# Cabinet

Minutes of a meeting held at County Hall, Colliton Park, Dorchester on 18 December 2013.

### Present:

Spencer Flower (Chairman)
Robert Gould (Vice-Chairman)
Toni Coombs, Hilary Cox, Peter Finney, Jill Haynes and Rebecca Knox.

John Wilson, Chairman of the County Council, attended under Standing Order 54(1).

### Members attending

Janet Dover, County Council Member for Colehill and Stapehill Paul Kimber, County Council Member for Portland Tophill Daryl Turner, County Council Member for Marshwood Vale

Officers Attending: Debbie Ward (Chief Executive), Miles Butler (Director for Environment), Nicky Cleave (Assistant Director of Public Health), Catherine Driscoll (Director for Adult and Community Services), Paul Kent (Director for Corporate Resources), Jonathan Mair (Monitoring Officer), Sara Tough (Director for Children's Services), Sally Northeast (Public Relations Manager) and Lee Gallagher (Democratic Services Manager).

# For certain items, as appropriate:

Richard Bates (Head of Financial Services), Sam Fox-Adams (Senior Policy and Performance Manager), Mike Harries (Head of Dorset Property), Richard Pascoe (Head of ICT and Customer Services), Matthew Piles (Senior Policy and Performance Manager) and Phil Rook (Finance Group Manager).

- (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: **24 December 2013**.
  - (2) The symbol ( denotes that the item considered was a Key Decision and was included in the Forward Plan.
  - (3) 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 **15 January 2014**.)

### **Apology for Absence**

543. Apologies for absence were received from Helen Squibb (Deputy Director for Children's Services).

### **Code of Conduct**

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

### **Minutes**

545. The minutes of the meeting held on 4 December 2013 were confirmed and signed.

### **Matters Arising**

### 522.4 - Supported Local Bus Services

- 546.1 The Cabinet Member for Environment reported that following the last meeting negotiations had continued in relation to the future provision of the whole 47 service and that it was now possible to agree a way forward between the County Council, Somerset County Council and the bus company to continue provision at a minimal cost until the end of the 2013/14 academic year. The Cabinet Member for Children's Safeguarding and Families, as a local member in respect of the service indicated that it was disappointing that the service was not considered commercially viable, but hoped that due to the recent attention drawn to the use of the service this would increase usage and once again become viable.
- 546.2 The Director for Environment clarified that the cost associated with the continuation of the service would reduce the level of savings previously identified at the last meeting.

# Resolved

547. That the 47 bus service be continued until the end of the 2013/14 academic year.

# **Public Participation**

### **Public Speaking**

- 548.1 There were no public questions received at the meeting in accordance with Standing Order 21(1).
- 548.2 There were no public questions received at the meeting in accordance with Standing Order 21(2).

### **Petitions**

549. There were no petitions received in accordance with the County Council's petition scheme at this meeting.

### **Cabinet Forward Plan**

- 550.1 The Cabinet considered the Cabinet Forward Plan, which identified key decisions to be taken by the Cabinet and items planned to be considered in a private part of the meeting. The current plan was published on 19 November 2013 and included items on the agenda for this meeting. It was noted that the next Forward Plan included items to be considered on or following the Cabinet meeting on 15 January 2014 was published on 17 December 2013.
- 550.2 A revised version of the Forward Plan was tabled at the meeting, which included a number of items following publication of the agenda on 10 December 2013.

### **Noted**

### **Panels and Boards**

- 551.1 The minutes of the following Panels and Joint Committees were submitted:-
- (i) Dorset Waste Partnership Joint Committee 26 November 2013
- (ii) Policy Development Panel on Charging for Social Care Services 28 November 2013
- 551.2 In relation to the minutes of the Dorset Waste Partnership Joint Committee, it was noted that the minutes circulated with the agenda were incorrect and that these had been provided for members before the meeting. It was also noted that the venue of the meeting was incorrect and would be amended.

