

Cabinet


Dorset County Council



Date of Meeting	27 September 2017
<u>Cabinet Members</u> Councillor Rebecca Knox – Leader (in capacity as local member) Councillor Deborah Croney – Cabinet Member for Economy, Education, Learning and Skills Councillor Tony Ferrari – Cabinet Member for Community and Resources <u>Local Members</u> Councillor Kevin Brookes – Broadway Councillor Jean Dunseith – Chickerell and Chesil Bank Councillor Beryl Ezzard – Wareham Councillor Katharine Garcia – Portland Tophill Councillor David Harris – Westham Councillor Rebecca Knox – Beaminster Councillor Steven Lugg – Ferndown Councillor Jon Orrell – Weymouth Town Councillor Andrew Parry – Ferndown Councillor Byron Quayle – Blandford Councillor Clare Sutton – Rodwell Councillor Kate Wheller – Portland Harbour <u>Lead Director(s)</u> Richard Bates, Chief Financial Officer	
Subject of Report	The Community Offer for Living and Learning
Executive Summary	<p>At its meeting on 19 July, Cabinet approved to proceed with a targeted, phased countywide rollout of the community offer for Living and Learning. Cabinet also requested that it receives a further paper in September 2017 with recommendations on priorities, potential savings and timescales.</p> <p>This report identifies that further savings are likely through the collaborative approach of working with partners. However, to achieve the Living and Learning saving target of £475K will be a significant challenge, within the Way we Work (WWW) property saving timeframe. Therefore to achieve this saving within this timeframe it is likely it will require:</p> <ul style="list-style-type: none">(i) all Living and Learning propositions identified to the Member Steering Group (by 2020/21) to be delivered and

	<p>(ii) a targeted closure, substantial reconfiguration, asset transfer or community managed solutions programme for properties within scope for Living and Learning (Libraries and Children Centres type properties).</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>A programme wide Equalities Impact Assessment has been produced, and was approved by the Corporate Inequalities Group on 25 January 2017. It will continue to be reviewed as the programme develops, and an assessment undertaken in each area to inform detailed business planning.</p> <p>Use of Evidence:</p> <p>In the 2015 Ask Dorset engagement residents were asked – “do you think it is a good idea to locate different services, such as care homes, libraries, children’s centres and day centres in one community building?” 69% said they thought this was a good idea.</p> <p>Since the programme launched in 2016, there has been substantial engagement with stakeholders across the 6 pilot areas.</p> <p>Budget: The report to the Cabinet in July 2017 identified potential revenue savings of £167,500 and capital receipts of £3,000,000 for the 6 pilot areas. Further work has identified a further potential £142,300 in revenue savings and £2,894,500 of capital receipts, net of reinvestment for the remaining areas. Reaching the £475,000 revenue savings will require further work which may include service closure, substantial reconfiguration, asset transfer or community managed solutions.</p> <p>The potential savings opportunities and capital receipts are detailed in paragraph 2.2.</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the county council’s approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: HIGH Residual Risk HIGH</p> <p>The risk register is reviewed regularly with the Senior Assurance Manager, the most recent review being July 2017. The residual risk is rated as high, given wider factors such as the Local Government Re-organisation and Dorset Clinical Commissioning Group’s Clinical Services Review and the Sustainability and Transformation Plan. In addition, formal public consultation will be required, and the outcome of that will influence delivery in each area.</p>

