

Agenda

Dorset County Council



Meeting: Cabinet

Time: 10.00 am

Date: 18 July 2018

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

Rebecca Knox (Chairman)
Jill Haynes
Peter Wharf

Steve Butler
Andrew Parry

Tony Ferrari
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 13 July 2018, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

Contact: Fiona King
County Hall, Dorchester, DT1 1XJ
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Date of Publication:
Tuesday, 10 July 2018

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 27 June 2018.

4. **Public Participation**

5. **Cabinet Forward Plan**

11 - 18

To receive the Cabinet Forward Plan.

6. **Complex Communication Needs and Social Emotional and Mental Health Specialist Provision**

19 - 24

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

7. **Procurement Strategy Refresh: 2018-2020**

25 - 68

To consider a report by the Cabinet Member for Community and Resources.

8. **Proposal to amend Adopted Highway Policy**

69 - 86

To consider a report by the Cabinet Member for Natural and Built Environment.

9. **Panels and Boards**

To receive the minutes of the following meetings:

a) **Dorset Police and Crime Panel 26 June 2018**

87 - 98

b) **Health and Wellbeing Board 27 June 2018**

99 - 104

10. **Questions from County Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 13 July 2018.

11. **Exempt Business**

To consider passing the following resolution:

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

12. **Approval of the Business Case for the development of an open framework to procure Learning Disabilities services from April 2019 with delegated authority to award (Paragraph 3)**

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

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Cabinet

Minutes of a meeting held at County Hall, Colliton Park, Dorchester,
Dorset, DT1 1XJ on Wednesday, 27 June 2018.

Present:

Rebecca Knox	Leader of the Council
Jill Haynes	Deputy Leader and Cabinet Member for Health and Care
Steve Butler	Cabinet Member for Safeguarding
Andrew Parry	Cabinet Member for Economic Growth, Education, Learning and Skills
Tony Ferrari	Cabinet Member for Community and Resources
Daryl Turner	Cabinet Member for Natural and Built Environment

Members Attending:

Jon Andrews, County Councillor for Sherborne Town
Ray Bryan, County Councillor for Moors
Hilary Cox, As Chairman of the Council and County Councillor for Winterborne
Nick Ireland, County Councillor for Linden Lea

Officers Attending:

Nick Jarman (Interim Corporate Director for Children's Services), Debbie Ward (Chief Executive), Richard Bates (Chief Financial Officer), Grace Evans (Legal Services Manager), Mike Harries (Corporate Director), Fiona E King (Communications Officer), Peter Scarlett (Estate and Assets Manager) and Fiona King (Senior Democratic Services Officer).

For certain items, as appropriate:

- (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, 3 July 2018.**
- (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, 18 July 2018.**

Apologies for Absence

68 Apologies for absence were received from Peter Wharf (Cabinet Member for Workforce), David Phillips (Director of Public Health, Bournemouth, Dorset and Poole) and Jonathan Mair (Service Director – Organisational Development). Grace Evans (Legal Service Manager) attended the meeting for Jonathan Mair.

Code of Conduct

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

Minutes

70 The minutes of the meeting held on 23 May 2018 were confirmed and signed.

Public Participation

71 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

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

The Leader of the Council highlighted that a piece of work was underway to ensure that any items coming to future Cabinet meetings that would have an impact on the new Council in 2019 would go forward to the Shadow Executive Committee.

Medium Term Financial Plan (MTFP) Update

73 The Cabinet considered a report by the Cabinet Member for Communities 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 and covered matters that would need to be taken into account when developing the MTFP in readiness for the transition to the new unitary authority.

The report also summarised information for consideration by the Audit and Governance Committee on 29 June 2018 related to the 2017/18 outturn, balances at 31 March 2018, and the most recent 2018/19 forecast of outturn.

Cllr Ferrari highlighted the good job on the part of officers in achieving the £0.2m underspend for 2017/18. He also congratulated officers on the achievement of finalising the end of year accounts about a month earlier than in previous years which represented a good piece of work and asked that his thanks be passed on to all financial officers.

To date there was a £3.7m overspend forecasted, with the areas of pressure being in Adults and Children's Services. This was still a huge improvement on the previous year and everybody recognised the increased pressures across both of the services. This remained a risk as they were both demand led services but Cabinet members and officers were working hard to keep it under control. Cllr Ferrari highlighted recommendation 7 in the report and the use of capital available to make service improvements. He would therefore be seeking Cabinet approval to transfer £5m into a transformation fund.

Cllr Haynes supported the movement of money through to the transformation fund and felt this was vital in view of the considerable challenges moving forward. She took the opportunity to highlight that the pressure on the adults budget came predominantly from the market and that the Council was being charged more than other counties. Cllr Knox, as the Leader of the Council, felt it would be helpful to send out a communications brief to explain exactly what the challenges were.

Cllr Butler noted that Children's Services were working on the overspends and driving hard to try and bring the pressures down.

Cllr Turner asked that the last sentence from paragraph 7.8 of the report be added to the recommendation in order to be more transparent, which was agreed.

The Chief Financial Officer noted that the financial year was very difficult, but the work across the whole of the County Council needed to be recognised. Officers would be working again this year to close the budget and the expectation was that there would be a balanced budget by the end of the year.

Resolved

1. That the unaudited outturn position for 2017/18, specifically the financial performance in service Directorates be noted;
2. That the Directors' early estimates included in the forecast of outturn for the current year be noted;
3. That the latest savings expectations from the Forward Together programme and contribute ideas for short-term and longer-term savings be noted;
4. That the starting position for the current MTFP and budget round including the level and adequacy of balances on the general fund be noted;
5. That any other issues that Cabinet wished to be taken into account in the development of the MTFP and budget be brought forward;
6. That the proposals to increase the current ceiling on the flexible use of capital receipts be agreed;
7. That the transfer of an additional £2.5m into the LGR reserve to provide for future costs of transition be agreed in order to give headroom of £7m to apply from 2018/19. The Government has already acknowledged this nationally, through the extension of the period for flexible receipts usage to 2021-22; and
8. That the risks associated with and impacting upon the financial performance for the current and future financial years be understood.

Reason for Decision

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.

Quarterly Asset Management Report

74 The Cabinet considered a report by the Cabinet Member for Community and Resources on the issues related to the various asset classes of Property, Highways, ICT, Fleet and Waste.

Cllr Ferrari highlighted some of the key issues in the report and noted the good progress being made across a number of areas.

Members of the Cabinet received a statement from Cllr Clare Sutton, County Councillor for Rodwell, in respect of the Quarterly Asset Management report. The statement is attached as an annexure to these minutes.

In respect of the statement, the Director for Children's Services highlighted the background to the transfers of youth centres into community ownership. The Youth Centre mentioned in the county councillor's statement was different and he went on to explain this difference.

The Cabinet Member for Safeguarding welcomed the work STEPs were providing for young people in Weymouth, and confirmed that the Council understood that it would take longer to transfer the asset because of the extra time required to negotiate with the Department for Education (DfE). As long as the Charity kept the Cabinet informed he was content for this to continue. He added that he felt that the asset transfers in connection with the youth service had been a successful move by the County Council.

In respect of St Andrews, Cllr Haynes was pleased to see that it was progressing but wanted to clarify that the County Council was not considering closing the day centre but would seek to re-provide the facility within a new care village in Bridport.

Cllr Parry, on behalf of Cllr Pauline Batstone, as the County Councillor for the Blackmore Vale asked for an addition to recommendation 7 in respect of the Thomas Hardy items to include 'museum or other suitable safe places', which was agreed.

Resolved

1. That the completion dates for the transfer of the listed Youth Centres to the respective community bodies be approved; and furthermore, that if any of these dates are not achieved, the County Council will either agree an immutable date for completion of the transfer, or withdraw from any further negotiations, after consultation with the portfolio holder for Community and Resources (para 3.2.8);
2. That Baileys, 131 Barrack Road Christchurch be declared surplus and that the listing authority for assets of community value be notified immediately thereafter of the intention to sell, allowing time for discussions with The Water Lily Project to progress during the moratorium period prior to any formal marketing process (para 3.3.5) be approved;
3. That Horizon West, Cromwell Road, Weymouth be declared surplus and disposed of on the open market on terms to be agreed by the Chief Financial Officer (para 3.4.2) be approved;
4. That the County Council enters into a contract with NHS Dorset on terms to be agreed by the Chief Financial Officer, to enable NHS Dorset to progress plans for constructing a new GP Surgery on part of the Wareham Middle School site (para 3.5.5) be approved;
5. That the transfer the land between no's 38 & 46 Salisbury Street, Shaftesbury to Shaftesbury Town Council for use as public open space and otherwise on terms to be agreed by the Chief Financial Officer (para 3.6.3) be approved.
6. That the final construction cost overspend of approximately £600,000 on the Bridport Waste Management Centre be funded from the County Council's existing capital contingency budget and that Cabinet notes that the final overspend will not be known until the final commuted maintenance sum is confirmed by Highways England (para 7.1.11) be approved;
7. That the transfer of an oil painting of a local townscape on a renewable five-year loan agreement, governed by Arts Council Museum Accreditation to be agreed between the County Council and the Blandford Museum be approved; and that the proposal to transfer a number of low value other pieces of visual art, mainly of Thomas Hardy, and local pottery to any local museum or other suitable safe places on a renewable five-year agreement and if not of interest to any museum, to the disposal of these items through a local auction sale (para 8.1.4) be approved;
8. That the overall revised estimates and cash flows for projects as summarised and detailed in appendices 1 and 2 (para 9.2) be noted;
9. That the use of delegated powers by the Director for Children's Services (para 3.9.3) be noted; and
10. That the emerging issues for each asset class be noted.

Reason for Decision

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

Special Educational Needs and Disability Improvement Plan - Progress Report

75 The Cabinet considered a report by the Cabinet Member for Economic Growth, Education, Learning and Skills which provided a progress report on the significant impact that the improvement plan had so far made in enabling a three year improvement drive within the Special Educational Needs and Disability (SEND) Services for children and young people.

Cllr Parry presented the report and noted that the budget was on track and would be successfully deployed over the 3 year period. He highlighted the progress of timescales in respect of Education and Health Care Plans (EHCPs)

Cllr Haynes appreciated that this report had come back to Cabinet as there had been serious concerns in the past.

Cllr Knox, as the Leader of the Council, highlighted the importance of keeping this on

the top of the list of priorities.

Following a question about a good communication programme in place with schools, the Director for Children's Service advised that there was a regular bulletin that went out to all parents. SEND was a difficult place for parents and carers and schools were very involved but the nature of circumstances sometimes were very difficult.

Resolved

1. That the significant progress that has been made in improving the service provided to children and young people and their carers with SEND be noted.
2. That the continued focus on service improvement over the next two year period be supported.

Reason for Decision

To build on the improvements that had been achieved in improving the Special Educational Needs and Disability Service for children and young people in Dorset.

Panels and Boards

76 The following minutes were received:-

Joint Public Health Board - 4 June 2018

77 Cllr Haynes highlighted Minute 26 and advised that a Task and Finish Group would be set up, proposals would then go forward to the Shadow Council. It would be important to look at how we would work with the other 2 authorities in the future to continue with the prevention work.

Noted

Joint Archives Advisory Board - 6 June 2018

78 The Chairman of the County Council highlighted that the need for additional storage space was still pressing, it was big project and a statutory duty. A temporary fix had been sourced but this area needed more work.

Noted

Questions from County Councillors

79 A question was received from Cllr Nick Ireland to the Cabinet Member for Economic Growth, Education, Learning and Skills in relation to schools in Weymouth. The question and answer are attached as an annexure to these minutes

Cllr Ireland asked a further question regarding budget cuts at Budmouth College and how they had impacted on the school. He felt that the funding was not on a level playing field. Cllr Parry, as the Cabinet Member for Economic Growth, Education, Learning and Skills, responded that the Council was on a journey of moving the school forward, officers from the council had met with staff and parents and he was sure that future visits would be planned. The Director for Children's Services added that the age weighted pupil unit (APWU) was identical to any other secondary school in Dorset. He emphasised the need to be clear to members that the powers that the Council had were very limited and had been used effectively. Budmouth College was a foundation school, and therefore an employer of its own staff and premises. The Local Authority had done everything it could within its powers but the quantum of funding for any other school could not be influenced by the County Council.

Cllr Ireland also made reference to the County Council insisting that Budmouth College paid their outstanding debts within 3 years. The Director advised as an automatic consequence of receiving an 'inadequate' judgement. Work was ongoing with the Regional Schools Commissioner (RSC) towards academy status. The Governors were employers of the staff, and the Interim Executive Board was there to

provide any assurance between the employer and employee.

Meeting Duration: 10.00 am - 10.50 am



**Cabinet Forward Plan
(Cabinet Meeting Date - 18 July 2018)**

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

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

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

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

Definition of Key Decisions

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

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

Membership of the Cabinet

Rebecca Knox	Leader of the Council
Jill Haynes	Deputy Leader of the Council and Cabinet Member for Health and Care
Steve Butler	Cabinet Member for Safeguarding
Andrew Parry	Cabinet Member for Economy, Education, Learning and Skills
Tony Ferrari	Cabinet Member for Community and Resources
Daryl Turner	Cabinet Member for Natural and Built Environment
Peter Wharf	Cabinet Member for Workforce

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
18/07/18	Key Decision - Yes Open Complex Communication Needs and Social Emotional and Mental Health Specialist Provision	Cabinet Cabinet Member for Economy, Education, Learning and Skills (Andrew Parry)	All schools, neighbouring local authorities, all town and parish councils, all Members and parents and carers.	Published notices in the newspaper media E-mail to all district, town and parishes E-mail to all Members and schools Information on DCC Admissions website	None	Ed Denham, School Admissions Manager
18/07/18	Key Decision - Yes Open Approval of Youth Justice Plan 2018-19	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.	None	David Webb, Service Manager - Dorset Combined Youth Offending Service

18/07/18	<p>Key Decision - Yes Open Home to School Transport and Post 16 Transport Assistance Policy 2019-20</p>	<p>Cabinet Cabinet Member for Economy, Education, Learning and Skills (Andrew Parry)</p>	<p>All schools, neighbouring local authorities, all town and parish councils, all Members, parents and carers</p>	<p>E-mails to stakeholders; all district/town/parishes; Members; all schools Information on DCC Admissions Website</p>	<p>Home to School Transport Assistance Eligibility Policy for Children and Young People attending School 2019-20 Dorset Post 16 Transport Support Policy 2019-20</p>	<p>Ed Denham, School Admissions Manager</p>
18/07/18	<p>Key Decision - No Open Approval of Revised Procurement Strategy and Contract Management Procedure Guide 2018-2020 These underpin Dorset County Council's procurement objectives and contract management principles. In Year 2 (2019-20) these will be revised to reflect the needs and aspirations of the new Dorset Council.</p>	<p>Cabinet Cabinet Member for Community and Resources (Tony Ferrari)</p>			<p>Procurement Strategy Contract Management Procedure Guide</p>	<p>Jim McManus, Chief Accountant</p>

<p>18/07/18</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 14</p>	<p>Key Decision - Yes Fully exempt 3 Approval of the Business Case for the development of an open framework to procure Learning Disabilities Services from April 2019 with delegated authority to award</p>	<p>Cabinet Deputy Leader and Cabinet Member for Health and Care (Jill Haynes)</p>	<p>DCC operational teams Poole and Bournemouth LD Commissioners Dorset CCG LD Providers Service users and carers Advocacy groups</p>	<p>Task and Finish Groups and ongoing project groups. Formal meetings and ongoing engagement and co-production Provider market engagement events Use of specialist advocacy groups to support accessible engagement of service provision.</p>	<p>Developing a sustainable commissioning plan for Learning Disabilities in Dorset - Learning Disability Dorset Care & Support Framework Learning Disabilities Supported Living and Sleep in rates 2018 SW ADASS - Alder Analysis of hourly rates in South West DCC hourly rate benchmarking UK HCA - A Minimum price for Homecare (January 2018)</p>	<p>Diana Balsom, Commissioning Manager, Housing and Prevention</p>
<p>18/07/18</p>	<p>Key Decision - Yes Open Variation to Dorset Highways Policy to expand delivery options for works to amend the existing highway required to facilitate new development (Ref: PoIDH50003)</p>	<p>Cabinet Cabinet Member for Natural and Built Environment (Daryl Turner)</p>	<p>Developers Statutory Utilities Local Planning Authorities Blue Light Services</p>	<p>Written consultation</p>	<p>S278 Highways Act (1980) Adopted Highways Policy (PoIDH50003) Dorset Highway Works Term Services Contract</p>	<p>Neil Turner, Highway Development Team Leader</p>
<p>26/09/18</p>	<p>Key Decision - Yes Open Quarterly Asset Management Report</p>	<p>Cabinet Cabinet Member for Community and Resources (Tony Ferrari)</p>	<p>Environment & Economy, Children's Services, Adult & Community Services Chief Executive's Directorates.</p>	<p>All consultees submit contributions to the report.</p>		<p>Peter Scarlett, Estate and Assets Manager</p>

17/10/18	Key Decision - Yes Open Medium Term Financial Plan Update	Cabinet Cabinet Member for Community and Resources (Tony Ferrari)				Richard Bates, Chief Financial Officer
5/12/18	Key Decision - Yes Open Quarterly Asset Management Report	Cabinet Cabinet Member for Community and Resources (Tony Ferrari)	Environment & Economy, Children's Services, Adult & Community Services Chief Executive's Directorates.	All consultees submit contributions to the report.		Peter Scarlett, Estate and Assets Manager
To be scheduled	Key Decision - Yes Open Health and Wellbeing Board Update	Cabinet Leader of the Council (Rebecca Knox)	-	-	None	David Phillips, Director of Public Health, Bournemouth, Dorset and Poole

