crimes where Dorset compares less favourably than other forces. Despite focused activity it would appear that our rates continue to be higher than others. What more can and is being done?

Dorset Police has been consistently graded as a 'good' force in the recent HMIC police effectiveness, efficiency and legitimacy (PEEL) inspections and was recently commended by HMIC for the performance improvements it has made, even against the backdrop of national budget cuts over the last eight years.

The HMIC reports describe Dorset Police as good at keeping people safe and reducing crime; providing a high standard of crime investigation, providing victims with a good service, and managing serious and organised crime offences well.

The complexity of work was increasing every year. For instance we are more likely to investigate cases of child abuse, sexual crimes or cyber-attacks than the more traditional crimes such as drug offences, theft and burglary.

This particular focus on ensuring that Dorset Police and its partners protect and safeguard vulnerable people, is one that both the Chief Constable and the PCC share. In this context, it is right to acknowledge that performance against crimes such as drug offences and theft have slipped, but that given the alternatives, it is right that resources and effort are prioritised elsewhere.

5. **(Para 2.2.13) Hate Crime** – The figures show a 9.3% increase (495 incidents) in recorded hate crime. Can the Commissioner comment on the County's current rise and provide the Panel with some assurance on planned activity to tackle this, especially in light of national terrorist incidents in recent months?

This increase is to be celebrated, as it is a direct result of hard work conducted by Dorset Police and its partners to increase the level of this still under-reported crime. There has been an increase in transgender hate crime (based on the view of the victims). A brief review of the incidents would indicate that some of the offensive behaviour may have been homophobic; however, the Force has recorded correctly based on the view of the victim. It is important to note that the increase in the number of reports, whilst positive, is still small.

Following a question from a member about whether any particular areas had been targeted, the PCC advised that in June last year there were some anti-European incidents, late summer there was an anti-semitic spate now they were recording anti-Muslim attacks. Colleagues in the police were trying to reassure communities. He noted that at present there appeared to be an increase in relation to trans gender attacks.

In respect of any action taken, the PCC advised that it depended on the incident. The Chairman asked what communities had the PCC reached out to. The PCC confirmed that he had talked to many communities and held roadshows, but acknowledged that he needed to do more with respect to the Muslim community.

6. **(Para 2.3.7) Fraud & Cyber Crime** – A resident's survey showed a 55% rate of concern on this issue, which was significant. Panel members questioned what level of financial losses were being reported and did this largely relate to a particular age profile? What more could the Commissioner do to educate Dorset residents about the risk and particular actions they could take to reduce this risk?

At present Dorset was the second highest in the country with £91m lost in a quarter, however it was recognised that around £88m of this related to a single incident that was potentially in dispute. The Dorset Police Cyber Crime Officer had spoken with a significant number of residents about protecting against cyber crime, and the PCC was also raising awareness in respect of fraud via public engagements, and was launching a new website. Nationally, there would also be a range of TV adverts alerting people to the process.

7. **(Para 2.5.3) Residents Survey's** – The Panel commended the PCC on the positive results achieved from these surveys.

Finance Section:

The Panel congratulated the Commissioner on achieving an underspend position, which considering the reductions in Government funding, was a remarkable outcome. The following questions were asked and response given from the Treasurer to the OPCC:

1. Can the Commissioner please confirm the total reserve position of Dorset Police and the OPCC at the 31 March 2017. It would be good to understand how the actual 31/3/17 position related to the £11.3m forecast presented as part of the 3rd Quarter report and to receive an explanation for any key variances.

The amended reserves table circulated prior to the meeting represented an increased level of reserves at the year end when compared with the schedule presented for quarter 3. The key reason for this is the increased level of capital reserves at the year-end due to slippage on the capital programme. The funds held

for capital purposes are fully committed for schemes that are currently in progress. The quarter 3 schedule also omitted the balance on the Major Operations Reserve. This reserve is maintained in the event that revenue funding is insufficient to meet the cost of in year major operations. This was also omitted in error in the budget papers for 2017-18 as it was originally intended to roll it into general balances but it was later decided to leave as a specific earmarked reserve.

The PCCs Treasurer agreed to report back to the Panel on this anomaly; especially the re-introduction of the Major Operations Reserve and the additional £1.8m in the Capital Cash Flow/Capital Reserves finding line.

2. Including the £283,000 2016/17 underspend, can the Commissioner please confirm the amount of funding now available for the PCC Local Innovation Fund in 2017/18 and his intentions as to how it will be applied.