	<p>Other Implications:</p> <p>Property and Assets: A key feature of the programme is to co-locate and integrate services. It is expected that the property estate will be rationalised, property revenue costs reduced, and capital receipts generated. This will need to link with other work just started in relation to asset management and development of any further bid funding to the One Public Estate programme.</p> <p>Voluntary and community organisations are actively involved through the discussion of potential co-location in a building and/or in relation to partnership work on change in service delivery. Discussions with district and town and parish councils are helping identify other opportunities.</p> <p>Further engagement, discussion and agreement will be needed with staff and trades unions in relation to some changes.</p>
<p>Recommendation</p>	<ul style="list-style-type: none"> (i) Delegate the sequencing outlined for the proposed Living and Learning implementation in para 2.1 to the Chief Financial Officer following consultation with the Cabinet Members for Economic Growth, Education, Learning and Skills and Community and Resources. (ii) Define service delivery models of relevant services (such as Libraries) in addition to the existing work being undertaken by the 0-5 Family Partnership Zone Review, with further recommendations being provided for Cabinet consideration in due course (iii) Agree a revised co-production methodology designed to accelerate delivery of Living and Learning.
<p>Reason for Recommendation</p>	<p>To reflect some of Cabinet's key objectives</p> <ul style="list-style-type: none"> (i) To lead the community planning process, both within the region and locally, and the search for best value (ii) To be the focus for forming partnerships with other public, private, voluntary and community sector organisations to address local needs. <p>Living and Learning will also enable DCC's Corporate Plan to be delivered. The key role is in putting into practice the Council's vision of working together for a strong and successful Dorset. The Corporate Plan sets out what we as the county council is doing to meet the continuing challenges of the economic climate while ensuring that our Dorset residents receive the services they need the most. The Living and Learning offer in each area is expected to contribute to the DCC's outcomes framework's four outcomes, of Safe, Healthy, Independent and Prosperous.</p>

	 Draft Corporate Plan.pdf
Appendices	Appendix 1 – Community Offer for Living and Learning – proposed coproduction methodology going forward Appendix 2 – Update on existing areas.
Background Papers	<ul style="list-style-type: none"> (i) 16 June 2016 - People and Communities Overview and Scrutiny Committee and 29 June 2016 – Cabinet. Community Offer for Living and Learning (ii) 11 October 2016 - People and Communities Overview and Scrutiny Committee and 26 October 2016 – Cabinet. Community Offer for Living and Learning (iii) 1 February 2017 - Cabinet. Asset Management Capital Priorities (iv) 19 July 2017 – Cabinet. Community Offer for Living and Learning.
Officer Contact	Name: Paul Leivers, Assistant Director, Early Help and Community Services Tel: 01305 224455 Email: p.leivers@dorsetcc.gov.uk Name: Roger Sewill, Strategic Estates Manager Tel: 01305 221951 Email: roger.sewill@dorsetcc.gov.uk

1. Background

- 1.1. The Way We Work (WWW) programme has a savings target of £1.7m over a 5 year period from the disposal of or income generation from County Council properties. To achieve this target, in addition to savings from offices, property savings from service delivery properties such as Libraries and Children Centres will be necessary. Rather than a closure policy, the approach to date has been to explore whether the savings can be found through integrating and co-locating services within a given area, facilitated by Living and Learning. This collaborative approach brings together a wide range of public and community/voluntary sector stakeholders and partners in a place setting to work together towards shared outcomes, based on the four principles of Prevention, Integration, Digital and Location. This paper details the location (i.e. property) opportunities, which support the WWW property savings.
- 1.2. Through the work already commenced in the 6 Living and Learning pilot areas there is the potential to achieve around £167,000 per annum property running costs savings/extra income and generate over £3m capital receipts (part to be reinvested back into the retained estate). This was reported to the Cabinet on 19 July 2017. On this basis it had been anticipated that by following the same co-production methodology with stakeholders the overall property savings could increase to around £475,000 pa.
- 1.3. Cabinet in July agreed to proceed with a targeted phased countywide rollout of the Living and Learning approach, but wished to ensure priorities, timescale and savings for the property element would meet the savings targets of the WWW property programme. A Member Steering Group for the community offer for Living and Learning of Cabinet Members was established. The Living and Learning team have therefore:
 - a) carried out an opportunity evaluation for each remaining area
 - b) held a countywide strategic stakeholder workshop to inform this opportunity evaluation
 - c) recommended a sequencing and implementation, which would maximise potential benefits from this approach in this report
 - d) identified that to achieve the £475,000 will be a significant challenge, without a combined targeted closure programme for properties within scope for Living and Learning.