Private Meetings

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

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

Dorset County Council

Business not included in the Cabinet Forward Plan

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

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

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Cabinet

Dorset County Council



Date of Meeting	18 July 2018
<p><u>Cabinet Member(s)</u> Andrew Parry – Cabinet Member for Economic Growth, Education, Learning and Skills</p> <p><u>Local Members</u> All Members</p> <p><u>Lead \director(s)</u> Nick Jarman – Director for Children’s Services</p>	
Subject of Report	Complex Communication Needs and Social Emotional and Mental Health Specialist Provision
Executive Summary	<p>Further to the Cabinet decision on 6 April 2018 to invest in specialist provision for children with Complex communication Needs (CCN), and Social Emotional and Mental Health (SEMH) needs, a public consultation has been carried out. This is to change the provision at a number of Maintained Schools to establish Special Education Needs (SEN) provision and change the age range.</p> <p>This is required under Schedule 3 of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.</p> <p>The schools concerned are :</p> <ol style="list-style-type: none"> 1. Parley First School – The Local Authority will provide 10 places at a Complex Communication Needs Specialist Resource Provision within Parley First School from the 1 September 2018. 2. West Moors Middle School – The Local Authority will provide 10 places at a Complex Communication Needs Specialist Resource Provision within West Moors Middle School from the 1 September 2018. 3. Dorchester Learning Centre – The Local Authority will provide 24 places at a Social, Emotional and Mental Health Unit at the

	<p>Dorchester Learning Centre at Monkton Park from the 1 September 2018. In addition, the Dorchester Learning Centre will extend its age range of provision from 11-16 to a new age range of 4 -16.</p> <p>4. The Forum Centre - The Local Authority will provide 8 places at a Social, Emotional, Mental and Health Unit at The Forum Centre in Blandford from the 1 September 2018. In addition, The Forum Centre will extend its age range of provision from 11-16 to a new age range of 4-16.</p> <p>5. The Compass Learning Centre - The Local Authority will provide 24 places at a Social, Emotional, Mental, Health Unit at The Compass Learning Centre in Weymouth from the 1 September 2018.</p> <p>During the 4 week consultation period from the 24 May 2018, there were no responses.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>This will provide more specialist provision closer to home for families and children, and no group will be adversely affected.</p> <hr/> <p>Use of Evidence:</p> <p>Significant evidence was provided to the April Cabinet meeting regarding the need for more specialist provision.</p> <hr/> <p>Budget:</p> <p>It is expected that by providing more local authority specialist provision closer to home, that children will avoid the need for more expensive independent provision outside of the county of Dorset, and reduce the travel times and costs.</p> <hr/> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk LOW</p> <hr/> <p>Outcomes :</p> <p>Children will be able to access more specialist education closer to home</p>

Page 3 – Complex Communication Needs Resourced Provision and Social, Emotional & Mental Health Resources Provision

	Other Implications: None						
Recommendation	<ol style="list-style-type: none"> 1. That the Cabinet formally agrees to the provision of CCN Bases at Parley First school and West Moors Middle school from 1 September 2018 2. That the Cabinet formally agrees to the provision of SEMH Bases at 3 Dorset Learning Centres (Compass, Dorchester, and Forum) from 1 September 2018 3. That the Cabinet formally agrees to the change in age range to 4 to 16 at the Dorchester and Forum Learning Centres. 						
Reason for Recommendation	<ul style="list-style-type: none"> • To enable the above schools to meet the specialist needs of children in Dorset, and in accordance with statutory regulations • An assessment of sufficiency has determined that these specialist places are required 						
Appendices	Appendix 1: - Statutory Consultation Notice						
Background Papers							
Officer Contact	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Name: Gary Binstead</td> <td style="width: 50%;">Ed Denham</td> </tr> <tr> <td>Tel: 01305 224142</td> <td>01305 221939</td> </tr> <tr> <td>Email: g.binstead@dorsetcc.gov.uk</td> <td>e.denham@dorsetcc.gov.uk</td> </tr> </table>	Name: Gary Binstead	Ed Denham	Tel: 01305 224142	01305 221939	Email: g.binstead@dorsetcc.gov.uk	e.denham@dorsetcc.gov.uk
Name: Gary Binstead	Ed Denham						
Tel: 01305 224142	01305 221939						
Email: g.binstead@dorsetcc.gov.uk	e.denham@dorsetcc.gov.uk						

1. Introduction

- 1.1 The recent sufficiency assessment identified the need for additional specialist provision within Dorset, to meet the needs of children closer to home.
- 1.2 Significant consultation has been carried out with schools and relevant stakeholders and groups. A further public consultation has also taken place.
- 1.3 The decision has been made regarding a number of changes to provision at several schools so far, who will provide a CCN or SEMH Base for children with complex needs. This provision will be operational from September 2018.
- 1.4 There will be further schools identified later this year, who will be operational from September 2019, and a further paper will follow during the year as part of this work.

2. The Proposal and the reasons why.

- 2.1 The proposals are to introduce Resourced Provision Bases at a number of schools, as detailed above.
- 2.2 The proposal is also to extend the age range to 4 to 16 at 2 Learning Centres, as detailed above.
- 2.3 This will allow the Local Authority to provide more specialist education closer to home for children and their families, avoiding additional costs and travel times. This will also allow more children to remain with their community and with their families.

3. Statutory Legal Process

- 3.1 These proposals have been consulted on as required under Schedule 3 of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.
- 3.2 In order for a Community Maintained school to establish / remove / alter a Special Education Needs provision, and any proposal to change the age range. a full Statutory process has to be undertaken.

4. The responses to the Consultation

- 4.1 There were no responses to the consultation

5. Recommendation

- a) That the Cabinet formally agrees to the provision of CCN Bases at Parley First school and West Moors Middle school from 1 September 2018
- b) That the Cabinet formally agrees to the provision of SEMH Bases at 3 Dorset Learning Centres (Compass, Dorchester, and Forum) from 1 September 2018
- c) That the Cabinet formally agrees to the change in age range to 4 to 16 at the Dorchester and Forum Learning Centres.

Nick Jarman
Director for Children's Services
July 2018



Temporary Closure of St Georges Road, Dorchester

DORSET COUNTY COUNCIL has made an Order under Section 14 [1] of the Road Traffic Regulations Act 1984, as amended. All vehicles will be prohibited from proceeding along ST GEORGES ROAD, DORCHESTER from its junction with Eddison Avenue, for a distance of approximately 100 metres. The order is needed in order to comply with Health and Safety Regulations, which require the provision of safe working areas and to minimise the likelihood of danger to Highway Users. It will come into operation on 29th May 2018 and will remain in force for 18 months. However it is anticipated that the works will be completed by 6th July 2018.

This order will enable Mildren Construction, safe access to carry out works associated with the link road from Lubbecke Way to St Georges Road along with the Stopping Up works on St Georges Road.

An alternative vehicular route will be signed using: St Georges Road - B3143 Kings Road - Lubbecke Way - continuation onto new link road which joins back up with St Georges Road just before St Georges Close

If you would like further information about the work being undertaken, please call Mildren Construction on 01202 487480. For further information concerning this order please call Dorset Highways Traffic Team on 01305 221020.

Dated: 24 May 2018.

MIKE HARRIES, Director for Environment and the Economy, County Hall, Dorchester, Dorset DT1 1XJ.

Complex Communication Needs Resourced Provision and Social, Emotional & Mental Health Resources Provision

By Virtue of Schedule 3 of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, Dorset County Council is required to consult on changes to provision at Maintained Schools including the establishment/removal/alteration of Special Education Needs provision and any proposal to change the age range.

Following extensive consultation with schools and learning centres notice is hereby given for the following changes:

1. Parley First School – The Local Authority will provide 10 places at a Complex Communication Needs resources provision within Parley First School from the 1 September 2018.
2. West Moors Middle School – The Local Authority will provide 10 places at a Complex Communication Needs resourced provision within West Moors Middle School from the 1 September 2018.
3. Dorchester Learning Centre – The Local Authority will provide 24 places at a Social, Emotional & Mental Health provision at the Dorchester Learning Centre at Monkton Park from the 1 September 2018. In addition, the Dorchester Learning Centre will extend its age range of provision from 11-16 to a new age range of 4 -16.
4. The Forum Centre - The Local Authority will provide 8 places at a Social, Emotional, Mental and Health Unit at The Forum Centre in Blandford from the 1 September 2018. In addition, The Forum Centre will extend its age range of provision from 11-16 to a new age range of 4-16.
5. The Compass Learning Centre - The Local Authority will provide 24 places at a Social, Emotional, Mental, Health Unit at The Compass Learning Centre in Weymouth from the 1 September 2018.

The reason for these changes is to provide appropriate provision to support children across Dorset.

A copy of the proposals are available at <https://www.dorsetforyou.gov.uk/schools> or can be requested through the email - schoolorganisation@dorsetcc.gov.uk

Any person may submit their comments, both positive and negative, to Gary Binstead, School Organisation, Dorset County Council, County Hall, Dorchester DT1 1XJ or through email schoolorgansiation@dorsetcc.gov.uk within 4 weeks of the publication of this notice.

Date: 24 May 2018.

Signed: Nick Jarman, Director of Children's Services, Dorset County Council.

Privacy Notice: Personal details of respondents to the consultation will only be used to confirm their submission, respond to any queries they raise and to inform respondents of the outcome of the consultation where appropriate. The substance of respondent's communication will be made public, though the names and contact details will be withheld. Dorset County Council will retain the names and contact details for a maximum period of 12 months after the close of the consultation.

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Cabinet

Dorset County Council



Date of Meeting	18 July 2018
<u>Cabinet Member</u> Tony Ferrari – Cabinet Member for communities and resources <u>Lead Officer</u> Richard Bates – Chief Financial Officer	
Subject of Report	Procurement Strategy Refresh: 2018-2020
Executive Summary	<p>This report accompanies the refreshed procurement strategy document which expired at the end of March 2018.</p> <p>The refresh provides the opportunity to formalise the approach the Council has adopted in more recent years, of a business partnering approach rather than category management.</p> <p>The strategy sets out key, measurable objectives that the organisation will pursue in order to deliver the strategy and sets out how they support the four SHIP outcomes.</p> <p>The strategy is necessarily shorter-term than might otherwise be the aim as it will need to take the existing Dorset County Council through its final few months of business and support the new Dorset Council in its early stages whilst a member vision is developed and a further review of the procurement strategy is considered.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>An EQIA screening test has been carried out indicating that the strategy refresh does not impact negatively on any protected characteristics. A full EQIA is therefore not required.</p> <hr/> <p>Use of Evidence:</p> <p>This refresh reflects a gradual transition to a business partnering approach, rather than category management, which was not evident in the strategy up to this point. This reflects the County Council's preferred approach to support service delivery in front-line services.</p> <p>The strategy refresh reflects current best practice across Local Government, reflecting compliance with Public Contracts</p>

	<p>Regulations 2015, changes to arrangements for managing government contracts and develops and research into other Councils' strategy and policy arrangements.</p> <p>Budget: Whilst this refresh has no direct budgetary impact, it builds on our desire to achieve better value for money for the taxpayer, better services for citizens and improvements in relationships with suppliers, particularly local businesses which are key particularly important to improving Dorset's economic prosperity.</p> <p>Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: Medium Residual Risk Low</p> <p>Other Implications: A clear mandate for the refreshed strategy and accompanying contract management procedure guide are essential for the County Council to complete the transition of its contracts and supplier relationships into the new Dorset Council. The procurement and contracts workstream (overseen by the Dorset Area Finance Officers Group) is already working collaboratively and it is anticipated that these documents might prove helpful for colleagues currently in the District Councils to transition their own arrangements to the new Council. We are already sharing principles and practice.</p>
<p>Recommendation</p>	<p>The Cabinet is asked to consider the contents of this report and:</p> <ul style="list-style-type: none"> (i) set out any other matters that should be included in the strategy; (ii) agree the refreshed procurement strategy for Dorset County Council for the remainder of 2018/19, and to support procurement and contract management effectiveness for the new Dorset Council in 2019/20; (iii) support the revised contract management procedures and the development of contract management training.
<p>Reason for Recommendation</p>	<p>The documents set out key deliverables for the County Council in the transition to the new Dorset Council and underpin much of the future work plan around contract novation, discussion of arrangements with a Christchurch impact and the bringing-together of arrangements across the Dorset area into the new Council.</p>

Appendices	<ol style="list-style-type: none">1. Procurement Strategy2. Contract Management Procedure Guide
Background Papers	
Officer Contacts	Names: Dawn Adams, David McDonald, Senior Procurement Officers Jim McManus, Chief Accountant Tel: 01305 221235 Email: j.mcmanus@dorsetcc.gov.uk

1. Background

- 1.1 The County Council's previous procurement strategy expired at the end of March 2018, so a refresh was required.
- 1.2 The refreshed strategy reflects much more closely the ways in which the team has changed its style and approach to support colleagues in the organisation through a business partnering approach rather than adhering strictly to a category management approach.

2. Becoming the new Dorset Council

- 2.1 The strategy underpins the work which the team must carry out in the transition to the new Dorset Council. The strategy also aims to be useful for the new authority, however it also recognises that Dorset Council Members may have a very different vision for Procurement so this document is intended only for the current Dorset County Council and the first year of the new Dorset Council where this is helpful and if it is an approach that is shared by colleagues in the District Councils.
- 2.2 If this approach is agreed by Cabinet, the Shadow Executive will also be consulted concerning continuing benefit for the new Dorset Council.
- 2.3 The draft documents have already been shared at officer level across the Dorset area. Clearly, we will need to harmonise our approaches wherever possible as we will want to deal with suppliers and contractual arrangements clearly and consistently, but regardless of any divergence after 1 April 2019, we will still need to agree principles, methods and procedures so it is hoped that these documents will be helpful in that respect.

3 Key features and aims of the strategy

- 3.1 The key aim of the strategy is to support the County Council's delivery of the key *safe, healthy, independent, prosperous* outcomes. This will be achieved by pursuing value for money through a compliant route to market for all of our contracted expenditure and engaging better with businesses from a social value perspective.
- 3.2 Appendix 1, the Procurement Strategy sets out the strategy, how this relates into performance objectives with key performance indicators which will support our corporate outcomes.

4 Key features and aims of the contract management procedures

- 4.1 For some time, we have acknowledged that we could do more to improve contract management across the authority. The timing of the Government's review of contract management guidance for Civil Servants has therefore been helpful in supporting this work, which is now set out in Appendix 2 – Contract Management Procedure Guide.
- 4.2 We will not stop at this document, however, a crucial part of our transition to the new authority will be to ensure we have good intelligence around all our contracts. The procedures therefore set out the collection of our data in a single, mandated source (Accord) and information around contracts with either a Christchurch impact or a consolidation impact for Dorset Council.
- 4.3 We have well-developed plans to share this information with managers in July and a set of principles around tracking contract management themes and issues is emerging.
- 4.4 Again, it is hoped that this document will be useful for the new Dorset Council as well as the County Council's own transitional arrangements so it's ambition is to be able to support the converging authorities through transition and into a single Council.

5 Timing and practical implementation

- 5.1 A number of key dates are approaching for the County Council's Procurement Team to make efficient and effective arrangements for contracts in transition to Dorset Council. The procurement and contract management workstream is in a similar position so approval is thereby sought for the strategy and contract management procedures so this work can continue and conclude satisfactorily.
- 5.2 The plan sets out a target date of 18th July for the Team to share with managers, initial contract data and principles for managing arrangements up to and beyond 1 April 2019. Consideration will also need to be given to the work of the budget disaggregation work as there will need to be a clear match of funding and contract responsibilities, wherever contract management responsibility sits between Dorset Council and Bournemouth, Christchurch and Poole Council.

6 Summary

- 6.1 We believe there is a logical flow through these documents, Procurement Strategy and the Contract Management Procedure Guide, interlinking essential components for a successful transition to an effective Procurement Team for Dorset Council.
- 6.2 Support for adoption of these documents is requested to underpin the direction of and emphasis for our work and to help us move through LGR with coherent strategy for both procurement and contract management.

Richard Bates
Chief Financial Officer
July 2018

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DORSET PROCUREMENT

Procurement Strategy

2018 – 2020

To provide procurement and commercial expertise that supports contracts and purchasing activity to deliver value for money, social value and added value for our residents.

In year 1 (2018-2019) this Strategy will underpin Dorset County Council's procurement objectives as the Council moves through Local Government Reorganisation. In year 2 (2019-2020) the Strategy will be reviewed with the aim to reflect the needs and aspirations of Dorset Council.



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Dorset Procurement

As with all bodies in the public sector, Dorset County Council is publicly accountable for how it manages its budget.

Approximately a third of the Council's annual budget is spend on buying external goods, services and works. The effective procurement of these and other future requirements is crucial in the light of ever challenging budget reductions.

The role of Dorset Procurement is to support the Council in the commitment to achieve spend that represents best value to the tax payers of the County.

Our goal is to achieve for the Council long-term sustainable success.

Strategy Statement

Delivering value for money is key to what Dorset Procurement does.

In this Procurement Strategy, we have identified and described our ambitions under five key objectives, and for each of these we have explained key actions we will take to deliver the ambition, and how we will measure our success. Importantly we have also described how our customers and staff will be impacted.

We recognise that the context in which Dorset Procurement operates will continue to evolve, both locally and nationally. Therefore, this strategy will be updated and refreshed as necessary to ensure that we continue to provide innovative procurement and commercial support.

This strategy is subordinate to the Council's Constitution including Contract Procedure Rules and is complemented by the Council's Contract Management Procedure Guide.



The Commissioning Cycle

As illustrated below, The Institute of Public Care (IPC) links within a commissioning cycle a series of commissioning activities that are grouped under four key performance management elements: **Understand → Plan → Do → Review**

For the Council to have effective third-part arrangements in place, procurement has a role to play throughout the commissioning cycle; from Understand to Review.





Section 1 Introduction

Our Purpose

In delivering value our purpose is to ensure that commercial arrangements and contracts awarded by the Council provide great value for money, and that spend is used to provide social value for our residents, and take opportunities for added value.

We are responsible for:

- Providing professional advice and insight on markets, suppliers and commercial options to support service delivery.
- Leading the development of plans for how we spend our money with suppliers from across the private, public and voluntary/community sectors.
- Ensuring that our contracts are developed, awarded and managed and in line with best practice, and comply with the Council's **Contract Management Procedure Guide**.
- Driving **Social Value** by encouraging spend with local firms and identifying apprenticeship and skills opportunities through our supply chain.

Challenges and Opportunities

There are several challenges and opportunities to the delivery of our services:

- Managing market and cost pressures in an ongoing period of financial austerity for local government, whilst in some sectors facing increasing price and demand from the private sector that impacts our market influence.
- Delivering and building on successful partnerships, (currently working closely in some areas of the authority with NHS Dorset Clinical Commissioning Group), and driving collaboration through procurement, both locally and regionally.
- Changes to legislation relevant to procurement.
- Maximising the use of technology to drive simpler and more cost-effective processes for buyers and supplier.
- Ensuring that we have the skills, capability and capacity to deliver against our purpose as a service
- Exploring innovative contracting commercial models and collaboration with others.