### Resolved

552. That the minutes be received.

### **Forward Together**

- 553.1 The Cabinet considered a report by the Cabinet Member for Corporate Resources which provided an update on the development of the Forward Together programme which included the governance structure for the programme, areas for review, action plan from the recent LGA Peer Review, format of the 2014/15 Corporate Plan, financial savings, and methodology for scoping services.
- 553.2 The Leader of the Council introduced the report and drew attention to the positive report and the importance of addressing the Council's future approach to service delivery in order to meet future demands on budgets. He highlighted that the Forward Together programme was the most radical and reforming approach to service change that the Council had ever seen, and probably would ever see again.
- 553.3 However, the Leader felt that the report went some way to the identification of savings, but did not go far enough. It was noted that £18M of the total £47M had been identified and that this was still some way short of the target. He asked Cabinet Members to consider if the report should be brought back to the meeting on 15 January 2013 with more detail, and should include proposals to achieve at least 90% of the £47M savings target.
- 553.4 Cabinet members supported the Leader's proposal and clearly expressed that no area of work that the Council currently provided would be immune from being reviewed within the programme.
- 553.5 The Cabinet Member for Environment expressed concern that the £1M savings proposal for a Holistic Transport Review was identified as an Environment Directorate saving, but this affected all directorates.
- 553.6 The Chief Executive clarified that the priority areas within the programme were to be considered with a corporate 'one council' approach, and that the directorates identified for specific areas were lead directorates only and would lead on the wider savings to be made across the whole of the authority.
- 553.7 The Monitoring Officer informed members that the Children's Services Overview Committee had previously considered the formation of a Policy Development Panel to look into Universal Services. It was noted that the Cabinet Member for Children's Safeguarding and Families had discussed this with the Chairman of the Committee and it was felt that an Executive Advisory Panel would be more appropriate in this instance. It was therefore agreed that a Panel would be established with a membership of seven members to be named by Group Leaders, and that the terms of reference would be discussed at the Panel's first meeting.

#### Resolved

- 554.1 That an updated report be submitted to the next meeting on 15 January 2014, with proposals to achieve at least 90% of the £47M savings target.
- 554.2 That an Executive Advisory Panel on Universal Services be established with a membership of seven members to be named by Group Leaders.
- 554.3 That the proposed governance structure for the Forward Together Programme be noted.
- 554.4 That the proposed areas for review (paragraph 4.2 of the Cabinet Member's report) be noted.

- 554.5 That the Action Plan to implement the recommendations of the LGA Peer Review be noted.
- 554.6 That the format of the 2014/15 Corporate Plan (as set out in Section 7 of the Cabinet Member's report) be noted.
- 554.7 That the projected financial savings from the agreed principal projects be noted.
- 554.8 That the proposed methodology for scoping the Council's existing services be noted.

### Reason for Decisions

555. To ensure the Forward Together programme was fully implemented to secure both the organisational benefits and financial savings necessary to deliver a balanced budget up to and beyond 2016/17.

# Medium Term Financial Strategy

- 556.1 The Cabinet considered a report by the Cabinet Member for Corporate Resources on the Medium Term Financial Strategy 2014-15 to 2016-17. Following consideration of the report, an updated report would be submitted to the Cabinet meeting on 3 February 2014 and recommendations on the Strategy would be made to the County Council on 13 February 2014. The report included an exempt appendix which contained information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 556.2 The Cabinet Member for Corporate Resources introduced the report and the latest financial position in advance of the Provisional Local Government Settlement expected to be announced later in the day. He explained that significant progress had been made in identifying savings for the next financial year and that  $\pounds 2.4M$  was outstanding from an initial savings target of £15M. However, he indicated that he did not want budgets to be simply scaled back and welcomed new proposals to improve ways of working as a better alternative.
- 556.3 He summarised the assumptions made throughout the strategy until 2016-17, which included Council Tax increases of 2% each year. A further assumption included no further action in relation to top slicing of the new homes bonus scheme.