2. The Outcome of the Opportunity Evaluation

2.1. Sequencing of Living and Learning implementation

To achieve the maximum savings quickly, the opportunity evaluation work has identified areas with the greatest saving potential. Areas have been classified into those which would benefit from a revised Living and Learning approach (involving a full Living and Learning community offer involving coproduction work with a range of stakeholders), and those areas with more specific opportunities where work led by other teams (such as property, family partnership zones etc.) would benefit from some support from the Living and Learning team. Information from the opportunity evaluation work has been used to suggest times for starting work in each area. Which have been reported to the Member Steering Group.

2.2. Revenue Savings & Capital receipts

The target for Living and Learning property savings, based on analysis which informed the One Public Estate bid was £475,000. Further work suggests that, to achieve the £475K will be a significant challenge, within the WWW property saving timeframe, and current approach of Living and Learning. Within the time available to complete the countywide evaluation of opportunities, around £300,000 of potential savings have been highlighted and a total of around £6m of gross capital receipts (i.e. before any reinvestment in the retained estate). Therefore to achieve the full WWW property savings it is likely to require:

- a) all Living and Learning propositions to be delivered, e.g. from integrating and co-locating services and
- b) a targeted closure, substantial reconfiguration, asset transfer or community managed solutions programme for properties within scope for Living and Learning (Libraries and Children Centres type properties).

These two measures taken together inform a revised approach to Living and Learning and will aim to deliver the £475,000 target.

REVENUE SAVINGS TARGETS. (It should be noted that this is an indicative desk top exercise before feasibility and consultation. No decisions have been taken for the proposed areas. Work will continue to verify financial detail for these properties). (The figures have been adapted to take account of part year effect).

	2018/19	2019/20	2020/21	2021+	TOTAL
a) Integration and co-location opportunities – savings targets	£7,500	£190,700	£111,600	£0	£309,800
b) Targeted closure, substantial reconfiguration, asset transfer or community managed solutions programme for properties within scope for Living and Learning (Libraries and Children Centres type properties savings target	£0	£160,000	£5,200	£0	£165,200
TOTALS	£7,500	£350,700	£116,800	£0	£475,000

CAPITAL RECEIPTS

The programme will also generate significant capital receipts. The table below indicates the potential gross amount per year. A proportion of these receipts would need to be reinvested into the property solution in each area.

	2018/19	2019/20	2020/21	2021+	TOTAL
a) Integration and co-location opportunities – savings targets	£3,744,500	£850,000	£1,300,000	£0	£5,894,500
b) Targeted closure, substantial reconfiguration, asset transfer or community managed solutions programme for properties within scope for Living and Learning (Libraries and Children Centres type properties savings target	Not yet calculated as this will depend on specific properties to close and whether any would transfer to communities.				

- 2.3. It is not possible at this stage to determine which properties need to be retained or decommissioned without risking predetermination in relation to public consultation and decision making. However, it is clear that not all properties can be retained within the forward budget provision. It is also clear for the 6 pilot areas that there is scope to achieve savings with service adaptation and delivery from another location.
- 2.4. As the opportunity evaluation exercise highlighted a potential £300,000 savings from integration and co-location opportunities, further work is therefore required to reach the full WWW property savings. This may include service point closure or substantial reconfiguration, asset transfer or community managed solutions. To inform this, an analysis of need and impact (on communities, vulnerable groups and protected characteristics groups) is essential. The Family Partnership Zone review, which is exploring the service delivery model for the 0-5 offer, will provide this analysis for children’s centres. It is suggested that similar work also commences to explore service delivery models of other relevant services, for example libraries.
- 2.5. This will provide an overview of integration and co-location opportunities as well as possible service outlet closures or substantial reconfiguration, asset transfer or community managed solutions, which will inform public consultation and decision-making.
- 2.6. This work still allows for services to be provided for a community from a physical location. As such, this can still be part of any community offer for Living and Learning. However, this points to a location potentially providing services to a greater geographical area and catchment population, taking in what previously had been provided from another location, and where a building may need to close in order to achieve the required savings.