Section 2 Background

Our Journey

Dorset Procurement in October 2016 joined the Financial Services team of the Council. Since then it has been establishing its role of supporting the Council to deliver best value, including savings, from strategic change (transformational), tactical change and operations (improved sourcing and purchasing) and operational change (compliance and control).

Having successfully applied category management for number of years previously, Dorset Procurement now supports the management of Council's spend and procurement under the following business area headings:

- Adults & Community Services (ACS)
- Chief Executives (CE)
- Children Services (CS)
- Dorset Waste Partnership (DWP)
- Environment & Economy (EE)
- Public Health Dorset (PHD)

The procurement team works within hybrid structure of Centre Led Action Network (CLAN) and Business Partners (illustrated on page 7).

This consist of a commercial core team located in Financial Services, a satellite team in Adults and Community Directorate and complemented with Business Partners embedded partly in business areas.

It has direct linkage to Source to Pay (S2P) Hub and Accounts Payable (AP) and vice versa.

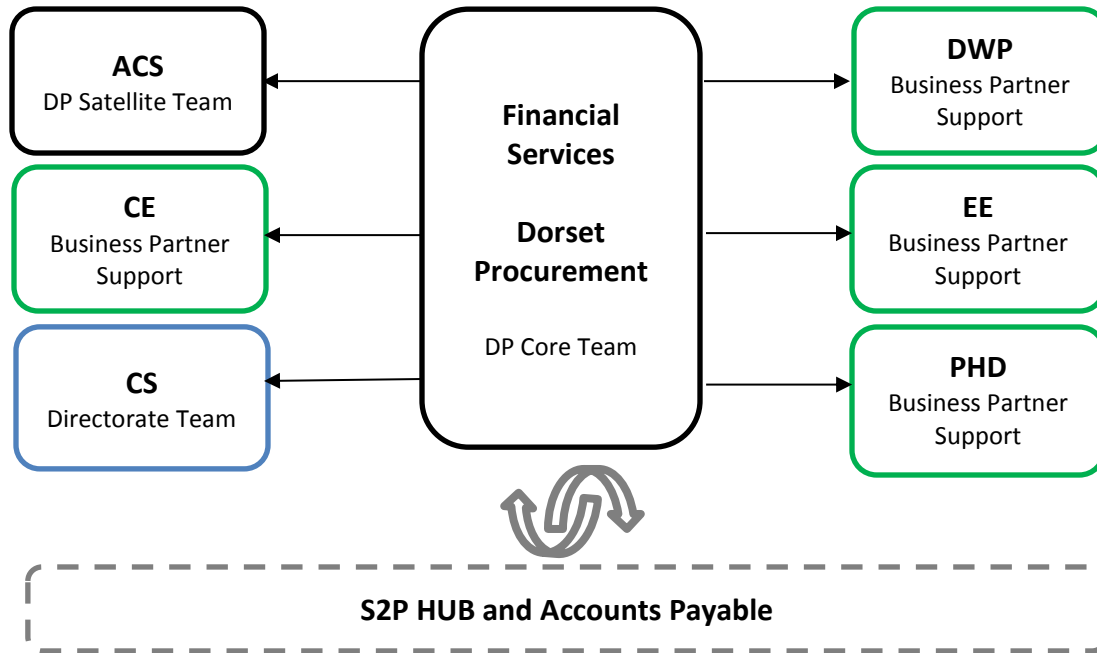
Dorset Procurement also provides a traded service to schools, academies and other external customers – this includes putting contract arrangements in place and providing procurement and contract management support.

All procurement activity of the Council, except Children Services which has their own procurement service with Business Partner from the team, is supported by Dorset Procurement.

The structure will continually evolve and flex in response to the needs and priorities of the Council.



Dorset Procurement as CLAN



Linking our Procurement Strategy with Corporate Strategies

Throughout all our activities we support the Corporate Plan of Dorset County Council. This plan sets out what the Council is doing to meet the continuing challenges of the economic climate whilst ensuring that residents of Dorset receive the services they need. The supporting outcomes framework is made up of the following four strategic outcomes reflecting the Council’s commitment to helping residents to be **safe, healthy, and independent**, with an economy that is **prosperous**.

People in Dorset are **SAFE**
*Everyone should feel **safe**, wherever they are.*

People in Dorset are **HEALTHY**
*Most people are **healthy** and make good lifestyle choices.*

People in Dorset are **INDEPENDENT**
*Confident people living in strong, supportive and vibrant communities are vital to **independent** living.*

Dorset’s economy is **PROSPEROUS**
*A **thriving** local economy provides us all with more opportunities*



Whilst each of our Procurement objectives directly or indirectly link with all four outcomes, due to the nature of the service there is more specific linkage with **Prosperous**. The measures included in our strategy directly inform the progress against the overall corporate ambitions of the Council.

More information on the Corporate Plan can be found on the Councils' websites via the following link: <https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework>

Local Government Re-organisation

The Dorset County District and Borough Councils have commenced an ambitious programme of Local Government Reorganisation (LGR), that aims to establish two unitary authorities to deliver services for people in Dorset.

This strategy for Dorset Procurement is intended to align with the activities of LGR, eventually supporting the corporate priorities of all organisations that form the new Dorset Council.

More information on LGR can be found via the following link: <https://futuredorset.co.uk/>



Section 3 Procurement Strategy

This section describes the vision for the Procurement Service, which will be delivered by Dorset Procurement for the benefit of Dorset County Council.

The five objectives of the strategy provide the structure and framework from which we will plan and prioritise our work. These objectives are summarised below and will be subject to review each year of the strategy. Each is important as another in ensuring that we deliver our ambition and meet our overall purpose.

OBJECTIVE 1: PEOPLE, SKILLS AND DEVELOPMENT

We will have a continued focus on **people, skills and development**. It is recognised that we have a wider role to play in the development of contract management and commercial skills across our customers.

We need to ensure that the professional skills and experience that we have are used in a wide variety of projects through providing innovative commercial support, to a growing range of projects that optimise the use of our assets and drive income for our partners. Investing in, and supporting these activities, will continue to be part of our strategy.

OBJECTIVE 2: STRATEGIC SOURCING

Our customers, stakeholders and suppliers expect and demand us to deliver high quality and efficient **strategic sourcing**. Simple and streamlined processes, delivered by experts with a strong focus on the customer experience will be a core part of our offer.

We will continuously review our approach to ensure we respond to feedback, and develop the eProcurement systems we use. We are responsible for optimising the statutory and legal boundaries of EU and UK Procurement Legislation to deliver the best outcomes for residents. Underlying all our activities there needs to be a consistent culture of strong project management and programme governance. We are responsible for securing the very best value from all our activities, and a robust, structured and well managed approach is vital. This will ensure that we are using the resource and skills we do have to deliver the very best return.



OBJECTIVE 3: CONTRACT AND SUPPLIER MANAGEMENT

Improving **Contract and Supplier Management** continues to be a key deliverable for our service.

Ensuring we are applying a contract management framework to strategic and critical suppliers is essential. As those organisations delivering our services and outcomes for our residents evolve, the importance of managing relationships in a more complex environment will dramatically increase.

To drive the greatest benefits, we need to continue to review our tools, processes and skills, and look across all procurement to ensure our approach reflects the very best practice.

OBJECTIVE 4: SOCIAL VALUE

With the Social Value Act and our approach to **Social Value** in Procurement we will have a consistent and best practice approach to using our commissioning and procurement to deliver broader value to our residents, the local economy and our environment as part of Corporate Social Responsibility (CSR).

Demonstrating the wider social impact our procurement and contracting activity has had for our residents is key.

OBJECTIVE 5: PARTNERSHIP WORKING

We will aim to further enhance, develop and promote **Partnership Working** with NHS bodies, locally between the Council, the NHS Dorset Clinical Commissioning Group, other Contracting Bodies and others, such as the third sector..

This work at an operational level will support the sustainable transformation plan working towards one health and social care system.

The Adult and Community Services satellite team will lead on this partnership working with the NHS.

Review: *We will review and refresh our objectives and actions each year of the Strategy.*

In year 1 (2018-2019) this Strategy will underpin Dorset County Council's procurement objectives as the Council moves through Local Government Reorganisation. In year 2 (2019-2020) the Strategy will be reviewed with the aim to reflect the needs and aspirations of Dorset Council.



Section 4 Delivering the Strategy

Understanding the Objectives

This section provides the detail on how we will work to achieve each objective of our Procurement Strategy, including actions, outcomes and clear measures.

Under each of the objectives we have described:

Our aim

What do we want to achieve?

Key actions

What do we need to do to achieve our aim?

How our customers will notice a difference

How will this aim support our customer?

Measuring our Performance

How will we evidence that we have achieved our aim?

Throughout the delivery of the strategy we will make use of expertise that exists within our own service and beyond, to ensure that we are working towards achieving the objectives. This will include:

- Inviting internal and external stakeholders to give us feedback and constructive challenge to ensure we continue to improve.
- Engaging with external professional bodies and networks such as the Chartered Institute of Procurement & Supply (CIPS).



OBJECTIVE 1: PEOPLE, SKILLS AND DEVELOPMENT

Our aim

To attract, develop and retain the very best procurement and commercial staff with the professional, personal and technical skills to be a success in their roles. The motivation and resilience of our people to deliver is vital, and we will create a culture of happy, effective people that allow our service to thrive.

Key actions

1. Encourage and embed coaching, high performance and positive behaviours in all we do. We will maintain a development and retention programme, capturing professional, personal and technical skills for staff.
2. Place the best people into our service by encouraging internal career development at all levels as well as recruiting the best of external expertise where needed.
3. Invest in opportunities to grow the right talent across the wider department; including apprenticeships.
4. Continue and grow our commitment to a 'learning culture' organisation, through adopting a 'train the trainer' approach, and knowledge share groups.
5. Develop and deliver a high-quality training offer to our customers and suppliers, including skills in tendering, maximising Social Value, and behaviours to enable improved Supplier Relationship Management (SRM).
6. Ensure our resource is effectively used, by developing a return on investment model supported by effective planning of our available resource against the required workload.

How our customers will notice a difference

- Our customers will work with knowledgeable procurement people who add value across a range of activities and bring excellent commercial skills and understanding of our services. This will enable our customers to achieve the best commercial results and outcomes for residents.
- We will lead and contribute to training and develop programmes to improve procurement and commercial skills and capability of our stakeholders and suppliers to enable them to work effectively.
- Customers will recognise our support as crucial to the progression of their own service.
- We will enable staff to work effectively with partnership organisations to widen their opportunities for development.
- Staff feel they can develop and progress both personally and professionally.



- Personal Development Plans will support real development opportunities, including wider Council opportunities. The results of training will be reflected in manager discussions to achieve tangible outcomes.
- Staff will be active in shaping their own development to meet customer needs, with coaching or mentoring support.
- Consistent standards will result in better handovers when people move roles.
- Our competency framework will be used, regularly reviewed, and support our work to drive ongoing behavioural change.

Measuring our Performance

- Personal Development Plans developed and completed annually.
- Achieve 80% of objectives set within team PDR's.
- Maintain a low % absence rate.
- Decreasing % annual staff turnover.
- Obtain customer feedback on training offer / knowledge share.



OBJECTIVE 2: STRATEGIC SOURCING

Our aim

Our Strategic Sourcing activity (the end-to-end sourcing process) is simple, clear and efficient. We are leaders across the Council in delivering a sourcing process that achieves successful outcomes and is a positive and effective experience for our suppliers, customers and staff.

The delivery of all our projects and programmes will be robustly managed in a visible way through a performance management system and in line with agreed methodology.

Key actions

1. Align Strategic Sourcing Plans to the service outcomes to ensure a clear and robust programme of sourcing activity.
2. Best practice is driven through the tools and standards that we adopt, and these are reviewed regularly.
3. A 'tell us once' approach to supplier data is delivered across all the systems we use to improve the experience for our suppliers, and increase the consistency of our data and analysis.
4. Implement a consistent feedback process, with the results being used to make genuine and sustainable improvements to our processes.
5. Ensure compliance to EU and UK Procurement Legislation through our processes, the knowledge of our people, and our approach to regular checks.
6. Define and understand the internal cost of Strategic Sourcing to ensure we are running our end-to-end sourcing process in the most efficient way.
7. Explore commercial opportunities for all aspects of the Strategic Sourcing process, including delivery of this at a fee for customers.
8. Maximise the use of intelligence around supplier, market, service design and demand, developing the insight we provide to include forecasting.
9. Be ready to develop strategies for new areas of spend as our partners and customers grow.

How our customers will notice a difference

- Customers will fully understand the end-to-end sourcing process, and their role and responsibilities at each stage.
- Customer will be provided with advice on all aspects of the process.
- We will bring appropriate challenge, and where necessary control, to ensure that our strategic sourcing processes are robust.



- Suppliers will receive regular and constructive feedback at the end of the process to help them shape future bids and participation.
- The end-to-end sourcing process will be simple and efficient.
- Supplier and customer feedback will be used to inform future developments in the process.
- The route to market for low value purchases will be simple, quick, and transparent.
- The sourcing strategy that we adopt will encourage and enable the market to respond to the best of their abilities.
- Supplier response rates and quality of responses will improve.
- Best Practice end-to-end processes will be standardised and embedded across the all common systems, and provide a platform upon which further collaboration can be built.
- Our 'tell us once' approach and standardisation will aid transparency.
- Customers and stakeholders will actively participate in development of strategies that will identify a richer choice of strategic options for delivery.
- Our staff will be involved in business planning, with an increasingly complex facilitation role across departments, services and organisations.
- Our staff will be enabled to broaden their knowledge and develop their professional expertise by working across different services, and with a wider range of partners.
- We will support regional and national procurement activities, and provide commercial leadership and opportunities for partnerships with others in the public, private and the voluntary, community and faith sector.
- We will use our professional networks to facilitate partnerships with other organisations for the benefit of our customers and residents.
- We will act on behalf of our partners and they will trust us to do this.

Measuring our Performance

- £ savings delivered from procurement, contract and supplier management activities.
- Increase % of spend covered by procurement strategies.
- Obtain positive customer survey feedback on project delivery.



OBJECTIVE 3: CONTRACT AND SUPPLIER MANAGEMENT

Our aim

We will deliver efficiencies, savings and service quality improvements through a proactive and consistent approach to supplier and contract management. This approach will also maximise commercial opportunities, reduce risk throughout the supply chain and support the delivery of best practice contract and supplier management.

We maximise the use of a range of tools and techniques including e-procurement and supplier networks. The Accord e-contract management system (e-CMS) will become a key source of information on the performance of our suppliers.

Key actions

1. All procurement projects will be tracked and managed consistently in line with our procurement toolkit.
2. Project progress will be tracked through milestones throughout the lifecycle, and clear and consistent governance will be in place via Procurement Policy Review Group or other Project Boards, where appropriate.
3. Ensure Risk Management is a core element of our performance management approach and is linked to corporate risk management across the partnership.
4. We will increase our focus on lessons learned to capture and apply these to other projects, with embedded peer review for key projects.
5. We will embed an improved approach to supply chain risk and business continuity planning across all our strategic and critical suppliers
6. We will build a business case that makes recommendations for ongoing improvements in our approach to develop contract and supplier management, and implement this.
7. We will develop the Accord eCMS platform and implement improvements accordingly.

How our customers will notice a difference

- Data and intelligence will be used to inform the thinking and decision making which will lead to improved outcomes on projects.
- We will agree time, quality and budget parameters for projects with our customers, and ensure these are delivered and customers engaged and updated as projects progress.
- We will have a consistently high level of customer satisfaction with our delivery.
- Progress against our projects will be easily visible and transparent to all our customers.



- Everyone will be clear about what they are expected to deliver and personal objectives will be agreed to capture this.
- Our project pipeline will be maintained on Microsoft Planner and will be visible across colleagues in Finance, Legal and Business Operations.
- Stakeholders will know which our key projects are as a Service, and how they are progressing, including risk management.
- Projects and programmes will be managed consistently, with common documentation and governance.
- Stakeholders will be given clear and accurate information on project progress.
- Customers will be supported by specialised knowledge of SRM team and category specialists
- The Accord eCMS will offer clear visibility of contracts.
- Efficiencies, improvements and savings will be delivered through contract and supplier relationship management
- Contract spend will be transparent and reported through the Accord eCMS and Spend Analysis Dashboard
- Suppliers will benefit from open and structured relationships
- Clear roles and responsibilities for supplier and contract management.
- We will promote collaborative working relationships with key suppliers to maximise opportunities for both parties

Measuring our success

- Benefits identified at the beginning of the contract are delivered.
- Additional benefits achieved from SRM activities are documented by means of case studies and lessons learned reviews.
- Increase Contract Compliance management and the percentage of 'Assigned Spend'.
- Zero number of successful bidder challenges.



OBJECTIVE 4: SOCIAL VALUE

Our aim

We will deliver additional value for our residents through the way in which we spend money on goods, works and services. This will be done by considering economic, social and environmental well-being in relation to our procurement processes, stakeholder engagement and contract implementation across the supply chain as part of Corporate Social Responsibility (CSR).

We will ensure greater visibility and influence over our supply chains, and work with our suppliers to utilise and positively deliver local benefits from public and private sector partners. We will continue to create opportunities for Voluntary and Community Sector (VCS) organisations to become part of our supply chains.

Key actions

1. Focus on increasing spend with local suppliers, with an emphasis on developing local supply chains in sectors that will deliver the biggest impact on economic growth, including employment and skills opportunities, over a longer term.
2. Engage with our suppliers and markets to identify and secure apprenticeships and other work opportunities for residents, to proactively address skills shortages.
3. Use our influence within the region to increase local spend in all counties and secure apprenticeships and other work opportunities on a wider scale.
4. Engage with our suppliers to raise awareness of environmental and sustainability requirements which need to be factored into future contracts as appropriate.
5. To have consistent and aligned policies that use best practice and learning.
6. Implement mechanisms for identifying, monitoring and measuring Social Value, which allow us to be open and transparent about the benefits achieved and the cost of delivery.
7. Use CSR approach to ensure that we are meeting the actual need of our local communities.
8. Develop stronger links with other organisations (including business groups, LEP's, Schools and Colleges, VCS and community groups) to deliver Social Value for Procurement.