# Resolved

- 557.1 That the issues considered throughout the minute above be taken into account in the development of the Medium Term Financial Plan.
- 557.2 That the strategy for Council Tax for the MTFP period, including the assumption of a 2% Council Tax increase each year, be supported.
- 557.3 That the detailed savings proposals (detailed at Appendix 5 of the Cabinet Member's report) be sent for consultation through the Service Overview Committees, staff and Trade Unions and in accordance with established compacts as appropriate. 557.4 That consideration to what approach should be taken to balancing the
- 2014/15 budget by delivering further savings of £2.4M be noted.

### Reason for Decisions

558. To enable work to continue on refining and managing the County Council's budget plan for 2014/15 to 2016/17 and beyond.

# Asset Management Capital Priorities

559.1 The Cabinet considered a report by the Cabinet Member for Corporate Resources on Asset Management and Capital Priorities for the Council and sought to identify the priorities for capital spending over the next three years. Following consideration of the report, an updated report would be submitted to the Cabinet meeting on 3 February

2014 and recommendations on the capital priorities would be made to the County Council on 13 February 2014.

- 559.2 The Cabinet Member for Corporate Resources provided an overview of the Capital Programme and borrowing strategy for the Council, and drew attention to the substantial bids already in the programme. He explained that capital priority bids had been prepared in the report according to the agreed criteria, but on reviewing the bids he felt that a number should be amended so that more recognition was given to those bids that aligned with the aims and ambition of the Forward Together programme. A further change was the deferral of consideration of an extension to the Dorset History Centre whilst other opportunities were explored. A revised list of bids was circulated at the meeting and is attached to these minutes as Annexure 1.
- 559.3 Comments were received regarding the possible deferral of the Library Management System, but it was clarified that there was a legal requirement to let a contract for the system. However, consideration would be given to the procurement process and timelines with Bournemouth and Poole Councils and to look at a practical timeline around any legislative conflict.
- 559.4 In relation to the extension of the Dorset History Centre, the Cabinet Member for Communities and Public Health explained that the Centre was at the point where it was starting to use funding reserves to operate even though it was the most cost effective model in the South West, but acknowledged the degree of uncertainty regarding other possible ways forward. It was noted that the deferral did not prevent proposals for the future in due course.
- 559.5 The Chairman of the Council, as the Chairman of the Joint Archives Advisory Board, informed members that the Board supported the need for the extension, but there were issues raised in relation to the financing across the partner authorities which officers were investigating.
- 559.6 The Cabinet Member for Education and Communications highlighted the need to recognise the future implications of lowering the priority of capital bids that affected pupil place planning, access to schools premises for disabled people, and school maintenance. She made it clear that all of these areas required continual monitoring.

#### Resolved

- 560.1 That the bids to be included in the capital programme 2014/15 to 2016/17, as attached to these minutes as Annexure 1, be endorsed and the continuation with the policy of moving towards a position where the underlying need to borrow does not increase unless funded from other sources be supported.
- 560.2 That the passporting of the provisional grant settlement for Education for 2014/15, where this exceeds the £5.110M already approved to the Modernising Schools programme, be supported
- 560.3 That the provisional budget for 2016/17 of £5.110M for the Modernisation Schools Programme be supported.

### Reason for Decisions

561. The available resources after taking account of committed projects were insufficient to meet all the new bids. It was therefore necessary to identify priorities for inclusion in the capital programme.

# Pathways to Independence – Redesign of Adult Social Care to meet the financial challenge for Adult and Community Services Directorate

- 562.1 The Cabinet considered a report by the Cabinet Member for Adult Social Care on the future delivery of Adult Social Care Services across Dorset through the Pathways to Independence programme. The report was also considered by the Adult and Community Services Overview Committee on 2 December 2013.
- 562.2 The Cabinet Member for Adult Social Care explained that the redesign of adult social care services would be a major change programme over the next three to five years and would ensure the continuation of offering high quality services, whilst meeting the requirements of the Care Bill and other national legislation, and contribute to the County Council's financial challenges. It was noted that the changes would provide for £16M of savings by 2016.
- 562.3 Cabinet members expressed their support for the programme and commended the recommendations. However, comments were received to recognise the management support required for the programme from the directorate, and it was noted that additional support would be provided corporately as the end result would inform a whole authority approach to future service delivery. It was also noted that communication plans would be integral to the outcome of the programme.
- 562.4 A suggestion was made that reminders in relation to the use of communication plans should be included in the routine reporting mechanism as a default so that this area was already addressed within reports.