The £283,000 underspend was a combination of underspends on the OPCC budget offset by an overspend on the Force budget. Of this, £232,000 was the underspend on the Local Innovation Fund from 2016-17. This has been carried forward to 2017-18. The Local Innovation Fund has a base budget of £300,000 so it will be increased by this sum for 2017-18 however, the additional funds are likely to be spent over the remainder of the PCCs term of office, not just in this financial year. Commitments against the fund so far this year were £128k for the Victims Bureau which was jointly funded with the Force and £20k for CSAS in Weymouth and Boscombe. Other commitments would be made as projects were brought forward during the year and would be reported to the Panel.

3. Section 3.16 of the report highlights that higher than budgeted redundancy costs have been incurred in 2016/17. Can the panel be advised as to how much was incurred on such costs in 2016/17, how many posts were made redundant, and generally what was the nature of such posts.

The total spend on redundancy costs, excluding pension strain, was £117k for 10 posts:

<i>No of posts</i>	<i>Post Title</i>
1	Information Security Officer & Assurance Manager
1	Community Engagement Officer
1	Head of HR Alliance Team
2	Administration Services Officer x 2
1	Payroll / Pensions Advanced Technician
1	Finance Policy Officer
1	Payroll Manager
1	Head of Finance and Business Support Services (NB: excl pension strain cost)
1	Workshop Co-ordinator
10	

NB: Pension strain costs, which were included in 'other employee expenses' totalled £105k, and related to Finance and HR posts.

Noted

PCC's Draft Annual Report 2016/17

- 70 The Panel considered the PCCs draft Annual Report for 2016/17 which highlighted the progress made in some key areas from the past year.

The PCC advised members that he welcomed the Panel's suggestion that there was a small area to be added to the report to describe how he holds the Police to account, including the process, whilst recognising that this needed to be made public. It was suggested that this section would also make reference to the work and role of the Panel itself. The Annual Report was about summarising what had been done in the past year and the PCC welcomed feedback from the Panel.

The Group Manager, Governance and Assurance, Dorset County Council suggested members emailed their comments to the Clerk, by 21 July 2017, in order to forward a collective response to the PCC.

Noted

Firearms Licensing - Spotlight Scrutiny Review

- 71 The Panel considered a report by the Chief Executive, Dorset County Council which also included a final report from the Task and Finish Group, following their scrutiny review of Firearms Licencing.

The Group Manager for Governance and Assurance, Dorset County Council advised that the Group were pleased to report a positive conclusion about the outcomes which arose from this review.

Members noted the suggested 'scrutiny observations for the PCC to consider' which members of the Task and Finish Group hoped the PCC would find helpful.

The PCC welcomed the process and felt it worked well. For future topics he ask that he be the initial point of contact.

Following a question from a member regarding the cost of the licensing arrangements being over £1m, the PCC advised this included staff costs, Consultant and Doctors reports. Licence fees had been increased but there was still a deficit to pay for this process. One member commented on the lack of a computer system to manage this online which would provide an opportunity for greater efficiencies. The PCC noted that whilst Dorset had run an online firearms licensing system in the past it had not been approved. However, recently Sussex had received approval to run an online system.

Resolved

That members approved the draft procedure that had been developed to structure the approach to future spotlight scrutiny reviews.

Reason for Decision

To ensure that the Police and Crime Commissioners oversight of Firearms Licencing was effective.

Re-offending/Restorative Justice Programme

- 72 The Panel considered a report from the PCC which updated members on the progress on the Police and Crime Plan commitments on the use of Restorative Justice, including the expansion of Neighbourhood Justice Panels across Dorset, past-conviction restorative justice, and other initiatives to reduce offending.

The PCC undertook to circulate more information regarding the pilots and the relevant performance measures to members outside of the meeting.

Following a question from a member about voluntary tagging, the PCC advised this was a rolling programme. In respect of the cost, the PCC advised that he paid for this and had bought 12 in 2014. He felt the Police needed more powers in relation to tagging.

In response to a question from the Vice-Chairman about whether all crimes could now be looked at, the PCC advised that most crimes did now fit the bill and that domestic abuse had recently been introduced. He added that the restorative justice had to fit the criteria and be victim led. If the victim refused then officers couldn't proceed.

Noted

New PCC Powers - Police and Crime Bill

73 The Panel considered a report by the PCC which updated members on the Policing and Crime Act 2017 which had received Royal Assent on 31 January 2017.

The Interim Chief Executive, OPCC highlighted the new areas in the Act and also the 8 issues that had been raised in the Queens Speech, which had been circulated by email to members prior to the meeting.

Following a comment from the Chairman regarding Police and Fire Authority coordination in that Devon and Cornwall PCCs sat on their relevant authorities, the PCC advised that in respect of the Dorset and Wiltshire Fire Service they had declined to offer membership to him. He had met with the Chairman and Chief Fire Officer who advised they would be going out to consultation and he might have a seat by August 2018. In the meantime he had been invited to attend meetings as an observer. He added that if members could offer any assistance in this regard it would be helpful.