How our customers will notice a difference

- We work with customers and suppliers to put in place contracts that will deliver greater Social Value.
- They will see an increase in the level of early engagement by procurement.
- Social Value requirements and expectations will be easy to understand and respond to.



- They will play an important role in achieving our Social Value for Procurement, including active participation in workshops and events to raise the profile of CSR.
- They will see the benefits of Social Value being delivered through the sharing of success stories and best practice examples.
- A focus on wider value from procurement will encourage collaboration with our stakeholders, including VCS and Health.

Measuring our success

- Employment and skills development in the local economy - including number of apprenticeships and work placements secured via our supply base.
- Achieve a target percentage of spend through local Dorset suppliers.



OBJECTIVE 5: PARTNERSHIP WORKING

Our aim

We will aim to further enhance, develop and promote Partnership Working with NHS bodies locally between the Council, the NHS Dorset Clinical Commissioning Group, other Contracting Bodies, and others, such as the third sector.

This work at an operational level with NHS Dorset CCG, will support the sustainable transformation plan working towards one health and social care system.

Key actions

1. Develop strong working relationships to ensure maximum benefit for the people of Dorset including price management.
2. Develop jointly, where possible, procurement approaches to our joint supply market with the aim of increased market engagement and management in line with relevant legislative requirements.
3. To achieve a growth in jointly procured arrangements as relationships build and develop, whereby strong collaborative approaches are delivered.
4. Ongoing engagement with partners to share procurement plans in a timely manner to identify suitable opportunities for partnership approaches.

How our customers will notice a difference

- Increased partnership approaches to the relevant market segments with integrated commissioning intentions and clarify on price and quality expectations.
- Jointly produced service specifications and contracting approaches.
- Economies of scale achieved by joint procurement and contracting arrangements.
- Improved deployment of market capacity and sustainability of suppliers including payment of invoices.

Measuring our success

- Increased number of jointly procured contracting arrangements.
- Positive supplier feedback.



Section 5 Performance Indicators

Objective	Measure	Target 2018	Target 2019	Target 2020
People, Skills and Development	Personal Development Plans developed and completed annually	100%	100%	100%
	% absence rate			
	% annual staff turnover	15%	12%	10%
	% positive customer feedback on training offer / knowledge share	85%	90%	90%
Strategic Sourcing	£ cashable savings delivered			
	% spend covered by procurement strategies	80%	80%	80%
	% positive customer survey feedback on project delivery	85%	90%	90%
Contract and Supplier Management	Contract Compliance 'Assigned Spend'	75%	85%	95%
	Identified contract benefits delivered (% positive results from annual survey)	90%	90%	90%
	Number of bidder challenges	0	0	0
Social Value	% spend through local suppliers	>50%	>50%	>50%
	Number of apprenticeships and work placements secured via our supply chain			
Partnership Working	% of jointly procurement contract arrangements	>10%	>15%	>20%
	Positive supplier feedback	>100%	>100%	>100%

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Contract Management Procedure Guide

2018 – 2020

A corporate approach to effective contract management will ensure that the Council maximises opportunities and potential savings in the delivery of goods, services and works

In year 1 (2018-2019) this Guide will underpin Dorset County Council's contract management principles as the Council moves through Local Government Reorganisation. In year 2 (2019-2020) the Guide will be reviewed with the aim to reflect the needs and aspirations of Dorset Council.



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Introduction

Dorset County Council follows contract management standards that are set as best practice by the Government Commercial Function, the National Audit Office and the Local Government Association.

The pressing need to find savings means the Council must explore new ways of commissioning and delivering services within a diverse and growing market for public services. The Council needs effective contract management to ensure that it maximises both the opportunities and the potential savings these can bring.

Approximately a third of the Council's annual budget is spent on buying goods, services and works with external suppliers. Not all this third-party spend is on-contract as it includes low-value, transactional spend; but the majority of it is. It will involve many types of contract, according to the type and scale of work and the risks involved. Contracts encompass short-term arrangements, spot purchasing, call-off contracts in time-limit framework agreements, and long-term public contracts.

Potential savings and other benefits result from robust performance management, good data and incentives for suppliers to be flexible.

The Council recognises it is important to have the right commercial contracts in place through tactical and strategic sourcing, but it is equally important to manage these contracts well to ensure that the benefits identified by the business case are realised.

Statement

This Contract Management Procedure Guide applies to the management of all Council contracts, including, but not limited to contracts for the supply of goods, works and services but excluding employment contracts and non-binding memoranda of understanding.

The Guide supports but is subordinate to the Council's Contract Procedure Rules and is complemented by the Council's Procurement Strategy. The key objectives of the Guide are to ensure that:

- Contract documentation sets out the obligations, benefits and performance requirements of respective parties to all contracts;
- the Council receives the benefits expected from contracts and contractual relationships throughout the contract life;
- Officers of the Council understand the Council's obligations under contracts; and
- Officers of the Council manage contracts in a manner which fulfils the Council's responsibilities, minimises risk and maximises benefits.



Corporate Approach

This Contract Management Procedure Guide sets out the Council's corporate approach to third-party arrangements. However, this does not mean that all contract management is centralised but means that there is a centre-led approach to support officers who are responsible for managing contracts within business areas.

It is centre-led to ensure that there is an overview of all contracts and spend, with clear ownership of contracts and roles and responsibilities for their management.

Robust contract management will support improved service delivery through continuous improvement in the quality of goods, works and services delivered to or on behalf of the Council. It will also support the development of the provider market in the delivery of services to the Council and raise the standard of contract performance.

Effective contract management will enable the Council and suppliers to meet their contractual obligations at an agreed cost and quality. But circumstances change over the life of a contract, so it will also involve managing changes and variations in scope, terms and prices.

It forms part of a strategic and holistic approach called supplier relationship management (SRM). Good SRM will enable contractual issues that affect the relationship between the Council and suppliers to be explored and resolved as early as possible.

A good working relationship with suppliers should combine trust and flexibility with robust discussions about performance and changing needs where necessary. For example, the Council can engage with suppliers to renegotiate and review processes to reconfigure services to reduce costs, or to respond more effectively and efficiently to emergencies.

Good contract management is active and dynamic; ensuring the Council can manage change and aim for continuous improvement throughout the life of the contract.

It will help the Council to identify and manage risks (both the Council's and the suppliers) within a collaborative and professional relationship. If these risks are not managed, they can bring about provider insolvency, service failure, or fraud: all with reputational and financial damage to the Council.



The Commissioning Cycle

As illustrated below, The Institute of Public Care (IPC) links within a commissioning cycle a series of commissioning activities that are grouped under four key performance management elements: **Understand** → **Plan** → **Do** → **Review**

For the Council to have effective third-part arrangements in place, contract management is to be considered and applied throughout the commissioning cycle; from Understand to Review





Contract Management Principles

The following key principles will underpin effective contract management for the Council:

Principle 1 Adopting a Corporate Approach

Designing effective contracts, and managing them well, will save the Council money, achieve wider objectives and minimise risks.

The Council's corporate approach to lead and support contract management will:

- recognise and value the role of the contract manager both for the Council and the provider
- ensure roles and responsibilities are clearly defined to avoid internal and external disputes
- put in place the structures, systems and processes to create effective accountability and reports that include identification, allocation and continuous management of risk
- ensure that the contracts database captures:
 - how many contracts the Council has
 - how much spend is on contract
 - when contracts are due for review
 - when contracts are due for renewal or retendering
 - who is responsible for monitoring contract compliance
 - which terms and conditions contracts contain
 - contract review information, including monitoring performance and reviewing, where applicable, key performance indicators (KPIs)
- integrate contract management within its commissioning and procurement model, ensuring that technical service expertise combines with procurement and contract management skills during the whole of the contract life
- invest money and time in developing and sustaining sufficient capacity for good contract management practices



Principle 2 Aim to get continuous improvement and value for money

To achieve outcomes requires active management over the life of the contract.

Continuous improvement can benefit both parties and is more than means to drive prices down.

The Council will develop contracts that:

- have contract management requirements specified in comprehensive specification with identifiable and measurable outcomes (including service level agreements and key performance indicators)
- contain incentives and levers to vary costs and service levels, where possible
- encourages innovation and continuous improvement
- encourages and rewards productivity and performance improvements
- has rigorous change control governance arrangements
- control costs and incentivise savings and other benefits
- has means and adequate tools to support the management of poor performance

Principle 3 Invest in developing commercial skills

Effective contract management requires skills that are linked with, but different from procurement of service delivery.

The Council will provide contract management training to develop Contract Managers to be able to:

- understand costs, profit and the market, as well as service quality
- be on top of the contract detail, including review and renewal dates
- foster professional relationships with suppliers (supplier relationship management)
- carry out robust approach to renegotiation, including any legal implications
- understand the procurement and contract management phases including contractual provisions and key documents
- understand the service requirement, performance standards and social value implications
- achieve value throughout the life of the contract



Principle 4 Collaborate to maximise gains

Collaboration has the potential to promote more transparency about prices and performance. This includes extending the benefits from collaborative procurement to making provider performance and costs more open and transparent.

The Council will work collaboratively:

- internally across services and with other public-sector organisations to share information about prices and performance, learn of innovation and manage risks
- internally across services and other public-sector organisations to explore tactical and strategic sourcing opportunities to secure contract value
- with suppliers to agree mutually beneficial outcomes from changing terms and conditions
- to develop and sustain relationships that promote flexibility in managing change and a good understanding of the impact of change

Principle 5 Monitor and benchmark costs and performance

Benchmarking contract spend / outcomes internally over time, and with other public-sector organisations, will gather market intelligence about supply markets and emerging technologies. This informs contingency planning and re-competition strategies.

The Council will ensure that systems and process are in place to:

- measure how much of spend is on contract (compliant)
- collect direct feedback on performance to help monitor contract performance
- measure the benefits, including savings obtained
- develop performance indicators that are aligned with business outcomes that are reviewed regularly



Principle 6 Support supplier sustainability and quality

A key component of contract management is ensuring the safety and quality of services including service continuity and supplier sustainability.

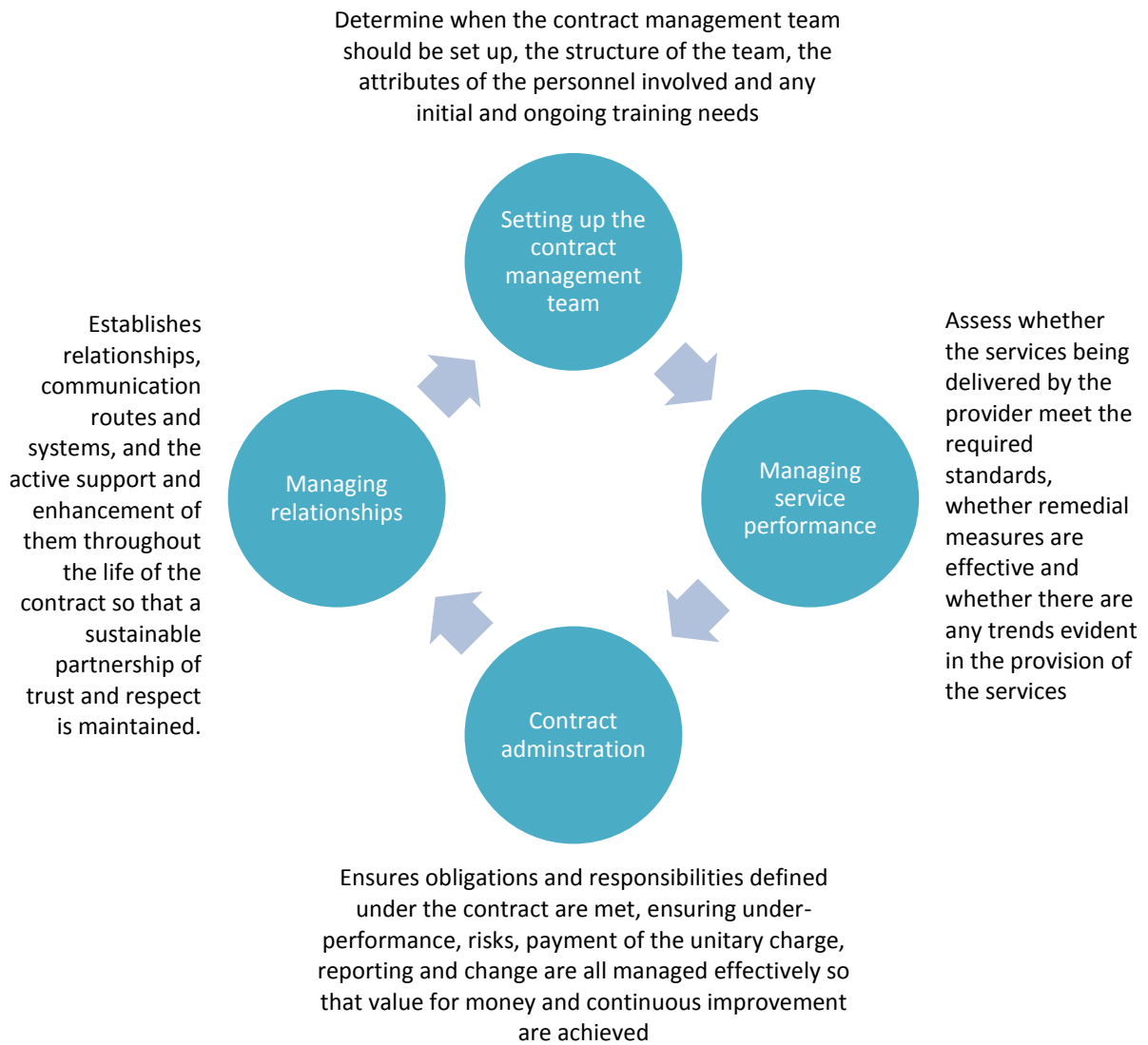
The Council will work collaboratively with partners and suppliers to ensure:

- quality of services is pro-actively monitored
- information is shared to ensure timely and effective intervention to safeguard people
- contracts have clear quality performance standards with safeguard communities and vulnerable people
- evidence is used to inform commissioning and contracting decisions to secure safety and quality of services
- there is a clear pathway for driving service improvement including decommissioning services which do not meet required standards
- policies in place relation to care home closure and supplier failure are: relevant, up to date; have clear roles and responsibilities of all partners, including Health
- standard operating procedures are in place in the event of service interruption or business failure; including active and open engagement between suppliers and the Council
- robust, and appropriate, business continuity plans are in place
- quality monitoring reports are carried out quarterly.



Components of Contract Management

To support the contract management principles, four components will be applied; as illustrated below.



Source: Procurement and Supply Chain Management / Lysons & Farrington

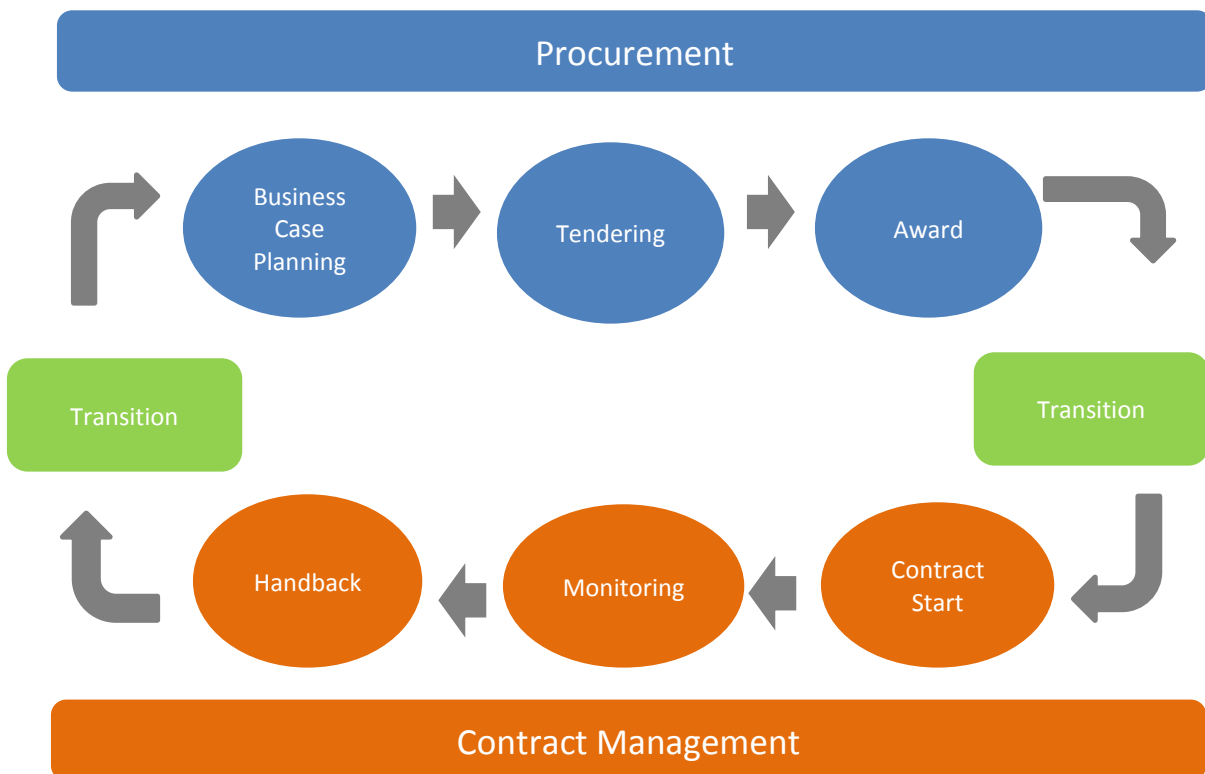


Procurement and Contract Management

To be effective, commissioning, procurement and contract management are required to be planned and organised together, even if they involve different staff. This is to include all relevant staff from the planning stage, through the contract award, then during the contract period, to the point when the contracts are due to end and retendered or procured. Clear communications and handover points need to be established where these elements involve different staff.

Foundations are laid during the procurement process including specification and setting of service levels and key performance indicators. Approach, roles, responsibilities and the contract manager need to be determined at an early stage.

Procurement and contract management has two transition points, as illustrated below. Each of these stages is challenging and will require careful thought and planning. Contract management must not be viewed as only commencing when a contract award is made.



Source: Audit Commission



Contract Planning

To maximise the benefits from contract management and develop contract management plans, the following will need to be determined at the early stages of commissioning and procurement planning:

What will attract suppliers to deliver the Contract?