### Resolved

563.1 That the development of the Pathways to Independence Programme and the financial implications set out in the Cabinet Member's report be approved.
563.2 That the development of a full business case to establish the financial viability of a Local Authority Trading Company (LATC) be approved.

# Reason for Decisions

564. To enable work to continue on refining and managing the County Council's budget plan for 2014/15 to 2016/17 and beyond.

### Draft Management Plan for Jurassic Coast World Heritage Site 2014-19

- 565.1 The Cabinet considered a report by the Cabinet Member for Environment in relation to the draft Management Plan for the Dorset and East Devon Coast World Heritage Site (the Jurassic Coast WHS) for the period 2014-19, which was the subject of public consultation.
- 565.2 The Cabinet Member for Environment explained that the draft Plan included management policies, projects and priorities to manage the internationally important natural heritage for which the Site is inscribed by UNESCO. She reported that many of the specific policies and projects of the Management Plan would support the delivery of a wide range of corporate aims across a number of services. It was also noted that this was a significant local member issue as 13 County Councillors had divisions in the World Heritage site area.
- 565.3 She also drew attention to the need in future to work with partners to deliver parts of the management plan in a more efficient way as a result of ongoing pressures on services within the Council and partners.
- 565.4 The Cabinet Member for Corporate Resources felt that this was an important area of work, and whilst there was an economic benefit, it was difficult to measure. He

suggested that it would be a good idea to look at costs to ensure value for money. The Cabinet Member for Environment confirmed that this work was being done.

# Resolved

566.1 That the draft Management Plan for the Jurassic Coast WHS 2014-19 be endorsed.

566.2 That authority to adopt the final iteration of the Management Plan be delegated to the Director for Environment after consultation with the Cabinet Member for Environment to ensure their timely completion by the end of March 2014.

### Reason for Decisions

567. To support Corporate Plan Aim 4 to safeguard and enhance Dorset's environment and support the local economy, and to meet national and international obligations towards the good management of the WHS.

# **Recommendation from the Audit and Scrutiny Committee**

568. The Cabinet considered the following recommendation from the meeting of the Audit and Scrutiny Committee held on 26 November 2014:

# Recommendation 218 – "Weymouth Showcase" scheme to implement Real Time Passenger Information for Weymouth, Portland and Dorchester

569.1 The Cabinet Member for Environment confirmed that she had communicated with members of the Audit and Scrutiny Committee, attended the Committee meeting, and taken on the comments made. She also indicated that there was an action plan in place, and that the actions had all been completed.

569.2 It was noted that this was a small part of very large project to enable the Olympics to run as smoothly as they did in 2012.

### Resolved

- 570. In the light of the £5M invested in the project:
- (a) That in the case of specialist functions, for which the County Council had limited in-house capability, support be procured through existing term consultancy contracts or from companies as opposed to individuals.
- (b) That risk assessment levels be raised when products were developed as opposed to "off the shelf" products being procured.
- (c) That a robust and equitable bus operator agreement with financial or fleet improvement commitments should be required for any future scheme of this type.
- (d) That risk registers developed for projects be proactively used to inform decision-making and to ensure appropriate and timely escalation of key issues.
- (e) That assurance is sought that project governance and management arrangements of the County Council are robust.

### Reason for Decision

571. The Action Plan was requested by the Audit and Scrutiny Committee at its meeting on 17 October 2013.

### **Questions from Members of the Council**

572. A question from the County Council Member for Weymouth Town to the Leader of the Council in relation to the strategic alignment of corporate priorities, plans and strategies was presented under Standing Order 20. The question and written answers provided are attached as Annexure 2 to these minutes.