One member, who also sat on the Dorset and Wiltshire Fire Authority, commented that this had been discussed at recent meetings and whilst the PCC had been invited to attend as an observer, as yet, he had chosen not to. At present there were 30 members on the Authority which they felt was too big and they were looking to reduce numbers so until this was settled they were still in a state of flux.

Noted

Confirmatory Hearings for the PCC's Statutory Posts of Chief Executive and Chief Financial Officer

74 The Panel considered a report from the PCC which notified members of the proposed appointments of the Chief Executive and of the Chief Finance Officer to the Police and Crime Commissioner.

The Chairman reminded members that it was not the Panel's decision as to whether they were employed but to focus on whether they had the competence and experience to carry out the specific roles and that the appointment process had been transparent/carried out properly.

The PCC outlined the history to date of both roles.

Proposed Chief Executive – Simon Bullock

His current Interim Chief Executive was appointed at the end of May 2016, and had therefore been doing the job since then. He now wanted to formalise this arrangement and outlined to members some good examples of Simon Bullock's work to date. The PCC noted that Simon's relationship with partners had been exemplary. He explained various attempts over the past twelve months to recruit to the post, all of which had failed. In light of this experience he had not advertised the post as Simon had a proven record for a year and felt it was a waste of public money to go through a

further recruitment process. He had sought advice from a variety of sources, including the Treasurer and the County Council's Monitoring Officer in this regard.

Members commended and supported the PCCs process and endorsed the appointment of Simon Bullock to the post of Chief Executive, OPCC.

Proposed Chief Finance Officer – Alexis Garlick

The PCC introduced Alexis Garlick to the Panel and gave members some background to the post. He explained that the current postholder had held the post for 7 years and he had very much been a right hand person to the PCC and that as a result of a promotion in his full time position with the County Council he had to relinquish this post.

The Treasurer to the OPCC explained the process of appointment, and highlighted that members of this Panel had been involved in some of the process, in an observer role, and was delighted to recommend her to the Panel.

The Chairman thanked the Treasurer for all his help and advice over the past 7 years.

Following a question from a member about when the new role would commence, the candidate advised as soon as possible. She felt it was a good time to start, with the accounts just closing there would be enough of a period to gain some understanding before the next budget round commenced. She was currently in an Interim role so the period of notice required was relatively short.

Members commended and supported the PCCs process and endorsed the appointment of Alexis Garlick to the post of Chief Finance Officer, OPCC.

Resolved

That in accordance with the Police Reform and Social Responsibility Act 2011, Schedule 1, paragraph 9, the Panel approve the appointments of Simon Bullock as Chief Executive and Alexis Garlick as the Chief Finance Officer to the Police and Crime Commissioner.

Work Programme

75 The Panel considered and agreed its Work Programme for the remainder of 2017.

Members discussed venues for future meetings and agreed to hold all meetings at County Hall in Dorchester.

Following discussion, additional items to be added to the work programme for the September meeting included:-

- A report around the increase in knife crime.
- A report on the protection of vulnerable people, including the Devon and Cornwall arrangements.
- A report on PRISM (Police Response Investigation and Safeguarding Model) and the transformation programme in Dorset, Devon and Cornwall.

The Chairman asked Panel members to highlight areas to be considered for their training session on 8 December 2017. He also invited Panel members to deliberate and suggest areas of future scrutiny for the Panel to pursue.

Members' attention was drawn to the schedule of meetings for 2018 which were detailed in the Work Programme.