Determine how suppliers will see the Contract in terms of a business opportunity; is the Council an attractive customer? Whilst the contract is of importance to the Council, it may not be attractive for a supplier to secure or maintain - therefore of no interest.

In the four-box model below, where would suppliers place the contract and / or the Council?

	<i>Low Value</i>	<i>High Value</i>
<i>High Attractiveness</i>	Develop & Nurture	Protect
<i>Low Attractiveness</i>	Nuisance	Exploit

Supplier Preferencing Model

What is the complexity of the contract?

This will determine the skills and knowledge required from the Contract Manager. There may be:

- complex specifications
- complex cost models
- complex interfaces between supplier and the Council
- a need for complex relationship management
- an array of stakeholders to engage with
- small or niche markets which mean there is little choice to use alternative suppliers

Skills, knowledge and effort however are to be in proportion to the complexity of the contract management needed.



What contract performance regime is required?

This includes monitoring such as key performance indicators (KPIs) together with a supplier's obligation to deliver continuous improvement.

What are the resources and cost of contract management required?

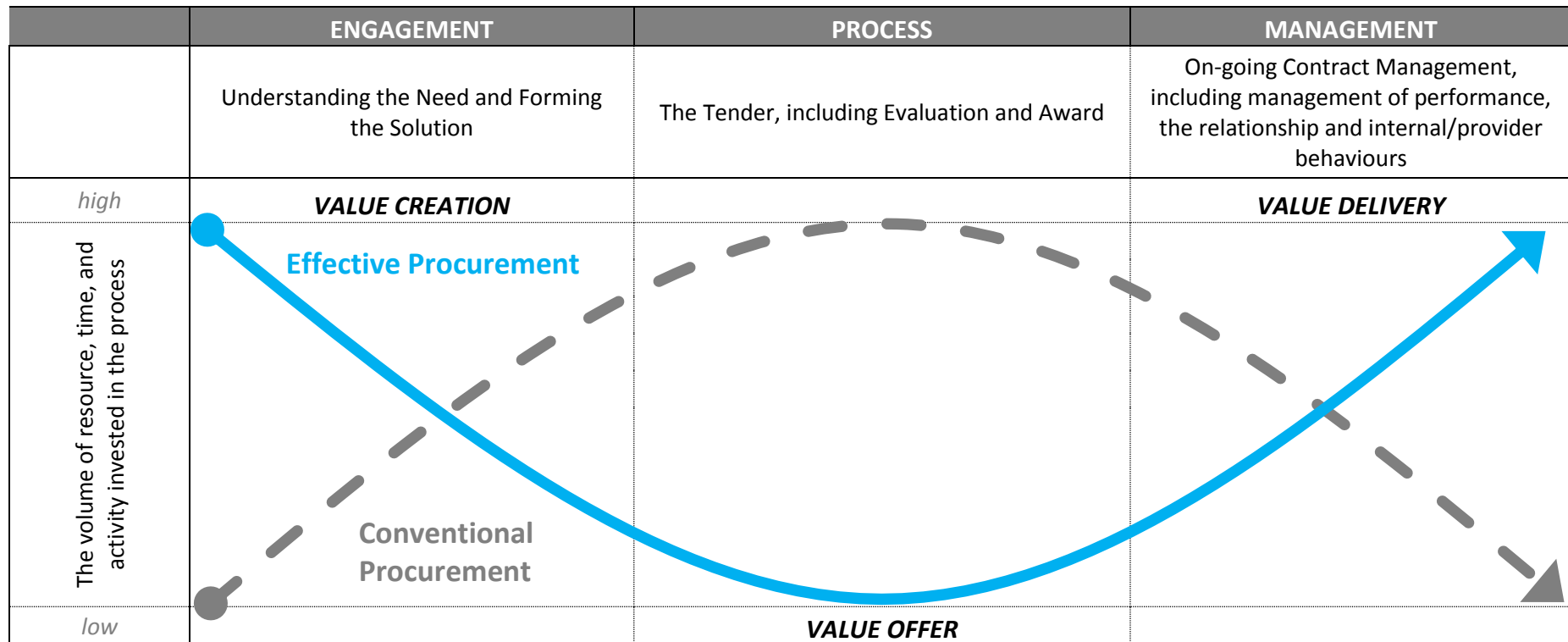
Sufficient resources to be allocated to the contract management activity. The cost of contract management will need to equate to 10% of the contract price on complex contracts. It should be recognised that the supplier will allocate sufficient contract management resources because they will be accountable for profit this is derived from the contract. The Council, to benefit from the contract, will need to do the same.

How will future contract risks be managed?

Identify future risks and develop risk mitigation strategies that will constantly be reviewed under contract management. This will include what the risks are the responsibility of the Council, what risks are the responsibility of the supplier, and whether there are any risks that can be shared by both the Council and the supplier.

Contract Focus

Procurement is the activity that is often has the most focus and has clearly identifiable resources in terms of people, processes and tools. But often the balance is wrong in that too much of the effort is focused on the procurement process when the real value to the Council can be achieved before and after the procurement. More energy to be invested in the planning of a contract and the management, as illustrated below.



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Contract Management Training

The Council recognises that managing contracts well requires specialist skills, including understanding cost and value, negotiating, and procurement and commissioning processes. Ensuring people with the right skills are in place to carry out contract management is essential to release more value from contracts.

The Council shall have in place formal contract management training to develop skills and increase capabilities of Contract Managers.

Contract management training to encompass the following themes but will be continually reviewed to ensure that the training meets the needs of the Council and Contract Managers:

Contract Management Principles

- *governance, managing performance and change, continuous improvement and value for money*

Managing Supplier Relationships

- *assessment models, conflict resolution, communication routes and systems, negotiation and disputes*

Managing Supplier Performance

- *performance indicators (PI), key performance indicators (KPIs), management information (MI), targets and payment mechanisms*

Applying Contract Terms and Conditions

- *consideration, offer and acceptance, express and implied terms, variation, extension, contract exit and termination, review and lessons learnt process*



Summary

The Contract Management Procedure Guide has set out the Council's contract management standards and principles in accordance with best practice directed by the Government Commercial Function, the National Audit Office and the Local Government Association.

All Contract Managers of the Council are required to follow these standards and principles to ensure that the Council benefits from good contract management.

The Council recognises that the context in which it operates will evolve locally therefore this Guide will need to be updated and refreshed, as necessary, to ensure that effective contract management continues to secure best value for the residents of Dorset.

In year 1 (2018-2019) this Guide will underpin Dorset County Council's contract management principles as the Council moves through Local Government Reorganisation. In year 2 (2019-2020) the Guide will be reviewed with the aim to reflect the needs and aspirations of Dorset Council.

Resources

Contract Management – Professional Standards Version 1.0; Government Commercial Function; 22-02-18

<https://www.gov.uk/government/publications/contract-management>

Commercial and Contract Management: insights and emerging best practice; National Audit Office; November 16

<https://www.nao.org.uk/wp-content/uploads/2016/11/Commercial-and-contract-management-insights-and-emerging-best-practice.pdf>

Cabinet

Dorset County Council



Date of Meeting	18 July 2018
<p><u>Cabinet Member(s)</u> Daryl Turner – Cabinet Member for Natural and Built Environment</p> <p><u>Lead Director(s)</u> Mike Harries – Corporate Director for Environment and the Economy</p>	
Subject of Report	Proposal to amend Adopted Highway Policy
Executive Summary	<p>Developments that require amendments or improvements to the existing highway network are controlled using a “Section 278 Agreement” in reference to the relevant section with the Highways Act 1980.</p> <p>This report seeks approval to amend the current Adopted Highway Policy so that it clearly sets out revised delivery options for such works.</p> <p>The proposed policy amendment will provide additional delivery options to current practice and will provide Dorset County Council with the choice to design and/or construct highway improvements under specific conditions.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>An EqlA has been completed and was reviewed by the E&E Diversity and Inclusion Group on 23rd May 2018.</p> <p>There are no identified negative impacts on any groups of people with protected characteristics. This policy amendment relates to delivery and process and the net effect on the end user, the travelling public of Dorset, will be nil.</p> <p>Potential positive impacts were identified for a number of groups with protected characteristics particularly where DCC elects to undertake designs of highway improvements. The Council’s in-house design team’s familiarity with national design standards and guidance for inclusive mobility and the Designers Public Sector Equality duty will ensure that the needs of all users are considered and accommodated.</p>
	<p>Use of Evidence:</p> <p>A consultation seeking the views of over 50 Developers, Local Planning Authorities, Statutory Utility Companies, Housing Associations and Emergency Services (a group represent a range of interests and service users) was carried out to investigate the impact of this proposed policy</p>

	<p>amendment. 8 responses were received, which included four general themes as follows</p> <ul style="list-style-type: none"> • Guarantees / control of cost; • Competitive procurement of works; • Control of delivery timeframes; and • Collaborative Working <p>Following a review of consultation responses, an additional delivery option was added to allow the Council to design a scheme and the developer to procure and deliver the works. Further text was included to reinforce the intention of the County Council to continue to work collaboratively with developers to ensure that these types of highway improvement schemes are delivered effectively and efficiently for the benefit of all.</p> <p>Budget:</p> <p>Normally, all costs associated with Developer-related highway improvement schemes will be met by the Developer. However, where DCC elect to design and/or build a scheme of works, it is reasonable that they give the Developer assurances as to timeframes and fees.</p> <p>There is therefore, a manageable risk that DCC may have to contribute towards costs where a scheme is delayed for reasons within our control or additional works are required due to poor materials or workmanship etc.</p> <p>These increased costs can be mitigated to some extent where DCC appoint a contractor to build the works by ensuring that the appointed contractor is liable to DCC for these costs.</p> <p>No VAT implications have been identified.</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision, using the County Council’s approved risk management methodology, the overall level of risk has been identified as:</p> <p>Current: Medium Residual: Medium</p> <p>Other Implications:</p> <p>None</p>
<p>Recommendation</p>	<p>That the Committee recommend to Cabinet that the proposed amendment to the Adopted Highway Policy be implemented subject to the views of the Shadow Executive on 20 July 2018.</p>
<p>Reason for Recommendation</p>	<p>The proposed policy amendment offers the Council, acting as Local Highway Authority, the discretion to choose from a number of clearly stated delivery options to improve the efficiency, effectiveness and safety of developer-led improvements to the existing highway network. The end result will have a nil impact on end users (i.e. residents of Dorset and the travelling public) as this proposal relates to delivery and process only.</p> <p>However, the implementation of schemes should be quicker, more cost effective and more effectively controlled.</p>

Appendices	A. Adopted Highway Policy (with proposed additional text in purple) B. Summary of Consultation responses.
Background Papers	Consultation responses are held on file in the Environment and Economy Directorate and are available to be viewed during office hours, and will be available in the Members Room prior to the committee meeting.
Officer Contact	Name: Neil Turner Tel: 01305 225374 Email: n.c.turner@dorsetcc.gov.uk

1 Background

- 1.1 Section 278 of the Highways Act 1980 provides that a Highway Authority may enter into an agreement with a developer for the execution of highway improvement works associated with a new development if they are satisfied it will be of benefit to the public and on terms that the developer pays the whole, or part of the costs of the works. Construction works are delivered under the provisions of an agreement commonly referred to as a “Section 278 Agreement”.
- 1.2 Dorset County Council currently offer developers a limited choice of how to deliver these type of improvement schemes:
- For the developer to be appointed as the Council’s agent, and for them to both design and construct the whole of the works; or
 - For the developer to design the works and for the Council to construct the works.
- DCC allows the developer to select either option and neither delivery options are specified within the Adopted Highway policy.
- 1.3 Both current delivery options can present challenges which potentially obstruct or delay the implementation of the works including the following:
- With both options, the Council are required to assess and approve the detailed design for the works. This is an iterative process of appraisal, amendment and resubmission which can regularly be time consuming, sometimes taking years to complete, and ultimately delays the implementation of the physical works.
 - Quite a significant proportion of the advice and guidance that is provided to external design consultants and developers during this iterative technical approval process is related to equality and inclusivity. Common areas include provision of tactile paving at uncontrolled crossing points and ensuring that there is adequate pedestrian provision through a scheme with footways that are of an adequate width, gradient and material.
 - Where developers are appointed as the Council’s agents to deliver construction works there can be issues with quality, communication and public relations.
 - Works that have a substantial effect on the existing highway network and/or which impact upon the Strategic Road Network can cause unnecessary disruption to the expeditious movement of traffic if not properly controlled.
- [Note: As DCC must approve all schemes before they can be implemented, the end result for highway network users will be the same both currently and under the proposed amended delivery options].
- 1.4 In 2017 a working group was convened to review this process and to identify any ways in which Developer-related highway improvement schemes could be delivered more efficiently, effectively and with minimal disruption to the existing road network.
- 1.5 As a result of the consultation, investigation and work undertaken by the working group it is proposed to amend the existing Adopted Highways policy to provide the Council with an option to review and deliver in-house any schemes that are likely to be challenging to design, construct and/or manage.

- 1.6 The additional text below would be inserted on page 4 of the policy at the end of the section entitled 'Adopted Highway / Amendment to Existing Highway'.

Agreements Under Section 38 & 278 of the Highways Act (1980)

Where the scope of the proposed works is minor in nature and does not involve amending the horizontal or vertical alignment of the existing highway, the use of a Minor Works Agreement will be considered.

Where minor works in the existing highway are associated with a Section 38 agreement permission to undertake the works within the existing highway may be included within the Section 38 agreement as this minimises costs and streamlines the approval and construction processes.

Where the extent of the proposed works within the existing highway is substantial, potentially disruptive to the expeditious movement of traffic, includes traffic signals and/or impacts upon the Strategic Road Network, a separate Section 278 agreement will be required. In this instance Dorset County Council will review the proposals and determine whether it will require:

1. the developer to submit an agreed sum of money to the Council for it to design, procure and construct the works via existing highway maintenance arrangements;
2. the developer to submit a detailed design for the works to the Council for approval and deposit an agreed sum of money with the Council for it to procure and construct the works; or
3. the developer to be appointed as the Council's agent to both design and implement the works.

No works will be permitted on the public highway without an appropriate agreement being in place.

- 1.7 A full copy of the proposed amended policy is contained within Appendix 1. Note that the proposed additional text is coloured purple for ease of reference.

2 Consultation

- 2.1 The working group consulted a number of other Highway Authorities through the Association of Public Sector Excellence in order to establish whether any other authorities delivered services in a similar manner to that proposed. In total, 9 responses were received of which 4 authorities preferred to design section 278 works in-house, and 3 preferred to construct section 278 works.
- 2.2 Members of the working group met with officers from Cornwall Council who construct section 278 works to discuss the associated process, risks and benefits.
- 2.3 A 28-day consultation exercise was undertaken, based upon the following questions:
1. Does the proposed policy statement provide sufficient explanation of the Council's intended approach in the three areas referred to above?
 2. Is the approach set out by the Council suitable, considering the diversity of schemes that need to be delivered in this way?
- 2.4 The consultation sought the views of over 50 Developers, Local Planning Authorities, Statutory Utility Companies, Housing Associations and Emergency Services who represent a range of interests and service users.
- 2.5 8 responses were received, which included four general themes as follows
- Guarantees / control of cost;
 - Competitive procurement of works;
 - Control of delivery timeframes; and
 - Collaborative Working
- 2.6 None of the responses received raised issues or concerns for any groups of people with protected characteristics.
- 2.7 The response rate was approx. 15% suggesting that this is not a priority issue for 85% of those consulted.

- 2.8 A summary of the consultation responses is set out in Appendix B.
- 2.9 Following a review of consultation responses, an additional delivery option was added which facilitates the Council undertaking the detailed design of a scheme and the Developer procuring and implementing the works.

4. The Council completes the detailed design for the works and the Developer to be appointed as the Council’s agent to procure and implement the works.

- 2.10 Further to this, additional text was included to reinforce the intention of the council to continue to work collaboratively with developers to ensure that these types of highway improvement schemes are delivered effectively and efficiently for the benefit of all.

The Council will endeavour, at all times, to work in a partnering and collaborative manner with developers and any appointed consultants and contractors. This approach to collaborative working is enshrined in the contracts and the working culture that Dorset County Council has with its strategic partners. However, the Council will retain absolute discretion to decide upon the most appropriate form for delivery of any proposed improvement works in the unlikely event that agreement cannot be reached.

3 Law

- 3.1 Section 278 of the Highways Act (1980) requires that a highway authority may, if they are satisfied it will be of benefit to the public, enter into an agreement with any person—
 - (a) for the execution by the authority of any works which the authority are or may be authorised to execute, or
 - (b) for the execution by the authority of such works incorporating particular modifications, additions or features, or at a particular time or in a particular manner,

on terms that that person pays the whole or such part of the cost of the works as may be specified in or determined in accordance with the agreement.

- 3.2 The Council’s Legal & Democratic Services have confirmed that in their opinion, and subject to the proposed policy amendment being agreed by members, it is acceptable in principle for Dorset Highways to introduce a policy whereby the council has an option of first refusal to design and construct S278 schemes in the stated circumstances.

4 Council’s Corporate Aims and Priorities

- 4.1 The proposed policy amendment concurs with the Council’s Corporate Aims in ensuring that all schemes are designed to be as **safe** and as inclusive as possible.
- 4.2 In addition, these schemes will be delivered in the most expedient manner to ensure ensuring that any associated development (such as housing) can proceed as quickly and efficiently as possible assisting economic growth and **prosperity** within Dorset.

5 Risk Assessment

- 5.1 The risks associated with the current delivery method of section 278 highway improvement works was assessed using the County Council’s approved risk management methodology, and the level of risk has been identified as follows:

	Financial	Strategic Priorities	Health & Safety	Reputational	Criticality of Service
HIGH					
MEDIUM				X	
LOW	X	X	X		X

- 5.2 A medium risk to the reputation of the authority was identified with the current delivery method as Developers are permitted to design, procure and implement the works with limited input from DCC leading to a risk that decision making is focussed primarily on cost and quality of workmanship and effective scheme delivery can vary.

5.3 The risks associated with the proposed delivery methods were assessed in the same manner:

	Financial	Strategic Priorities	Health & Safety	Reputational	Criticality of Service
HIGH					
MEDIUM				X	
LOW	X	X	X		X

5.4 Where DCC decide to design and/or build schemes there may be an increased risk of challenge/litigation as well as reputational risk to DCC from developers who disagree with DCC’s design, cost estimates or who are concerned that their development is being delayed. Some of these increased risks will be mitigated or avoided through drafting changes to the section 278 agreements and contracts with any contractor used by DCC but it may not be possible to remove them altogether. In these circumstances DCC will also take on additional responsibilities under the Construction (Design and Management) Regulations to the same extent that it does for its own schemes.