2.7 The result of this further investigatory work will be considered by the Member Steering Group. Local members will be closely involved within the initial stages of any project proposals

3. Wider Programme benefits

3.1. Living and Learning has considerable wider benefits in addition to the property savings and receipts referred to above. The programme's benefits are as follows

- a) Opportunities to reduce back office and front of house costs
- b) Facilitating shared place leadership by working with other organisations and communities to deliver improved outcomes for local people, building on the partnerships already in place and co-producing new, innovative and sustainable delivery model
- c) Building community capacity
- d) Using data and local knowledge to target services more effectively
- e) Integrating services, sharing standardised and simplified back office services
- f) Raising the quality of service provision and improving customer access relying to a far greater extent on multi-disciplinary teams and generically trained staff to resolve requests for service quickly and efficiently
- g) Optimising the use of digital to improve service delivery and reach out into the community
- h) Generating revenue savings for Dorset County Council and partners
- i) Rationalising our property estate, generating capital receipts.

4. Accelerating the process

4.1. Stakeholder engagement to deliver solutions, which have community support, inevitably and appropriately takes time. The amount of time taken to identify Living and Learning targeted property solutions to support the WWW property programme can however be reduced. This can be achieved by defining the parameters (including saving targets, and potential opportunities, at the start of engagement/co-production work in each area, and working in several areas at the same time. In effect, this means starting with some proposals devised for engagement with key stakeholders rather than a 'blank piece of paper'. The options development phase in the remaining town areas could then be completed within 12-14 months. Following public consultation, the time taken to deliver each property solution would be dependent on the nature of the individual project and resources available.

5. Current status

An update on the existing pilots was provided in July's Cabinet report. Appendix 2 provides a summary of each area, and what success is envisaged to look like.

Richard Bates
Chief Financial Officer
September 2017

Community Offer for Living and Learning – proposed coproduction methodology going forward

1. Background

The **Community Offer for Living and Learning** approach brings together and facilitates joint working between a wide range of stakeholders on a place basis. In an area, this can include but is not limited to the following.

- **Family Partnership Zones**, which provide a universal offer with a ‘cradle to career’ approach;
- **Libraries** which provide a universal service for all focusing on reading, digital, information, learning, health and culture;
- **District councils** which provide a range of services including planning, building control, housing, environmental health, economic regeneration and tourism;
- **Town and parish councils** who provide a front line community based point of enquiry and deliver some local services;
- **Dorset HealthCare** whose offer is based on integrated community services for all ages and mental health services;
- **Tricuro** who provide day care services for all, including specialist support for people with dementia and people with disabilities; provides support to older people and people with specific need;
- **Community and voluntary** sector organisations.

The Community Offer for Living and Learning approach brings this all and more together as a community offer over the full life-course, in a locality.

2. The Methodology

The current Living and Learning co-production route map identifies steps to guide the development of a community offer from initiation, through options development to public consultation and decision making. This has significantly tightened up the initial engagement process (e.g. Blandford took ten months, whereas Wareham took six months to get to the same point).

Our approach in the pilot areas has been genuine coproduction. We have facilitated an outcomes based approach in a locality, with no preconceived ideas about possible solutions based on the 4 principles of Prevention, Integration, Digital and Location.

The Living and Learning scoping exercise, coupled with the need to realise WWWproperty revenue savings and capital receipts, has led us to adapt our methodology, making it tighter and explaining the parameters of coproduction work going forward. Our new approach will be as follows:

- Communicate to all local managers (front facing services) in prioritised areas
- Produce an **area initiation document (AID)** with input from local members and key local stakeholder (e.g. town council); to include:
 - Introduction to the Living and Learning vision and approach
 - Description of area (including data)
 - Parameters (e.g. Dorset County Council savings requirements, timeframe)
 - Description of any initial opportunities (identified in the scoping exercise)
 - Tools for co-producing the community offer

- Local engagement phase – options development
 - Local stakeholder workshops (x2) to discuss AID and develop options
 - Local staff engagement
- Options appraisal (strategic business case)
- Formal public consultation on options
- Final business case
- Decision

The coproduction route map for the pilot areas included service user/community engagement in initial local engagement phase (i.e. when developing the options); leading to more rounded options which are more likely to meet the needs of the local area. However, working in the existing time parameters limits the amount of pre-consultation engagement which is realistically achievable.

In this adapted approach, we are relying on local stakeholders for knowledge and input about an area at the pre-consultation (options development) phase. Service users/communities will continue to have the opportunity to input at the public consultation phase.