Noted

Questions from Panel Members

76 No questions were asked by members of the Panel.

Meeting Duration: 10.00 am - 12.55 pm

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Cabinet

Dorset County Council

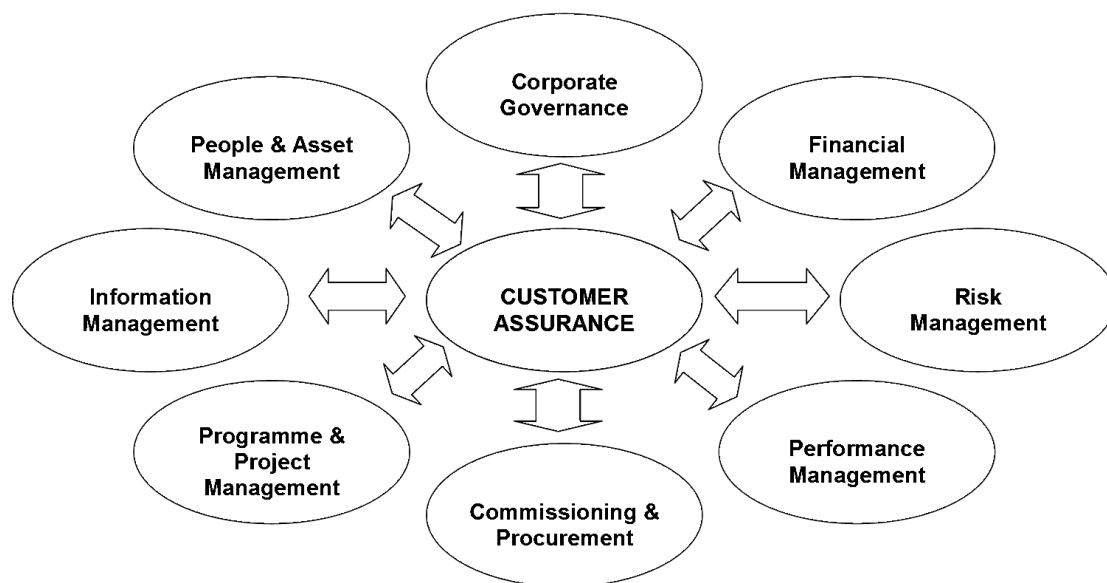


Date of Meeting	19 July 2017
<p><u>Cabinet Member(s)</u> Rebecca Knox, Leader of Dorset County Council Tony Ferrari, Portfolio Holder for Community and Resources</p> <p><u>Lead Director(s)</u> Jonathan Mair, Monitoring Officer</p>	
Subject of Report	Risk Management and Governance
Executive Summary	<p>At the meeting of the Cabinet on 7 June, members considered a recommendation from the Audit and Governance Committee seeking approval of the Council's draft Annual Governance Statement. This is part informed by the Corporate Risk Register. The Cabinet took the opportunity to ask that an assurance report be presented to their July meeting so that the Cabinet could satisfy themselves as to the Council's risk management arrangements.</p> <p>A proactive and effective risk management process will ensure that the Council is well placed to demonstrate that objective and informed decisions are taken and that the Council is ultimately in a strong position to successfully face and address the challenges ahead. Risk management plays a key role in delivering the opportunities presented by the Forward Together programme, in anticipation of local government reform and more generally supporting an outcomes focussed Council.</p> <p>The Risk Management Strategy and processes have been reviewed by the Risk and Resilience Group and are seen as fit for purpose. Work is underway to strengthen application of the process across the Forward Together programme, to facilitate a clearer understanding of risk trends and enable early intervention.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>The Council's Risk Management Strategy was subject to an EQIA, and no adverse impacts were identified.</p>
	Use of Evidence:

	<p>The Council's Risk Management processes and strategy have been subject to review by the Risk and Resilience Group, in addition to external challenge provided by South West Audit Partnership and the Council's insurers.</p>
	<p>Budget:</p> <p>No direct implications, although a failure to manage risk would have a negative impact on budget</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: LOW Residual Risk LOW <i>(i.e. reflecting the recommendations in this report and mitigating actions proposed)</i></p>
	<p>Other Implications:</p> <p>None</p>
Recommendation	<p>For Cabinet to:</p> <ul style="list-style-type: none"> • Receive a presentation on the most significant risks, and how they are reviewed, challenged and monitored in contributing to an outcomes focussed approach; • Consider the allocation of the member risk champion role; • Agree the appropriate reporting mechanism to keep Cabinet members apprised of new and worsening significant risks and the effectiveness of existing and proposed mitigation
Reason for Recommendation	<p>To ensure that decision making is made on a risk informed basis to support delivery of improved outcomes for the residents of Dorset, based on an approved risk appetite.</p>
Appendices	<p>Appendix A – Risk Champion roles (extract from Risk Management Strategy); Appendix B – Risk ranking matrix</p>
Background Papers	<p>Risk Management Strategy (Intranet link) Forward Together Programme Review (Cabinet Report 5 April 2017) Draft Annual Governance Statement (Cabinet Report 7 June 2017)</p>
Officer Contact	<p>Name: Marc Eyre, Senior Assurance Manager (Governance, Risk and Special Projects) Tel: 01305 224358 Email: m.eyre@dorsetcc.gov.uk</p> <p>Name: Mark Taylor, Group Manager (Governance and Assurance) Tel: 01305 224982 Email: m.taylor@dorsetcc.gov.uk</p>