5.5 On the other hand, the Council will be able to determine the most effective way in which to deliver schemes where the extent of the proposed works within the existing highway is substantial, potentially disruptive to the expeditious movement of traffic, includes traffic signals and/or impacts upon the Strategic Road Network.

6 Resources Implications

6.1 Dorset Highways will be required to ensure that adequate and sufficiently trained resources are available to undertake the design and implementation of section 278 works.

7 Conclusion

7.1 In consideration that:

- The proposed policy amendment is sound in law;
- There are no procurement issues affecting the delivery options proposed;
- The proposed policy amendment clarifies delivery options which are currently not stated in policy; and
- The proposed policy amendment will have a nil impact on the end user but will allow the Council to consider how best to deliver all schemes in terms of efficiency, efficacy and safety.

It is recommended that the Economic Growth Overview and Scrutiny Committee recommend that Cabinet approve the proposal to amend PoIDH5003 Adopted Highway Policy as proposed by this report. A full copy of the proposed policy is contained in Appendix A.

Mike Harries
Corporate Director for Environment and the Economy
 July 2018

**APPENDIX A
PROPOSED AMENDED POLICY**

[Note: Proposed additional text in purple font for ease of reference]

Authorised for use:	TITLE:	Adopted Highway Policy
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Dorset County Council

Dorset Highways

Adopted Highway Policy



Policy Statement

Dorset County Council, as the Highway Authority, will manage the Highway, ie roads and footways which are to be maintained at public expense. This includes adoption of new roads and footways, modifying or extinguishing existing highway rights and responding to enquiries about the current status of roads and footways.

Fees will be charged by the County Council to cover their reasonable costs in administering, approving, inspecting and enforcing agreements relating to the adoption of new roads and footways or changes to the existing roads and footways.

Policy Authorised by:

Date of Authorisation:

Authorised for use:	TITLE:	Adopted Highway Policy
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Policy Objectives

- To ensure that the County Council's policy is clear to both members and the public and is communicated effectively.
- To ensure that the County Council's policy is applied consistently, in accordance with legislation and for the greater benefit of the Dorset public.

Key Influences

Highways Act 1980

The creation of adopted highway, status enquiries and the extinguishment of highway rights.

Town & Country Planning Act 1990 (Section 247)

The extinguishment of highway rights in conjunction with building development.

Definitions and Scope – Inclusions and Exclusions

Inclusions

- The publicly maintainable highway within the administrative area of Dorset County Council.

Exclusions

- The trunk road (A31, A303 and the A35 west of Bere Regis), which is managed by the Highways Agency or their agents.
- Private roads or military roads.

Outline of Processes

Status Enquiries

The Highway Authority is obliged to keep and maintain a register of roads maintainable at public expense – the List of Streets. The register will be made accessible to members of the public at all reasonable times.

However, the list does not record the limits of the highway, nor does it include roads which are not "highways maintainable at public expense". (see exclusions)

Authorised for use:	TITLE: Adopted Highway Policy
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Extinguishment of Highway Rights

Where areas of public highway are considered by the Highway Authority to be surplus to highway requirements, the public rights of way can be extinguished by an Order made by Magistrates. An application has to be made to the Magistrates’ Court by the Highway Authority on behalf of an applicant.

When considering requests for the extinguishment of highway rights the Council shall apply the following criteria in determining whether the land is considered to be surplus to highway requirements.

- Is the land required to retain adequate sight lines for all traffic including pedestrians, equestrians and cyclists?
- Could the land be required for any future improvement scheme?
- Could the extinguishment and disposal of the land result in a change to the character of the street scene?
- Could the extinguishment and disposal of the land result in a perceived loss of amenity value if transferred from public to private ownership, including environmental considerations?
- Could the extinguishment and disposal of the land result in perceived gain to the applicant but to the detriment of local residents: for example, to secure private parking on land which previously enjoyed and demonstrated general access or utility?
- If the land is owned by Dorset County Council does it need to be retained for other purposes?

When highway rights are extinguished, ownership reverts to the owner of the land. It will therefore be necessary to locate the owner and negotiate for them to acquire it.

If there is no known owner, there is a presumption in common law that the land reverts to the adjoining owner.

If you are the adjoining owner, you can apply to the Land Registry to have the land included in your title, but experience has shown that they do not often register areas of former highway that have been acquired under this common law presumption.

Adopted Highway / Amendment to Existing Highway

The Highway Authority shall establish that the area under consideration will serve a useful highway function if adopted. For example, the Highway Authority would probably not consider adopting a road that did not serve more than 5 houses.

The area of adoption shall include margins as required to achieve the necessary visibility standards or maintenance of the infrastructure. The adopted areas shall include any specific design features such as regulatory signs, street lighting and speed restraint points.

Authorised for use:	TITLE: Adopted Highway Policy
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The adopted area may include margins to accommodate apparatus owned by Statutory Undertakers such as water, electric or gas companies.

Generally, verges where the sole purpose is landscaping, screening or amenity use will not be adopted. It is recognised that trees and shrubs have an important environmental role and may relate to particular highway features. However, in themselves, the areas of land incorporating such landscaping features seldom warrant the status of 'Highway' and conveyed highway rights. Such areas shall primarily be the responsibility of the District Council or, in certain situations, the developer or landowner. Any such arrangements shall be subject to consultation and agreement of the Highway Authority prior to the granting of detailed planning permission and approval of the layout.

Remote footways forming separate access to an individual or small group of properties shall not normally be adopted and shall be subject to discussion and agreement with the Local Planning Authority or Housing Association.

Separate areas allocated for vehicle parking and/or access to remote garages, parking areas and drives to individual or small groups of properties shall not be adopted and shall be subject to discussion and agreement with the Local Planning Authority or Housing Association.

There is scope for external bodies to manage and maintain planted and landscaped areas of designated highway subject to agreement and licence arrangements with the Highway Authority and Local Planning Authority.

Any new road or associated area forming part of a new development site shall be constructed in accordance with guidance provided by the County Council.

Agreements Under Section 38 & 278 of the Highways Act (1980)

Where the scope of the proposed works is minor in nature and does not involve amending the horizontal or vertical alignment of the existing highway, the use of a Minor Works Agreement will be considered.

Where minor works in the existing highway are associated with a Section 38 agreement permission to undertake the works within the existing highway may be included within the Section 38 agreement as this minimises costs and streamlines the approval and construction processes.

Where the extent of the proposed works within the existing highway is substantial, potentially disruptive to the expeditious movement of traffic, includes traffic signals and/or impacts upon the Strategic Road Network, a separate Section 278 agreement will be required. In this instance Dorset County Council will review the proposals and determine whether it will require:

1. the developer to submit an agreed sum of money to the Council for it to design, procure and construct the works via existing highway maintenance arrangements;
2. the developer to submit a detailed design for the works to the Council for approval and deposit an agreed sum of money with the Council for it to procure and construct the works; or
3. the developer to be appointed as the Council's agent to both design and implement the works.
4. the Council completes the detailed design for the works and the Developer to be appointed as the Council's agent to procure and implement the works.

No works will be permitted on the public highway without an appropriate agreement being in place.

Authorised for use:	TITLE: Adopted Highway Policy
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The Council will endeavour, ~~at all times~~, to work in a partnering and collaborative manner with developers and any appointed consultants and contractors. This approach to collaborative working is enshrined in the contracts and the working culture that Dorset County Council has with its strategic partners. However, the Council will retain absolute discretion to decide upon the most appropriate form for delivery of any proposed improvement works in the unlikely event that agreement cannot be reached.

Charging

Fees will be charged by the County Council to cover their reasonable costs in administering, approving, inspecting and enforcing agreements relating to the adoption of new highways or changes to the existing highway. To prevent the County Council incurring abortive and non-redeemable costs prior to the formal agreement of any works, an initial fee will be charged which will be deducted from the fees charged when formal agreement is reached.

Developer contributions will be levied to cover any increased maintenance liability on the County Council. Guidance is provided on when these charges will be made.

Related Documents

Related documents are available on the County Council’s website www.dorsetforyou.com/roads

Measures of Effectiveness

Measures providing information on how the County Council will respond to questions about status enquiries, extinguishment of highway rights, adoption of new highway and amendments to the existing highway. (eg average end to end time for completion of enquiries).

**APPENDIX B
SUMMARY OF CONSULTATION RESPONSES**

SUMMARY OF CONSULTATION RESPONSES

											ADDRESSED FOLLOWING REVIEW OF RESPONSES	
											Collaborative Working	Delivery Option 4
CONSULTEE	TYPE	NAME	DATE	Q1	Q2	SUPPORT	OPPOSE	COMMENTS	NCT COMMENTS			
1	Level 3 Communications Ltd. / Century Link	Utility Company	JJ Van Graan	01/02/2018	---	---	✓		Support on the basis that the final outcome does not affect their assets within the Public Highway or it Statutory Rights to access it's network or assets or future Rights to install new network or assets.	Utility Co. assets will not be unduly affected by the proposed policy amendment. No Util. Co. Statutory rights or access will be affected		
2	C.G.Fry & Son Ltd.	Developer	Mr K. Murch	05/02/2018	YES	NO		✓	As you know we currently adopt option A and both design and construct the whole of the works. We believe that this is by far the most efficient and effective way to deal with these works with minimal disruption to the existing road network. We would much rather see these types of works stay under our control.	We believe that a Council led design process should be more efficient and effective than the present process.		
3	Zero C Holdings Ltd.	Developer	Mr P. Houston	10/02/2018	YES	NO		✓	ZeroC feel the existing method gives developers the choice to deliver these works and maintain control over times and costs, the proposed amendment does not seem to guarantee this arrangement and may result in us having less control on the delivery.	Where DCC elect to design and build a scheme, or are appointed to do so by a developer we believe that the process will be quicker due to DCC's in-house expertise, in particular for schemes involving traffic signals. A new 'design and/or build' section 278 agreement will be drafted with a view to providing developers with assurances as to costs and timescales.		
4	Bloor Homes Ltd.	Developer	Mr S. Benfield	20/02/2018	YES	NO		✓	Whilst either of the approaches could be suitable dependant on the schemes the major concern for Bloor Homes would be certainty of delivery should the Council elect to procure and construct the works. As most s278 works will be subject to a Planning Condition that may restrict occupations or even commencement of a housing development we would need either guarantees of delivery and potentially financial penalties for non-delivery or the ability to dis-associated the works from the planning requirements. We would also like clarification on whether this would be a unilateral decision by the Council or whether this would be agreed through discussion with the developer.	Where the stated conditions are met the decision as to the appropriate delivery option will be DCC's. Every effort will be made to work collaboratively with developers and assurances will be given as to timings and costs. It is hoped that efficiencies in new process would reduce time (and as a result costs) to deliver scheme as a whole.		
5		Developer	Mr K. Endersby	23/02/2018	---	---	---	---	DO NOT OPPOSE IN PRINCIPAL BUT DOES NOT PROVIDE CERTAINTY OF TIMEFRAME, FEES OR COSTS	DCC will provide the Developer with assurances as to timeframe, fees and costs.		

									Would like more clarity on timeframes and fee structures	Timeframes for designs and construction delivery will vary for each individual project; Timeframes for technical audits of detailed designs are already published; Construction costs will vary for each individual project.		
									Would expect either a fixed fee or fixed percentage	Fees for administrative charges will need to be reviewed if new policy adopted.		
									Want fixed timescales for responses from DCC as construction / occupation can be linked to delivery of s278 construction works	See above		
									Fixed and reasonable timeframes for DCC to make a decision on delivery option	See above		
									Opportunity to challenge delivery decision	DCC should retain absolute discretion as Highway Authority		
									fixed timeframes for production of quotations for construction works	See above - this will vary per project due to the scale and complexity of the scheme to be costed.		
									Works need to be competitively tendered as this can affect the viability of a development	DCC will deliver the project by using in-house resources or by appointing competitively tendered contractors.		
									Ability to review/challenge developer contributions and commuted sums if DCC are leading on design decisions	DCC will be completing the detailed design for a scheme, not the planning layout. It is likely that most features requiring commuted sums will be set at the planning stage. Committed sums are calculated using the ADEPT (Association of Directors of Environment, Economy, Planning and Transport) formula for calculating commuted sums, a formula used by many highway authorities throughout the Country. Developer's right to challenge is unaffected by proposed policy amendments.		
6	Dorset Councils Partnership	Local Planning Authority	Mr M. Pendleberry / Mr R. Lennis	23/02/2018	NO	NO	---	✓	Q1: Our concern is that the design element of these works in all three options as part of any Agreements under Section 38 and or 278 of the Highways Act (1980) should be approved in association with Dorset Councils Partnership. This is to ensure that there is no conflict with any related planning permission and conditions attached thereto. It is also our concern that the environmental / urban design quality of schemes with planning approval might subsequently be compromised without a 'joined up'	DCC ensure that All s38 and s278 schemes comply with approved planning layouts and this is generally condition by the LPA who control discharge of conditions. No detailed design consultation mechanism exists statutorily, and this is not currently carried out.		

									approach at the Section 38 and or S278 stage of the process, without mutual agreement.	The proposed policy amendment would not change the status quo in this respect.		
									Q2: For the same reasons outlined above we feel there needs to be a collaborative approach to ensure there is no conflict with any related planning permission and to ensure implementation of the agreed highway works to a mutually agreed appropriate environmental / urban design standard, particularly when considering conservation areas/listed buildings.			
									Given our concerns outlined in points 1. & 2. above, we request that the wording of the policy be amended to ensure a collaborative approach between DCC Highways and DCP Development Services to 'signing off' such highway agreements			
									It would have helped the consultation if you had provided a 'tracked changes' version of Policy PoIDH5003 so we could easily identify the detailed changes proposed. Without this we have based our response on the assumption you are just inserting / modifying that section in italics on page 4 & 5 "Agreements Under Section 38 & 278 of the Highways Act (1980)	This was clearly set out in the consultation letter (..'Note: Additional text in purple / italics'..)		
									Finally, we think it would also help clarify matters if the policy explained / made reference to how it relates to other national guidance e.g. Manual For Streets 1 & 2, NPPF as well as DCC Highways own extant guidance	This is outside of the scope of the current consultation.		
									From a development management perspective, I would welcome proposals that have the opportunity to encourage the speedy implementation of development proposals.			
7	Purbeck District Council	Local Planning Authority	Mr A. Davies	02/03/2018	---	---	✓	---	My only concern is that any increased cost on the developer has the potential for them to seek to renegotiate the numbers of affordable housing on site and any off site contribution to affordable housing. I hope this concern can be noted, factored into any financial discussions and taken into account when coming to a decision whether to implement the proposed changes, as whilst this may not be concern to the County Council as Highways Authority, you will understand that it will be of concern to the Districts who have the responsibility of providing much needed affordable housing.	The proposed amendment provides options for delivery of works which include the current method (Option A). It is being proposed to introduce options for delivery that should assist in reducing design costs (e.g. for traffic signal schemes) as DCC will design the scheme once and the developer will avoid iterative technical audits. This will also provide some certainty re: timescales for design delivery which does not currently exist.		

8	Betterment Properties (Weymouth) Ltd.	Developer	Mr J. Loosemore	02/03/2018	NO	NO	---	✓	We do not agree with the changes being proposed, particularly if they are to be taken out of the developers control. Developers are in the business of constructing roads and sewers as well as dwellings or commercial property and would prefer as much of any project to be within their own physical and costs control.	The policy proposals take advantage of the Council's in-house expertise to implement a more efficient process for delivery of particular highway improvements.	
									We do not believe it is for DCC to be undertaking work for private developers. There will be the unknown costs for the works, who will deal with unforeseen problems which do regularly occur. We just do not see this aspect as part of the DCC Highways remit.	DCC are the highway authority are therefore extremely experienced at delivering highway improvement schemes.	
									Projects of this nature are already notoriously slow and anything further passed to a public body which takes no risk and has no performance targets should be avoided at all costs.	The new 'design and build' section 278 will account for unforeseen problems and costs so far as is possible.	
									If DCC have the manpower available and could costs at competitive rates we have no objection to being offered that arrangement alongside normal contractors developers use, as another option.	The proposed amended policy should speed up delivery of s278 works in the stated circumstances.	
									The four delivery options detailed will be available to developers at their discretion on all schemes where the stated conditions are not met.		

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Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Tuesday, 26 June 2018

Present:

Mike Short (Chairman) (Independent Member)
 John Adams (Vice-Chairman) (Bournemouth Borough Council)
 David Brown (Borough of Poole), Mike Byatt (Weymouth & Portland Borough Council),
 Norman Decent (Bournemouth Borough Council), Les Burden (Borough of Poole),
 Bobbie Dove (Bournemouth Borough Council), Mohan Iyengar (Borough of Poole),
 Barbara Manuel (East Dorset District Council), Iain McVie (Independent Member), Bill Pipe
 (Purbeck District Council), Byron Quayle (Dorset County Council), John Russell (West Dorset
 District Council) and David Smith (Bournemouth Borough Council)

Officers Attending:

Martyn Underhill (Police and Crime Commissioner), Simon Bullock (Chief Executive, OPCC),
 Alexis Garlick (Chief Finance Officer, OPCC), Adam Harrold (Director of Operations, OPCC),
 James Vaughan (Chief Constable), Jonathan Mair (Service Director - Organisational
 Development (Monitoring Officer)), Mark Taylor (Group Manager - Governance and
 Assurance) and Denise Hunt (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 Dorset Police and Crime Panel to be held on **Thursday, 27 September 2018.**)

Apologies for Absence

14 Apologies for Absence were received from Councillors Janet Dover, Bernie Davis and Andrew Kerby. Cllr Jon Andrews attended the meeting as a reserve member for Janet Dover.

The Chairman welcomed Cllr Burden and Cllr Byatt who were new members of the Panel and also thanked, in her absence, Cllr Ann Stribley MBE for her service and support to the Panel.

Code of Conduct

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

Terms of Reference

16 The Panel received its terms of reference.

Noted

Minutes

17 The minutes of the meeting held on 1 February 2018 were confirmed and signed.

Cllr Adams advised the Panel that the National Association of Police and Crime Panels, of which the Panel was now a member, had registered as a special interest group with the Local Government Association at a cost of £500 to each of its members. The Panel confirmed its agreement to this payment being made.