# **Next meeting**

573. Members noted that the reserve date for a Cabinet meeting on 7 January would be released, and that formal and informal meetings of the Cabinet would be held on 15 January 2014.

Meeting Duration: 10.00am - 11.05pm

### **Annexure 1**

CAPITAL PROJECTS
SUMMARY OF NEW CAPITAL PROJECT BIDS AS AT DECEMBER 2013
REVISED PROPOSED NEW BIDS

	Corporate Priority		assessed ag AMP 201								
			SSE					Estimated Payments			
			lsse		Total	Before 2013-			2015-	2016-	After 2016-
	1	2	10		<b>Payments</b>	2014	2013-14	2014-15	16	17	2017
	%	%		For etert in 2014 2015 9 leter	£'000	£'000	£'000	£'000	£'000	£'000	£'000
				For start in 2014-2015 & later							
				Whole Authority							
1	50	50	8	Whole Authority provision for business change, cost effectiveness improvements and infrastructure maintenance through ICT	4,000			2,000	1,000	1,000	
				Adult & Community Services							
2	100		6	Implementation of replacement adult social care system (AIS)	3,000			250	1,500	1,250	
				Children's Services							
3	100		5	Implementation of replacement Children's Social Care system (RAISE)	2,000			250	1,000	750	
				Adult & Community Services							
4	100		4	Implementation of replacement Library Management System	1,200			400	800		
				Whole Authority							
5		100	11	East Dorset Civic Centre	3,000			1,000	2,000		
				Children's Services							
6	100		1	School's Basic Need Programme	9,000					3,000	6,000
				Environment							
7	100		2	Hayward Main Bridge	1,548			160	1,388		
				Children's Services							
8	100		3	Schools Access Initiative (SAI)	840					840	
				Environment							
9	100		7	Salt Barn - Charminster Depot	390			390			
				Children's Services							
10	50	50	8	Increase in APT	100			100			
				Whole Authority							
11		100	12	Assets and Workstyle Rollout County Hall (Spaces for Work)	300			300			
				Total 2014-2015 Starts & later	25,378	0	0	4,850	7,688	6,840	6,000
Deferred Adult & Community Services											
Deler	rea <b>25</b>	75	10	Dorset History Centre Ext'	1,052		20	99	753	180	
	_•	. •		20.000 Filotory Control Ext	1,002		20	00	, 55	100	

The Dorset History Centre bid is for 55% of the total capital costs and will require contributions from Bournemouth and Poole for the remaining 45%.

#### Annexure 2

### Question from Mike Byatt to the Leader of the Council

### Question

Could the Leader of the Council please provide detail of the timelines and progress in achieving a strategic fit (policies, assets and capital budget) between the Forward Together transformation programme, the Local Enterprise Partnership, the Economic Development Plan and the Corporate Plan. Please could he also clarify the input from members into these strategic priorities.

# <u>Answer</u>

The Forward Together Transformation Programme is a three year programme to transform the way the Council delivers services to its customers, in partnership with other public sector organisations, within the budget available. A fuller description is set out in the report at item 7 on this meeting's agenda.

The strategic fit between this programme and other elements of the council's work, including that with the Local Enterprise Partnership and the Economic Development Plan, will form part of the new Corporate Plan for 2014-15 to 2016-17, to be published in the Spring of 2014. The importance of economic development is recognised as one of the key areas of focus in the new Corporate Plan.

The Medium Term Financial Plan, which covers the use of resources, both capital and revenue, over this period will be determined by the Cabinet on 3 February, together with recommendations on the budget and council tax for 2014-15, to be considered by the Council on 13 February.

The draft Corporate Plan and the budget for 2014-15 and beyond, will be the subject of widespread consultation with the Dorset Community and other partner organisations, through which all members will have the opportunity to have their input. This is in addition to the opportunity presented by the progress of these plans through the overview and scrutiny committees