1. Background

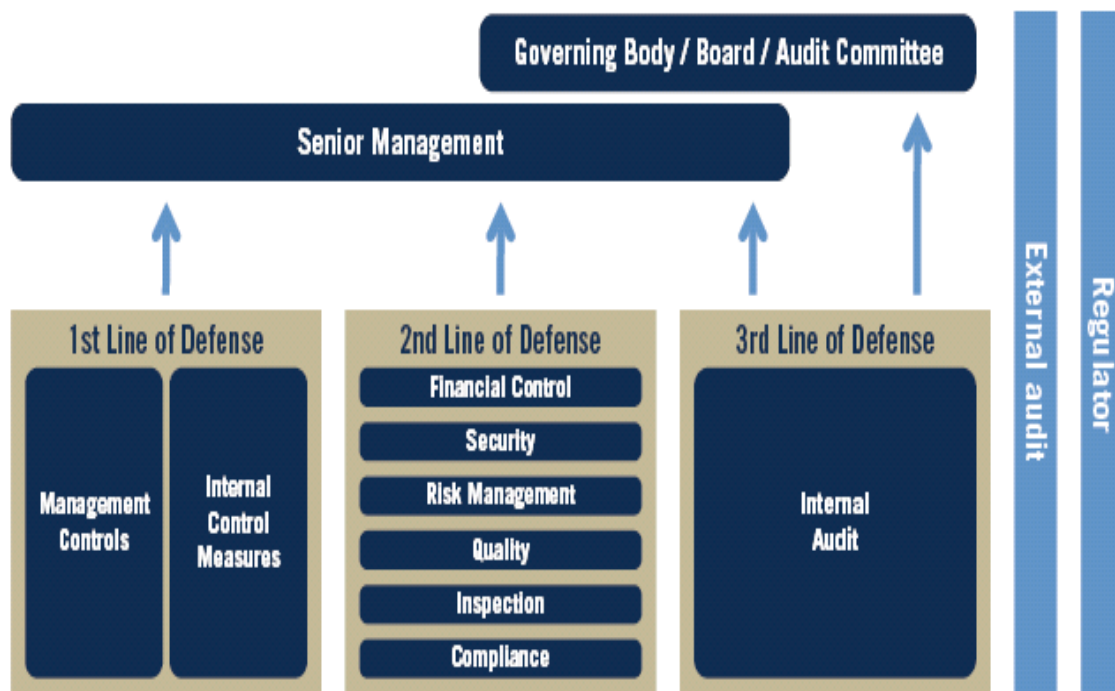
- 1.1 A proactive and effective risk management process will ensure that the Council is well placed to demonstrate that objective and informed decisions are taken and that the Council is ultimately in a strong position to successfully face and address the challenges ahead. As such, it forms a key component of the Healthy Organisation model, playing an important role in delivering the opportunities presented by the Forward Together programme, in anticipation of local government reform and more generally supporting an outcomes focussed Council.



- 1.2 The risk management process should be seen as an enabler to change, not a barrier, and this is recognised in the following operating principles adopted:
- We are risk informed not risk averse, our decisions reflect this and we communicate this well;
 - Consideration of risk does not stop us doing what we need to do.
- 1.3 Cabinet received a report on the Forward Together programme in April 2017 which recognised risk to be a key component of the programme, together with performance and finance. The report suggested the need for a healthcheck on the risk management processes, and this work was duly completed by the Council's Risk and Resilience Group on the 19th June 2017. The Group were assured that the process and practices were strong, whilst recognising that its application could be improved across some projects/programmes and services. Work is already underway to address this, which will help to facilitate a clearer understanding of risk trends and enable early intervention, rather than project risks being reviewed in isolation.
- 1.4 External challenge has also been provided on the risk management processes, with positive assurance from South West Audit Partnership, ALARM (the national body for public sector risk management) and insurers (quote: *"Dorset is at the cutting edge of innovative risk management principles"*).

2. Governance Structures

- 2.1 The Institute of Internal Audit issued a report entitled "the three lines of defence in effective risk management and control". This provides a helpful model for clarifying response at both an operational and strategic level:



- 2.2 Within this model, management control is seen as the first line of defence, the various risk control and compliance over-sight functions established by management act as the second line of defence (for instance, risk registers), whilst the third is provided by independent assurance (such as South West Audit Partnership, insurers, external audit etc). Senior management and elected members sit above the model, with a key role and accountability for setting organisational objectives and defining strategies, and at the same time providing active scrutiny and challenge to achieve assurance.
- 2.3 The officer corporate working group structure includes a Risk and Resilience Group, which has the role of satisfying itself that significant corporate risks are managed effectively and that the risk management framework is fit for purpose. This Group is chaired by the Head of Dorset Highways, with a lead officer role provided by the Senior Assurance Manager (Governance, Risk and Special Projects). Membership is made up of Directorate based risk champions (each with access to Directorate Leadership Teams) and other professional officers from risk related fields (governance, legal, emergency planning, audit, information governance). Key issues are escalated to Corporate Leadership Team and One Council Group.
- 2.4 Directors and Service Directors play a key role in challenge and moderation of risks, as accountable officers, with regular reviews at Directorate Leadership Teams, One Council Group and periodic oversight by Corporate Leadership Team.
- 2.5 The Audit and Governance Committee plays the primary elected member role in assuring the Council over the adequacy of its risk management arrangements. The Committee's terms of reference clearly sets out its role in providing independent assurance in relation to financial controls, data quality, risk management and other internal control systems. It also oversees the Council's statutory Annual Governance Statement, which is informed by both High risks on the Corporate Risk Register and the Local Code of Corporate Governance assessment. Its predecessor, the Audit and Scrutiny Committee, played an important part in further developing the risk management processes, in conjunction with officers, during 2015 resulting in a revised risk management strategy.
- 2.6 Cabinet also plays a key role in ensuring that decisions are reached based on an understanding of the most significant risks associated with the subject being considered. To assist with this, officers are required to identify whether there are any High risks on the front page of the report (in addition to the clearance process sheet reviewed by statutory officers),