Public Participation

18 Public Speaking

There were two public questions received at the meeting in accordance with Standing Order 21(1). The questions and responses are attached as an annexure to these Minutes.

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.

Local Government Reorganisation (LGR) Implications and Considerations for the Police and Crime Panel

19 The Panel considered a report by the Clerk to the Panel concerning the need for the Panel to review its composition and arrangements to meet its statutory requirements from April 2019 that sought its views on the size, allocation of seats and rules of procedure in order to make recommendations to the Shadow Councils.

Members commented on whether the geographical spread of seats allocated to the Bournemouth, Christchurch and Poole Shadow Council was the correct approach bearing in mind the local boundary review and felt it more appropriate for the respective Shadow Councils to determine where its future representation would be drawn from.

Some members considered 5 seats for each of the new Councils to be appropriate in ensuring that the Panel remained efficient and effective and reflected the similar population numbers in each of the council areas. However, other members disagreed with this view and considered that a larger number of members would provide a broader geographical spread and attract more BME and minority groups onto the Panel.

Councillor Bobbie Dove proposed that there were 8 seats for the BCP Council {Bournemouth (3), Christchurch (2), and Poole (3)}, 8 for the Dorset Council and 3 Independent Members. This proposal was not seconded.

Cllr Iyengar proposed that consideration be deferred in order to explore ideas further in a workshop setting, which was seconded by Cllr Dove. The Panel was advised by the Monitoring Officer that the Statutory Orders relating to the Panel would be considered in October 2018, allowing time for further consideration by the Panel. However, following a vote, this proposal was not supported by the Panel.

Resolved

1. That the 'duty to produce a balanced panel' be met by a revised PCP membership of 12 seats on the following basis:- BCP Council (5 seats), Dorset Council (5 seats), Co-opted Independent (2 seats);
2. That a draft set of "Rules of Procedure" are supported for consideration by the Panel at its first meeting after April 2019; and
3. That a 'Host Authority' be appointed to deliver support and advice to the Panel.

Reason for Decisions

To ensure that, following local government reorganisation, the Dorset Police and Crime Panel continues to comply with the statutory requirements, operating on a safe and legal basis and is fit for purpose in order to support and scrutinise the PCC.

PCC's Draft Annual Report 2017/18

20 The Panel considered a report by the PCC's Chief Executive that presented the Draft

Annual Report 2017-18 for consideration prior to publication in a months' time.

The Chairman suggested that a summary of the effect of policing on communities was included in the foreward.

Resolved

1. That comments by the Panel on the Draft Annual Report are submitted to the Clerk by 6 July 2018; and
2. That the final Draft Annual Report is circulated to the Panel prior to publication.

Police and Crime Plan 2017/21

21 The Panel considered a report by the PCC's Chief Executive updating members of a light touch refresh of the Police and Crime Plan 2017-2021, which would be published in a months' time.

The Chairman asked members to provide comments to the Clerk by 6 July 2018 in order to formulate a formal response from the Panel by 27 July 2018.

Resolved

That comments by the Panel on the Police and Crime Plan 2017-2021 are submitted to the Clerk by 6 July 2018.

Police and Crime Plan Monitoring Report

22 The Panel considered a report informing them of the progress against the Police and Crime Plan and Priorities 2017-21. The report provided information on the financial outturn position for the year ending 31 March 2018, an example of the regular digital highlight report presented to the PRISM Board as an insight into Alliance governance processes, information on the level of staff referrals to occupational health, as well as updates on the following items:-

- Activity of the Alliance Drone Team during its first year of operation;
- Development of the first Force Management Statement including an overview of its likely effect on future force planning business planning;
- The Strategic Alliance Programme highlight report including the impact of the proposed merger between Devon & Cornwall Police and Dorset Police;
- Capital strategy;
- Digitisation of speed cameras.

The PCC highlighted areas of work related to each of the pillar themes with members of the Panel who were leading on each of the themes in the Plan also invited to provide updates.

- a) **Pillar 1 - Protecting People at Risk and Harm** - Cllr Andrew Kerby / Cllr Byron Quayle

The PCC highlighted an opportunity being explored to extend the existing child Multi-Agency Safeguarding Hub (MASH) to include adults and also his work with partners to improve support for war veterans. The PCC had recently received a letter of support from the Government Minister concerning his proposal for a veteran's wing in HMP Portland and the provision of skills training at Bovington and the direction of travel had been positive so far.

Cllr Quayle asked whether there was any support that could be given by the Panel with respect to mental health arrangements reflecting the new legislation.

The PCC advised that Dorset had its own Mental Health Concordat and that children were no longer taken into custody. The current status was assessed as amber due to the ongoing changes and he would inform the Panel if any problems were

experienced in future, particularly in light of the current funding review by the Dorset Clinical Commissioning Group (CCG).

b) **Pillar 2 - Working with our Communities** - Cllr Bernie Davis / Cllr Mohan Iyengar

The PCC stated that he would be grateful for the Panel's assistance in engaging the public in the consultation on the merger of Devon & Cornwall and Dorset Police during the summer. He also highlighted consultation in relation to lowering of the drink drive limit, the continuation of the drug driving awareness campaign and a new Road Safety Strategy to be published in a few weeks' time. He continued to fund the national road safety charity BRAKE and support the Take Five to Stop Fraud initiative.

He reported that there would be a single online page within a year allowing everyone to go to the same website to contact the police and that would enable Skype to be used. A pilot was taking place in Devon using Skype to provide a witness statements.

The PCC reported that the homelessness Problem Solving Forum held the previous week had been successful. The topic of the next Forum had not yet been agreed and he welcomed any suggestions from the Panel.

Cllr Iyengar made the following suggestions concerning the report:-

- A link between activity and impact on the statistics relating to road safety;
- A measure and target in relation to Cyber Crime that might also include educating young people on the online risks around social media;
- A separate heading for the consultation on the merger of the police forces; and
- Whether Skype was the most appropriate communication platform.

In response the PCC stated that information on Cyber Crime could be accessed from the Action Fraud online reports and he confirmed that information could be included as an annex in a future monitoring report to the Panel. He agreed that information on the proposed merger could be included as a separate item in future and that it would be useful to refer to online platforms rather than a single provider such as Skype.

Cllr Byatt asked whether the OPCC looked at social media posts that commented on the police and the various initiatives as part of its engagement strategy.

The PCC advised that the Police were proficient in scanning social media posts and, although there were not the staff resources available at the OPCC to do this, it benefitted from work undertaken by the Police. He confirmed that any consultation undertaken by the OPCC was across relevant social media channels and had gained the best response rate in the country.

Cllr Dove asked about the reintroduction of traffic initiatives to reduce road deaths, and whether this could be the subject of a Problem Solving Forum.

The PCC responded that such initiatives had been impacted due to the reduction in Local Authority funding that had decreased from £3m (that was ringfenced) to £30k in the past decade as well as a reduction in the number of road safety officers.

a) **Pillar 3 - Supporting Victims, Witnesses and reducing Reoffending** - Cllr Barbara Manuel / Cllr Bill Pipe

The PCC reported that Baroness Newlove, the Victims Commissioner, had recently visited Dorset to meet 6 randomly selected victims of domestic abuse and that their praise for Dorset Police had been noted by the Commissioner. The main concerns expressed had been around court delays and treatment of the victim. The PCC had

met Baroness Newlove to discuss the Complainant Advocate Project and a job description was currently being put together for a Complaints Advocate to be funded by central government to assist victims of crime.

Cllr Pipe focussed attention on the red status actions in the area of offender management and rehabilitation and the PCC explained that this was due to the failure of the rehabilitation company operating across the country and that he was therefore unable to influence these areas.

Cllr Pipe asked how the PCC was going to spend the grant from the Ministry of Defence (MoD) and CCG to help the high number of war veterans in Dorset. The PCC advised that a Bournemouth University Covenant Trust bid had acquired funding of £230k, some of this funding would be used for criminal justice and wraparound services for war veterans to help them in their journey back to society. Funding had not been requested from government for a single prison wing as this could be achieved through the OPCC's existing budgets. The Governor of the HMP Portland had indicated that moving veterans to a single wing would reduce incidences of violence and victimisation.

Cllr Pipe and Cllr Manual described their recent visit to the Dorset Victim's Bureau (including Dorset Victim Support) at Gloucester House, Bournemouth, to look at how its services were run and had been impressed with the commitment that was above and beyond expectation. They noted that their caseloads could be high and that an additional officer on the second floor should be considered. They had also observed the second part of the day with Baroness Newlove in Poole when she put questions to police agency workers.

The PCC advised that staffing numbers at the Bureau were currently being addressed as a result of three of its staff members having progressed to police staff posts. An additional Magistrates Court had been agreed as a result of a recent review of the court system in the South West, which was welcomed in reducing incidences of double and triple booking of courts.

a) **Pillar 4 - Transforming for the Future** - Iain McVie

The PCC highlighted 9 community grants that had been issued in 2017/18 and the continuation of the CCTV project in Weymouth and Dorchester.

Iain McVie noted that the total establishment of the Police Force had been over the agreed target and he was therefore concerned about whether a target number of officers would be able to deliver a safe Dorset in light of increasing demand.

The PCC advised that the government was currently considering additional funding to increase the establishment as it was clear that demand was outstripping supply and that a new operating model could resolve this.

Iain McVie advised that his report concerning the spotlight scrutiny of body worn video devices would be available by the end of July 2018 for circulation and could be formally discussed at the next Panel meeting in September 2018.

The PCC agreed with the views expressed by the Panel in relation to increasing his role in the scrutiny of complaints, but there was currently no government guidance or new pilots in place. It would not be appropriate to implement a local system over the short term due to the proposed merger, however, work was ongoing in relation to quick desktop recovery of complaints. He was also interested in capturing the issues that were not subject to a formal complaint by scanning logs and phone calls. In order to provide further reassurance, the PCC advised that he co-chaired the Standards Board when every complaint was scrutinised.

Referring to this issue, Cllr Byatt also drew attention to matters of concern expressed on different online platforms that were outside of the formal complaints process, but which affected public confidence in the Police Force. He asked how the PCC could work towards engaging with people who were dissatisfied when there was not always evidence within media posts to address these issues.

The PCC advised that the Safer Dorset Foundation promoted public safety and that Dorset ranked highest in the UK. The issue of how to recover public confidence was difficult as each person had a different issue, and, although he made the Force aware, he could not hope to have a programme to address the public confidence of 1 million people and a huge number of social platforms.

Members of the Panel asked the following questions to the PCC, who responded accordingly:

Finance

1. Police Pay

- The FTE for Police Officers has been set at 1200 for the last couple of years. Last year's outturn highlighted that the FTE was 1,246 and that this resulted in an over spend of £157k on Officer pay. This year, the FTE is 1,242 and yet the over spend is £2M (including £312k unbudgeted pay award). The outturn for Police Officer pay Financial Year 2016/17 was £63M; for Financial Year 2017/18 it is £66M.

Could the OPCC please outline:

- Why the variance of circa £1.6M over spend between this and last year's outturn for the roughly the same number of Police Officers over establishment?

PCC Response:-

The numbers of officers quoted relate to the FTEs at the respective year ends. The reason for the difference in overspend is that the average number of officers in 2016/17 was c.1209 whereas the average for 2017/18 was c.1249. The trend line in officer numbers was increasing between July 2017 and July 2018 and is now falling. The overspend is mainly a consequence of the rate of leavers being lower in 2017/18 from what had been the experience in the previous 3 years, and a conscious decision not to stop recruitment. [This was enhanced by the presentation by the Chief Constable James Vaughan.]

2. Police Overtime

- Police Officer overtime pay is £1.3M overspent, giving a total annual overtime budget of £4M (3.3% of net revenue), could the OPCC please highlight:
 - What plans are being put in place to manage police overtime payments, as this is funding that could be used elsewhere?
 - Why, when force manpower in FTE terms is buoyant, is the overtime budget exceeded?

PCC Response:-

In the light of the outturn the PCC has requested an assessment of the appropriate amount of overtime budget for 2018/19 and an assurance on the controls in place to manage it within the budget.

The Force is managing with static resources with increasing demand, a significant transformation programme (to make it more efficient in the long term) whilst in the short term OBD is designed to make sure current resources

are better aligned.

The Force is also dealing with an unprecedented level of change, with officers abstracted to work on specific projects to implement Alliance working, consider future operational models under merger scenarios, introducing significant operational systems such as the replacement Command and Control system and Body worn video and so on. Each of these projects and programmes require officers with considerable operational knowledge and in depth policing understanding to ensure the necessary benefits are and will be derived.

While every effort is made to ensure officers are used in their operational capacity, ensuring that they are available for deployment even if working on vital change programmes, this unprecedented level of demand inevitably means that abstraction levels are high, and the need for overtime remains. [This was enhanced by the presentation by the Chief Constable James Vaughan.]

3. PCSO Pay

- Could the OPCC please confirm:
 - Which funding line holds PCSO pay and what the amount was at outturn?

PCC Response:-

The budget for PCSOs is held within the Police staff pay line, and spent £3.7m against a budget of 4.4m (£0.7m underspent).

4. Financial Control

- A number of key areas are overspent (incl. in the table on page 93)
 - Could the OPCC please detail what action is being undertaken in order to:
 - Improve spending forecasts?
 - Control the budget more effectively?

PCC Response:-

Following the outturn for 2018/19 the OPCC is scrutinising the Force spending performance in more detail on a monthly basis and the Force are reviewing their controls over spending.

The Chief Constable is now the chair of the internal Resource Control Board which has reviewed its terms of reference and membership, to provide earlier oversight and support for management decisions and better assurance to the PCC. [This was enhanced by the presentation by the Chief Constable James Vaughan.]

5. Revised Estimates / Refresh

- The OPCC is requested to consider conducting a comprehensive refresh of all the elements; including capital, revenue and reserves in light of this outturn and provide the PCP with an update on a formal Revised Estimate for 2018/19 (compared with the original FY18/19 estimate) at the Sep 18 meeting.

PCC Response:-

The effect of the outturn on the budget for 2018/19 is being considered and an update will be provided to the meeting in September.

6. Apprenticeship Levy

- Dorset Police has to pay in to Central Govt some £500k
 - What scrutiny has the OPCC undertaken to ensure that Dorset

benefits from this scheme and is getting out what it puts in?

PCC Response:-

We pay into the levy (0.5% of paybill), and are able to claim against additional costs of providing apprenticeships (excluding salary). To date there have been very limited claims, as apprenticeship costs of existing apprenticeships are largely incurred by the education providers (colleges and universities) who claim against our levy 'pot'. This is because the new Police Constable Degree Apprenticeship (PDCA) is not yet available, indeed nationally this has encountered delays and it is proposed to take first intake through this route in autumn 2019.

In terms of governance, an Alliance Apprenticeship Strategy has been agreed, and monthly meetings take place to monitor the levy paid and spent and to reconcile with future recruitment plans. Detail is provided in the Quarterly Performance Pack (Resourcing & Talent Planning) to make this visible, which is reported into the Strategic Performance Board which the PCC and Chief Executive attend. A representative from the OPCC also attends the Quarterly Strategic People Board where these updates are tabled.

7. Emergency Services Network (ESN)

The ESN is up for review in Jul 18 - there are two options: cancel or delay.

- What action has the OPCC taken to ensure that funding to support Airwave will be earmarked in order to maintain continuance into the unforeseeable future?

PCC Response:-

The "Beat: More than Radio" project is managed through the regional collaboration structure and reported on at the quarterly South West Police Collaboration Strategic Board, attended by the PCC and Chief Executive. The programme lead is D&C DCC and Alliance change lead Paul Netherton.

At the March 2018 Board an update to the Beat: More than Radio financial strategy was agreed, in order to provide an interim position until the revised national ESN business case was available and a full transition plan agreed. Broadly speaking, as this programme is delayed this involved re-profiling the funding requirements (accrued as the project has not progressed to implementation as yet) and moving the underspend from the 2017/18 budget into the 2019/20 budget.

This re-profiling has allowed the project to remain funded in the interim period. The benefit of this interim strategy is that it sets a more realistic budget, while enabling the programme the tolerance required to plan ESN transition, and delivering the business change mandated by South West PCCs and Chiefs.

At the same time, a set of strategic questions will be articulated through NPCC ESN finance group to seek transparency regarding the likely ESN costs and projections, and reported back through the SW Board.

General

1. Drug Related Deaths

- Can the PCC provide his view on the level of reported drug related deaths in Dorset, which have been ranked as the sixth highest in the country, and what action he is taking to address this and also the wider impact that drug related crimes are having on the wider community.

PCC Response:-

We believe these appear to relate to a perceived increase in opiate deaths in

the west of the County following the release of data by the Office for National Statistics (ONS) last year – reported in the Dorset Echo in late 2017 and again in April/May this year.

Please note the data refers to Heroin and Morphine deaths specifically, and cover the period 2014 to 2016. All figures are drug related deaths (DRDs) per 100,000 population, and rounded to one decimal point.

*Reading 5.8
Portsmouth 5.2
Bournemouth 5
Gosport 4.7
Exeter 4.3
Weymouth & Portland 4
Southampton 3.4
North Devon 3.2
Poole 2.0*

Nationally, anything over 4 is considered high. On this measure Bournemouth, appears an outlier, however, it must be borne in mind that we have a number of drug and alcohol rehabilitation units in that post code area, and hence we do see a higher number of DRDs than say Poole. Also, these are relatively small numbers, and have to be taken into context of the resident population of the area rather than any transient/holidaying people using drugs.

It should also be stressed that this is very much a partnership issue to address and not solely within the gift of the police to address and reduce. Many of these people are being managed by addiction and recovery services, and therefore intelligence does not suggest that the individuals under discussion here are having a significantly impact, through their offending, on the wider community.

However, the PCC is thoughtful of the drug-related services that he funds, and how effective they are, and the OPCC policy and commissioning team are currently undertaking a small review.

2. Crime Statistics

- What crime statistics data is currently held by the OPCC, what analysis and benchmarking is done on this and how is this used to inform and determine the PCC's strategic priorities and resultant activity?

PCC Response:-

In the first instance it may be helpful to remind Panel members that local crime and outcomes data are available on the national crimemapper website at www.police.uk. Members may simply enter the postcode for which they are interested and be able to find quite detailed information about the numbers of crimes and incidents in a particular locality. These data are supplied by each local force direct to the Home Office for the prime purpose of better transparency on crime and outcome data.