and elaborate on the risks and mitigation within the report detail.

- 2.7 Cabinet will also seek assurance that the most significant corporate risks have been identified and that appropriate mitigation either exists or is being established to bring the level of risk down to an acceptable level. In addition to the Annual Governance Statement, which provides a management response for all High risks, Cabinet may wish for a more regular reporting of risk, for instance as an addendum to the quarterly outcomes focussed reports, helping to solidify the relationship between risk and performance management.
- 2.8 In recognition of these officer and member roles, the Risk Management Strategy sets out three champions:
- **Officer Risk Champion** – Being the chair of the Risk and Resilience Group;
 - **Member Risk Champion** – Being a member of the Cabinet;
 - **Risk “Watchdog”** – Being a member of the Audit and Governance Committee (previously the chair)
- 2.9 The Member Risk Champion role has previously been held by the Leader. Consideration may need to be given as to whether this role should sit with the leader or another member of Cabinet. An extract from the strategy that sets out these roles is included at Appendix A. The full [strategy](#) is located on the Intranet.
- 2.10 Cabinet also plays a key role in setting the Council’s risk appetite, in conjunction with the Executive.

3. Risk Appetite

- 3.1 Risk appetite can be defined as “the level of risk that an organisation is prepared to accept to meet its strategic objectives”. An awareness of risk appetite is an essential part of the decision making process, in ensuring that appropriate risks are escalated, understood and ultimately managed to an acceptable level.
- 3.2 The Council’s risk ranking matrix in Appendix A attempts to present a gauge of what would ordinarily be deemed to be above this appetite level, by identifying “High risk” impacts. Ordinarily the Council would wish to assure itself that any risks identified as High have appropriate mitigation in place, or proposed, to reduce the level of risk down to an acceptable level, although on occasion it may choose to accept this risk (for instance, where mitigation options are limited or not cost effective, or the resulting positive outcomes of the decisions outweigh the threats). This is distinctly different from the Council’s “risk tolerance”, which would be the amount of risk that the organisation is physically able to tolerate in remaining viable (and would certainly look to protect itself in respect of exposures beyond this level, for instance via insurance cover).
- 3.3 The risk ranking matrix identifies the level of risk based on five key categories, and is consistent with the categorisation used within the emergency services nationally and agreed with each of the District and Borough Councils across Dorset. These criteria have also been agreed to guide the escalation criteria for significant Forward Together projects/programmes. The five categories are:
- **Financial risk** – This defines the financial implications of the risk;
 - **Strategic priorities and opportunities** – This notes the extent that the risk could impact on achieving positive outcomes;
 - **Health and safety** – This identifies the extent that the risk could cause serious injury/fatality/ill health;
 - **Reputational** – This highlights whether the risk would impact on the Council’s reputation, and whether this impact would be sustained or short-term;

- Service delivery –This category within the matrix looks at the extent that the risk would impact on the ability to deliver the critical functions and those affected by any failure. This helps to ensure that appropriate business continuity planning is prioritised and ready to respond to limit impact on the delivery of critical services.

3.4 Cabinet recently decided to adjust the financial risk appetite to £500,000 (previously £1 million) to mirror the escalation point for Forward Together financial savings targets.

4. Risk Management Approach

4.1 To assist in achieving a more detailed understanding of the Council's approach to risk, a brief presentation will support this report, and focuses on the following key areas:

- A summary of the most significant corporate risks, demonstrating how risk management contributes to the outcomes focussed approach;
- How significant risks are reviewed, challenged and monitored, including the interactive risk management portal on the [Intranet](#) which is transparent and open to all elected members and officers.

4.2 The tragic Grenfell Tower fire disaster brings in to swift focus the significant impact on communities, partners and authorities when risks do occur. The presentation will highlight how such risks are reflected within the corporate risk register, both in terms of preventative action and in response to an emergency.

5. Conclusion

5.1 The Cabinet's focus on risk following the review of the Forward Together programme is welcome. It has helped to raise its profile and confirm its importance in supporting the Council's outcomes focussed approach. Proactive risk management mechanisms and the consistent application of these provide a robust platform to support good and informed decision making.

5.2 Effective risk, performance and financial management and the importance of their interdependencies significantly contribute to good governance and assurance arrangements. These alongside internal audit, external audit and other independent assurance organisations (e.g. Ofsted; CQC) all provide an important contribution to a 'healthy organisation', informing the Annual Governance Statement, and leading to the identification of improvements as necessary.

Jonathan Mair
Monitoring Officer
July 2017

Risk Champion Roles
(as defined in the Risk Management Strategy)

The role of the Member Risk Champion is to:

- understand, support and promote the risk management process and its importance as part of the decision making process;
- keep informed about relevant key developments;
- sustain a high profile of risk management, both in the public domain and internally within the County Council;
- influence the allocation of appropriate priority status for risk management, in the context of the Council's overall objectives;
- ensure that Cabinet considers risk and satisfies itself that risks are appropriately being addressed when making key decisions.

The role of the Member "Risk" Watchdog is to:

- understand, support and promote the risk management process;
- have an overview and understanding of the Council's significant risks;
- ensure that the Audit & Governance Committee fulfils its obligations to challenge, review and scrutinise the Council's risk management processes and management of its significant risks

Risk Ranking Matrix

		Financial	Strategic Priorities and Opportunities	Health & Safety	Reputational	Service Delivery
HIGH	i.e. a greater than 20% chance of:	Financial impact > £500,000	Major impact (positive or negative) on a strategic priority	Fatality or major injury/illness (long term incapacity / disability)	Sustained/long term negative media attention	Unable to deliver critical services (levels one and two)
MEDIUM	i.e. a greater than 20% chance of:	Financial impact between £300,000 and £500,000	Moderate impact (positive or negative) on a strategic priority	Moderate injury or illness	Short to medium term negative impact on public memory (affecting more than one ward)	Unable to deliver critical services (level three)
LOW		Financial impact less than £300,000	Minor / negligible impact (positive or negative) on a strategic priority	Injury or illness requiring minimal intervention or treatment	Short to medium term negative impact on public memory (affecting one ward) / minor complaints or rumours	Minor disruption to service delivery

In using this matrix, the user should consider the extent of impact across each of the 5 categories. If any of the impacts in the top row apply for this delivery model, it should be identified as “High”. High risk activity should be subject to a greater level of scrutiny, to ensure assurance can be given that potential exposures are controlled to an acceptable level.

However, for avoidance of doubt, the identification of a risk as High should not be seen as an automatic barrier to change but instead, through a considered assessment of control measures, help inform a decision as to the extent that such a risk is acceptable to tolerate.

Cabinet

Dorset County Council



Date of Meeting	19 July 2017
<p><u>Cabinet Member(s)</u> Cllr Deborah Croney – Cabinet Member for Economy, Education, Learning and Skills</p> <p><u>Local Member(s)</u> All Local Members</p> <p><u>Lead Director(s)</u> Sara Tough – Director for Children’s, Adult and Community Services</p>	
Subject of Report	Request for approval to re-procure and award a contract for the provision of self service (RFID) technology in libraries.
Executive Summary	<p>Self-service technology was first installed in all DCC libraries in 2008 and is now nearing end of life and uses an unsupported Microsoft Windows operating system which presents an ICT security risk. The self-service kiosks enable users to check books in and out, pay charges and check their account without the need for staff intervention. This enables staff to focus on other areas of service delivery, contributing to delivery of the County Council’s outcomes such as digital support sessions and other activities.</p> <p>The current contract for the provision of self service equipment used in libraries has expired and advice from Legal and Procurement services is that a new contract for the supply of self service equipment and the support and maintenance arrangements needs to be re-procured in order to be legally compliant.</p> <p>There are 53 self-service kiosks in use across the 25 DCC managed and 8 community managed libraries. The proposal is to rationalise the number of kiosks to 43 whilst maintaining the same number of kiosks for the community managed libraries (1 per library).</p>

Impact Assessment:	<p>Equalities Impact Assessment: Not required – replacement of existing equipment.</p>
	<p>Use of Evidence: Advice from Legal and Procurement Services has been used to understand the contract position and determine the need to re-procure.</p> <p>(Note: Evidence within the body text to support the recommendations and, where relevant, include a description of how the outcomes of public consultations have influenced the recommendations.)</p>
	<p>Budget: The corporate Information Strategy Group have earmarked capital funding to re-procure and implement the new self-service equipment. The funding bid was based on estimated costs although actual costs will not be known until the market has been tested.</p> <p>The annual support and maintenance costs are funded by the library service revenue budget and it is anticipated that the current budget available will be adequate to fund the new support arrangements. However this will not be known until the market has been tested and that best value has been secured.</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: LOW Residual Risk LOW</p>
	<p>Other Implications:</p> <p>The re-provision of the self-service equipment will continue to be part of the package of support provided to enable 8 community managed libraries to deliver library services locally.</p>
Recommendation	<p>It is recommended that the Cabinet approve that:</p> <ul style="list-style-type: none"> i) the contract for the re-provision of self service equipment and the subsequent support and maintenance arrangements is tendered. ii) following the tendering process, to award a contract that represents best value to the Council over the life of the contract arrangement to the preferred supplier