Separately, and bearing in mind the Government's desire to move policing away from a performance mindset and instead focus on its ability to understand, manage and to a certain extent plan for future demand (through the use of the force management statement) – OPCC has for some time been quite focused on a rigorous examination of the force's ability to deliver a service, rather than the on the outputs of said service.

For completeness however, Dorset remains a safe place to live, work and visit

and whilst crime is increasing, it is increasing less than the national average:

- *The position as at the 12 months to 31st December 2017 in terms of total crime per 1,000 population showed Dorset as the 12th lowest force (out of 43) in England & Wales.*
- *The latest national statistics are the end of year position (17/18) for total crime was 45,248 crimes - an increase of 9.6% compared to 16/17.*
- *The national average in terms of the % increase compared to the previous 12 months was 15.4%.*

Annex b(i) - Drone Unit Update Report

In response to questions, it was confirmed that:

- the revenue from training provided by the Drone Unit could be further maximised in future;
- 2 lives had been saved in the past 2 months from Dorset cliffs through the use of drones
- that anecdotal evidence suggested that Jurys had benefited from drone footage during court cases

The Chair asked if the Drone Unit had led directly to successful prosecutions. The OPCC stated that they would report back to the panel with this information.

Annex c - Force Management Statement (FMS) Update

FMS1 had been submitted on time, but was not yet in a format suitable for publication. The Panel noted that, even though the FMS offered an objective view, the HMRC FRS could make a subjective decision.

Annex d - Staff Referrals to Occupational Health

Cllr Dove considered that the report had not got to the heart of the problem of police shifts, overtime and absence of meal breaks and suggested that further information was sought from the Police Federation and staff surveys to see whether the document was relevant.

The Panel was advised that the Health and Wellbeing Strategy and Development Plan had been based on the findings of the staff survey results and developed with the involvement of Trade Union representatives.

The PCC had granted £250m funding for the Plan in an effort to deal with the symptoms, even if it was not possible to deal with the cause being due to demand. Assessment of whether the Plan had worked could be an area of scrutiny in future and it was agreed that progress would be reviewed in a year's time.

Annex e - Summary of Impact of the Proposed Merger on the Strategic Alliance Programme

It was confirmed that those areas that had been paused until a decision to merge was determined would not have an impact on those areas that were up and running.

Resolved

1. That the PCC undertook to include the public consultation on the merger of the police forces as a separate heading in future monitoring reports.
2. That the PCC would provide an annex on Cyber Crime with the September monitoring report.
3. That the PCC would report on the ICT Company including his view on value for money at the next meeting.
4. That the PCC would report back on the successful prosecutions due to the involvement of the Drone Unit; and
5. That the latest position and improvements as a result of the Health and Wellbeing

Strategy and Development Plan are considered in June 2019.

Police Procurement - Vehicle Fleet Deep Dive

- 23 The Panel considered a report by the PCC's Chief Finance Officer containing an update on the OPPC's work to review Dorset Police's vehicle fleet, the vehicle replacement policy and budgets. The PCC had requested this review as a result of feedback from officers concerning vehicles.

The Chief Finance Officer advised that the review had sought to look at areas where improvements could be found.

The Chairman noted that 35% of the fleet was being "run on" uneconomically, based on the declared policy in the report. He stated that the excellent conclusions contained in the report should address the whole life management of vehicles and improve value for money. The Panel therefore requested an update on progress of the implementation of agreed actions at the June 2019 meeting.

Noted

Spotlight Scrutiny Review of Body Worn Video Devices

- 24 Iain McVie reported that he was currently awaiting responses from the OPCC and that a trial of the new kit was taking place in Bournemouth. A report would be available at the next meeting of the Panel.

Resolved

That a report on the spotlight review of Body Worn Video Devices is considered at the meeting on 27 September 2018.

Complaints update

- 25 The Group Manager - Governance and Assurance advised that six complaints had been received and logged with the Panel and referred to the OPCC Chief Executive for review in accordance with the Complaints Protocol and his statutory responsibilities. These had been received following recent comments by the PCC on the Lush "Paid to Lie" campaign.

In his role as Monitoring Officer, the OPCC Chief Executive advised that he had recorded each complaint in the internal complaints log; analysed each complaint to identify and assess the substantive concerns; determined whether the concerns were appropriate for an informal resolution and consulted with the OPCC Deputy Monitoring Officer who was in agreement with the decisions that had been made.

The two substantive issues of concern that had been raised included that the PCC had commented on this issue and that these comments were viewed as having supported Lush on this issue. Concern had also been raised over a conflict of interest due to the PCC having received funding in the past for his elections campaigns from the founder of Lush. One of the complainants had asked a further 5 questions which would receive a response in due course.

The PCC Chief Executive advised that he had written to the DCC Monitoring Officer who was satisfied with the way in which it was proposed that the complaints would be dealt with and that all of the issues raised could be dealt with by informal resolution. The OPCC would therefore write to the 6 complainants by the end of the week.

The PCC had also written to the Chairman of the Panel, setting out his position on this issue, a copy of which had been circulated to the Committee and it was confirmed that this letter would be attached as an annexure to these minutes.

Noted

Work Programme

26 The Panel considered its Work Programme and noted the inclusion of the following items:-

- Merger Proposal - 27 September 2018
- Monitoring report annex on Cyber Crime - 27 September 2018
- Monitoring report annex on successful prosecutions due to the direct involvement of the Drone Unit - 27 September 2018
- Report on ICT company and a view of value for money by the PCC - 27 September 2018
- Spotlight scrutiny on Body Worn Video Devices - 27 September 2018
- Spotlight scrutiny on complaints - later in 2018
- Update on those specific issues identified by the Panel when agreeing the 2018-19 Precept - November 2018
- Health and Wellbeing Strategy and Development Plan - to review the latest position and see whether improvements had been delivered - June 2019
- Vehicle Procurement - an update on progress of the implementation of agreed actions - June 2019

The PCC offered to hold surgery meeting slots for 2-3 Councillors following Panel meetings in future if this would be helpful. The Chairman thanked him for his offer that would be considered.

Resolved

That the work programme be updated accordingly.

Questions from Panel Members

27 There were no questions by members of the Panel.

Meeting Duration: 10.00 am - 2.00 pm

Dorset Health and Wellbeing Board

Minutes of the meeting held at Vespasian House, Bridport Road,
Dorchester on Wednesday, 27 June 2018.

Present:

Rebecca Knox (Chairman)
Forbes Watson (Vice-Chairman)

Members Attending

Steve Butler (Elected Borough/District Councillor (East Dorset)), Sam Crowe (Acting Director of Public Health), Tim Goodson (Clinical Commissioning Group), Margaret Guy (Healthwatch), David Haines (Locality Executive Teams), Mike Harries (Corporate Director for Environment and the Economy, Dorset County Council), Jill Haynes (Elected County Councillor), Helen Horsley (Voluntary Sector), Rebecca Kirk (General Manager Public Health and Housing, Purbeck District Council), Patricia Miller (Local NHS Provider Trust), Claire Shiels (Assistant Director for Commissioning and Partnership, Dorset County Council), Tanya Stead (Locality Executive Teams) and Simone Yule (Locality Executive Teams).

Reserve Members Attending

Jon Orrell, Weymouth and Portland Borough Council (Reserve)
Rachel Partridge, Assistant Director of Public Health (Reserve)
Timothy Yarker, Elected District/Borough Councillor (West Dorset) (Reserve)

Officers Attending:

Graham Duggan (Head of Community Protection), Vicki Fearne (Consultant in Public Health), Kirsty Hillier (Senior Communications Officer (internal)), Jane Horne (Consultant in Public Health, Public Health Dorset) 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, 26 September 2018**.

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

Election of Chairman

53 **Resolved**
That Councillor Rebecca Knox be elected Chairman for the year 2018/19.

Appointment of Vice-Chairman

54 **Resolved**
That Forbes Watson be appointed as Vice-Chairman for the Year 2018/19.

Apologies for Absence

55 Apologies for absence were received from Helen Coombes (Transformation Programme Lead for Adult and Community Forward Together Programme, Dorset County Council), Nick Jarman (Director for Children's Services, Dorset County Council) and James Vaughan (Chief Constable).

Terms of Reference and Constitution

56 **Resolved**
That the Terms of Reference and Constitution be noted.

Code of Conduct

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

Minutes

- 58 The minutes of the meeting held on 28 March 2018 were confirmed and signed.

The Chairman welcomed Sam Crowe to his first meeting as Acting Director of Public Health.

Public Participation

59 Public Speaking

There were no public questions or statements received at the meeting in accordance with Standing Order 21.

Petitions

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

Early Help in Dorset - Where are we now?

- 60 The Board considered a report by the Director for Children's Services, Dorset County Council, which set out identified progress with the establishment of Family Partnership Zones (FPZ) as a model for delivering Early Help on a multi-agency basis and outlined priorities for next steps.

FPZ work was part of the Sustainability and Transformation Plan. By improving multi-agency working families and children were proactively being identified for early help in order to prevent later intervention. This model was working well with demonstrable results; the number of children with child protection plans and entering care had reduced; and a reduction in demand for social care had been seen. Referral numbers had not reduced as much as hoped and more work was to be done to address this and although the number of school exclusions remained low, work with schools was continuing to maintain this.

The priorities going forward were explained and the need for a shared data set across all partners and understanding of the total service offer from cradle to grave was highlighted. This would identify gaps in service provision and help avoid duplication.

It was hoped that early help would lead to increased claims for Dorset Families Matter which was the local delivery of Troubled Families and which would generate income for additional family support packages.

In summary a good positive start had been made and steps identified to continue this.

The Acting Director of Public Health referred to a forthcoming tender exercise for Public Health Nursing (health visiting and school nursing) and asked whether the family partnership zones had enough information on the wider population of children, not just those receiving services. It was explained that data from those receiving free school meals, those with poor attainment, those with special educational needs but not having a statement or education health and care plan, or those eligible for Dorset Families Matter was used to identify vulnerable children. There were gaps and steps were being taken to gain information more consistently across the range of services. The Acting Director of Public Health agreed to work towards reducing these gaps.

One member referred to the concern from voluntary organisations that families who in the past would have received support might be missed currently. It was explained that help could be requested for such families, so there was a dual system for accessing help. The Assistant Director for Commissioning and Partnerships would

discuss this further outside of the meeting.

The Chairman referred to a previous presentation on FPZs and the Board's intention to try and raise awareness of a friendly family system within localities which people would not know about unless they were receiving services. She asked whether there was a simple, visual explanation for this which could be used to increase general awareness and for school governing bodies. The Assistant Director agreed to check for this, provide a list of identified link workers for schools and information on FPZs and their performance.

With regard to how well FPZs were connected to partners and health and wellbeing locality groups, it was explained that FPZs were based around school populations and had links to the locality and police coordinated groups as a means of avoiding duplication.

Resolved

That the direction of travel be supported.

Joint Strategic Needs Assessment Refresh

61 The Board considered a report by the Acting Director of Public Health which sought to refresh the Joint Strategic Needs Assessment (JSNA) by using a different approach.

The Acting Director of Public Health explained that Local Government Reform provided an opportunity to refresh the JSNA and make it more relevant to service development, the use of resources and impact wider determinants of health with a focus on closing gaps. The Board then received a short presentation on how this could be achieved by interviewing staff at all levels, determining needs, developing a system view, and producing a shared understanding in order to improve outcomes for the population. This cycle would be repeated four monthly. The new approach would allow Dorset's two Health and Wellbeing Boards to drive priorities forward and ensure that best value was gained from investment. Public Health would facilitate and project manage the refresh but it was important for partners across the integrated care system and beyond to be involved.

Members welcomed this approach. During discussion a number of points were made; that the Sustainability Transformation Plan might need to be amended in order to ensure alignment; that information gained through the Big Ask might provide useful locality data; that data and action was necessary if the JSNA was to have an effect on the ground; that perhaps efforts should be concentrated on one or two areas to get traction for change; and that with a four monthly review cycle the JSNA would be of more use and better support decision making at any point in time.

With regard to the involvement of the public, the voluntary sector and Healthwatch Dorset, it was explained that as the process was followed statutory partners would prioritise the process and this would be referred to leadership groups to progress. There were a number of options for how information could be presented (by theme, place etc) and these would be shared with the Board in due course.

The Acting Director of Public Health welcomed members' comments and highlighted the need for people to be involved and contribute to the process and the way resources would be used in future.

In terms of Local Government Reform and the approach being taken by Poole and Bournemouth, this JSNA refresh was an opportunity to make the best of the available information and to develop priorities and outcomes for the two new Unitary Authorities. It was likely that there would still be two Health and Wellbeing Boards for Dorset in future. A member, who sat on multiple Health and Wellbeing Boards, highlighted that similar conversations were being duplicated across these.

Resolved

That the new approach be supported.

Update on Sustainability Transformation Plan, with a focus on Prevention at Scale

62 The Board considered a report by the Portfolio Director for Prevention at Scale which provided an update on headline progress across the Sustainability Transformation Plan (STP) as a whole, progress following discussion at the March Board meeting, and a brief overview of the localities work stream as a background to the thematic discussion following the meeting.

Attention was drawn to the work to build a business case to expand the Integrated Community and Primary Care Services in localities, that initial plans would be submitted to the Dorset Clinical Commissioning the following week, and to work with Hampshire and the Isle of Wight which resulted in a successful funding bid of £7.5m to be a Local Health and Care Record Exemplar and to progress with the Prevention at Scale Work Streams.

The need for the STP to be a living, flexible document was highlighted.

Resolved

1. That the update on STP highlights and highlighted progress on prevention at scale be noted.
2. That the ongoing work within the Board and back in their respective organisations and communities be supported.

Melcombe Regis Board

63 The Board considered a report by the Head of Community Protection, Weymouth and Portland Borough Council which provided an update on the work of the Melcombe Regis Board.

The Melcombe Regis Board (MRB) was established in 2016 to look at underlying issues that were fuelling crime and anti-social behaviour in the ward. Its work was centred on six themes - housing, community, environment, health, employment and crime and community safety. Lessons learned from this process were highlighted and in particular that problems were being tackled rather than their causes, the importance of good working relationships and community involvement. The changes to Local Government would provide an opportunity to review multi-agency working but might lead to less focussed services for the area and other areas where there were significant structural and social problems.

Other MRB Members highlighted the success of the Shelter Bus, that MRB worked well as focused intervention, and that applying slightly different approaches to other areas might not be sustainable and best value.

One member drew attention to the importance of targeting resources on particular problems in future, that data provided by Public Health could show which areas resources should be focused on and that this work should involve Locality Groups.

The Voluntary Sector representative suggested that voluntary sector organisations might be able to help with community engagement and a named contact was provided. The use of Public Participation Groups was also suggested.

There had been no discussions as yet about local arrangements arising from changes to Local Government. Overall the new Authority would be smaller but local communities needed to be assured about future community engagement and involvement and the use of locality data. MRB was a pilot to be rolled out across other areas so lessons learned and good practice should be shared.

The Acting Director of Public Health referred to the work undertaken in Boscombe and the need to maintain focus within the new Authorities. Consideration was being given to developing a community hub for Bournemouth East which would better meet community needs. It was noted that MRB had good relations with officers in Boscombe.

Noted

Quarter 4 Better Care Fund Reporting

64 The Board considered a joint report by the Better Care Fund (BCF) Project Manager and Transformation Lead, Dorset County Council, which covered the end of year, Quarter 4 period (January to March 2018). The report included the Quarter 4 National BCF Submission and a list of BCF schemes and work streams.

The Board was reminded of its responsibility to monitor BCF performance and delivery and that funding was linked to meeting specified targets. The improved performance during the year with regard to delayed transfers of care was within the specified BCF targets. However other areas had experienced a similar improvement which meant that Dorset remained one of the lowest performing areas. An action plan had been drawn up to identify quick wins, priority areas and longer term goals. Attention was drawn to the National submission as set out in Appendix 1 of the report. The Chief Operating Officer, Dorset Clinical Commissioning Group, agreed that there had been improved performance with regard to delayed transfers of care but thought more could be done to improve further.

Whilst the improved performance was welcomed, one member highlighted the need for partners to work together more closely to prevent hospital admissions in the first place.

Noted

Charter with Dorset Local Nature Partnerships

65 The Board considered whether to sign the Charter which would commit it, the Dorset Local Nature Partnership and other partners to work together to achieve a shared vision. The Charter also set out the terms of the collaboration role and principles by which those involved would work.

Members agreed with this action.

Resolved

That the Dorset Health and Wellbeing Board sign up to the Charter.

Forward Work Plan

66 The Board considered a report by the Acting Director of Public Health which updated members on the current Forward Plan for Board meetings and events.

Noted

Meeting Duration: 2.00pm - 3.35pm

Informal Session on Locality Working

Members were updated on the breadth and depth of projects being undertaken by individual Locality Groups. Each Locality Group had its own transformation plan to address the challenges and needs within their own areas. The updates aimed to raise awareness of the locality work and their needs, and how projects needed to be rolled out across Dorset. Members were asked to support this work.

A number of issues were highlighted for Locality Groups: a need to encourage attendance at meetings; the lack of commitment by some partners; good elected member support; the need for the right people to attend; the need to learn from successful schemes and for them to be rolled out further; gaps in some locality areas; and members were asked to identify what they could do to support locality working.

Feedback Received

- assurance of attendance at meetings and involvement in projects was given for the Dorset and Wiltshire Fire and Rescue Service and the County Council Children's Services Directorate.
- an offer of writing up a case study was given
- the need for projects to be promoted by Board members and linked to other locality areas
- Locality Groups wanted a commitment from partners to attend meetings
- the need for seed funding to roll projects
- the need for equity of funding, particularly given Local Government Reform
- the for lessons to be learned from successful projects and shared
- the need for project information to be held in one place and be easily accessible
- the need to share work going on across locality groups so it can be replicated.
- the use of social media as a means of promotion for the Board and projects
- the need for a resource to identify contacts in localities and for projects
- lack of attendance should be communicated to partner organisations
- that work was undertaken outside of Group meetings and projects
- the need for Board members to strengthen the message about commitment and making a difference

The Chairman highlighted that the new Dorset Council would need to ensure health and wellbeing and prevention at scale as top priorities, with early prevention being key.