	identified through the tender evaluation process for the replacement self-service equipment and support and maintenance.
Reason for Recommendation	To ensure that the County Council is operating legally. To ensure compliance with Dorset County Council's Constitution and Contract Procedure Rules. To provide innovative and value for money services by delivering a cost efficient and effective service for the management and delivery of the self-service kiosks.
Appendices	Appendix 1 – Exempt Information under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 - Financial implications
Background Papers	None
Officer Contact	Name: Tracy Long, Library Service Manager Tel: 01305 224458 Email: t.long@dorsetcc.gov.uk

1. Background

- 1.1 Each of the 25 DCC managed libraries and the 8 community managed libraries has at least one self-service kiosk which allows library customers to self-serve to check books in and out, pay charges and check their account. In total there are 53 kiosks across the library network. Of the transactional work done in libraries, approx. 90% is done by customers using the self-service kiosks.
- 1.2 The technology is essential business requirement to the library service as it:
- supports the transactional work and enables staff to focus on other areas of service delivery which contribute to delivering outcomes such as events and activities.
 - supports the community managed libraries
 - used by volunteers to extend opening hours in some DCC libraries
 - used by customers in co-located libraries e.g. children's centres, outside of library opening hours.
- 1.3 The current kiosks were originally installed in 2008 and the hardware is ageing and the supplier has notified that it will no longer support the equipment beyond July 2018. The software supporting the current solution uses Microsoft Windows XP – this is an unsupported operating system which presents an ICT security risk (we have mitigations in place to manage this risk currently, but Windows XP threatens our compliance with national security requirements which allows us to connect to secure government, NHS and other public sector organisations).
- 1.4 It should be noted that the library service has reviewed the current estate and will reduce the number of kiosks to 43. The community managed libraries will continue to

be provided with a self-service kiosk as part of the agreed package of resources, approved by the County Council at its meeting in July 2011.

- 1.5 The library service proposes introducing card payment facilities as part of the implementation of the new self-service equipment. Currently library users are able to pay overdue charges and hire charges via coinboxes. By improving the customer offer to provide payment by debit/credit, it is hoped that more customers will be encouraged to pay their charges promptly. Given the costs involved in installing and providing card payment facilities, it is intended to only offer this facility where income levels warrant it (likely to up to 6 libraries) so that the costs of providing the card payment facility can be funded within existing service resources.
- 1.6 Advice from Legal & Procurement services is that we are non-compliant in contracts terms. This is because the contract spend is over the indicated value in the contract and any extension to the contract would be unlawful in contract terms. Their clear advice is that we need to re-procure the kiosks and the support and maintenance arrangements with the supplier in order to be legally compliant.

2. Procurement process

- 2.1 There is a national EPSO framework contract for RFID services which is available for use. This would be via a further competition on the relevant lot. This will help minimise the procurement and other costs involved in the tendering process.
- 2.2 There are other options for procurement if the ESPO framework is not considered suitable to meet the specified requirements and needs of Dorset and the other partners. It would be possible to issue an Open Tender via an OJEU notice.
- 2.3 There are two other library authorities in the south west who are also currently in the market for re-procuring for self-service equipment. One of these authorities is also part of the LibrariesWest consortium, of which Dorset is a member. Discussions are underway with these authorities on a possible joint procurement process in order to achieve best value for money. The decision whether to undertake a joint procurement process will be determined when soft marketing testing has been undertaken and the specification has been developed. The intention will be to work towards a joint procurement process in order to maximise spending power and to share procurement costs.
- 2.4 The contract will be let for an initial term of 4 years with an extension of a further 2 years. This is in accordance with the ESPO framework.

3. Financial implications

- 3.1 As the total life cycle costs for the contract (capital costs for equipment implementation and annual support costs for as long as six years) might exceed the key decision threshold, approval is being sought from the Cabinet:
 - to issue a tender either via the further competition route on the ESPO national framework or via an Open Tender via an OJEU notice and
 - to award the contract to the bidder whose offer represents the best value for money for the requirements over the lifetime of the contract arrangement.
- 3.2 Further information about the financial implications are set out in the exempt appendix.

Sara Tough
Director for Children's, Adults and Community Services
June 2017

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of the Local Government Act 1972.

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