

## Adult and Community Services Overview Committee

Minutes of a meeting held at  
County Hall, Colliton Park, Dorchester on 16 March 2015.

### Present:

William Trite (Chairman)  
David Walsh (Vice-Chairman)  
Michael Bevan, Steve Butler, Fred Drane, Beryl Ezzard, Ros Kayes, Paul Kimber and John Wilson.

Robert Gould (Leader of the Council), Peter Finney (Deputy Leader and Cabinet member for Environment), Jill Haynes (Cabinet Member for Adult Social Care) and Rebecca Knox (Cabinet Member for Communities, Health and Wellbeing) attended under Standing Order 54(1).

Spencer Flower (Member Champion for Risk) and Peter Wharf (Member Champion for Physical Activity and Trading Standards) also attended.

Mike Byatt, the County Council Member for Weymouth Town attended the meeting by invitation for minutes 46 to 48.

### Officers:

Catherine Driscoll (Director for Adult and Community Services), Phil Rook (Group Finance Manager for Adult and Community Services) and David Northover (Senior Democratic Services Officer).

### For certain items, as appropriate:

John Alexander (Performance and Policy Manager), Andrew Archibald (Head of Adult Services), Harry Capron (Programme Director – Better Together), Nicky Cleave (Assistant Director of Public Health), Dave Franks (County Sports and Physical Activity Manager), Neville Higman (Business Analyst), Paul Leivers (Head of Community Services), Patrick Myers (Head of Business Development), Helen Nicholson (Occupational Therapist) and Ali Waller (Head of Commissioning and Improvement).

(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 Adult and Community Services Overview Committee to be held on **25 June 2015**).

### **Chairman's Introductions**

36. The Chairman welcomed Steve Butler to his first meeting of the Committee and thanked Robin Cook for his past contribution to the work of the Committee.

### **Apologies for Absence**

37. Apologies for absence were received from Ronald Coatsworth, David Jones and Kate Wheller.

### **Code of Conduct**

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

### **Minutes**

39. The minutes of the meeting held on 21 January 2015 were confirmed and signed subject the following editorial amendments:-

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- Minute 5.2 - addition of the word 'Programme' after 'Forward Together'.
- Minute 5.11 – deletion of the second sentence.
- Minute 8.8 - amendment to the wording to read '....that a Council could charge for deferred payments....'
- Minute 25 - deletion of the wording and replacement with 'To support the Council's vision of working together for a strong, successful Dorset and promoting economic growth.'
- Minute 27.2 – in penultimate line, depict as 'green'.
- Minute 27.3 – replacement of 'meaningful remained relative' with 'meaningful and remained relevant.'
- Minute 27.4 - amendment to 'commission' to 'commissioned'.
- Minute 28.1 - amendment to the final sentence to read 'Councillors were now being asked to support its continuation, given that the level of assistance had been reduced and the necessary funding could be found, as outlined in the Director's report.'

### **Public Participation**

#### Public Speaking

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

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

#### Petitions

40.3 There was one petition received in accordance with the County Council's petition scheme, referred to in minutes 46 to 48 below.

### **Forward Together Update – Pathways to Independence**

41.1 The Committee considered a report by the Director for Adult and Community Services which provided an update on the Pathways to Independence Programme which was designed to support people to live independently for as long as possible, to significantly reduce demand for health and social care and to promote health and wellbeing.

41.2 The Committee were reminded of the provisions of the Pathways to Independence Programme and how this was to be delivered through the pan-Dorset Local Authority Trading Company (LATC), recently named Tricuro. The report provided an update on the implementation of the LATC and what it was designed to achieve, including how its governance arrangements would operate, how Adult Social Care Commissioning was being managed, together with its associated risks. Particular mention was made of the establishment of two project boards: one looking at how care would be provided; the other looking at the practicalities of how this would be facilitated.

41.3 The role of the shadow Executive Shareholder Group (ESG) was also described, including its composition and relationship with the Implementation Board. Officers described how the Directorate restructuring was being managed and the savings targets associated with this.

41.4 The member who had previously made known that he was opposed to the initiative once again took the opportunity to express his dissatisfaction over its principles and how he thought these were not in the best interests of the users of the service. He remained uncomfortable with how the governance arrangements were being applied and the way in which it was being done and considered that this process should be more accountable, especially in the relationship between the Executive Advisory Panel (EAP) on Pathways to Independence and the Cabinet and how the ESG had been constituted. He raised a number

of specific concerns that he considered needing addressing, to which officers duly responded.

41.5 Some other members expressed concern about how the governance arrangements would operate. Their concern had been generated, in part, by the way in which the ESG had been convened but they also questioned the practicalities of how strategic support would be delivered, where this would be located and what part the trade unions would play in negotiations.

41.6 In response, measured assurance was given that the controls being put in place would be expected to deal satisfactorily in monitoring how the LATC was operating. Officers explained that the necessary arrangements would be put in place to ensure that all statutory obligations continued to be fulfilled and care provision delivered. Additionally, the Committee would be provided with regular updates on progress being made, as the process was designed to be as transparent as it could be. An assurance was given that the Committee would be given every opportunity to play a part in the process, bearing in mind the constitutional limitations in place. Those points raised by the Committee regarding the part it was able to play in the process was duly noted.

41.7 Members wished to determine what effects the process was having on staff and their ability to deliver the services they did. Whilst, understandably, some resistance was evident, the Director was pleased that, on the whole, a positive response had been received from staff in recognising that the provisions of the Care Act had to be met and savings had to be achieved. It was acknowledged that the LATC was the only credible and viable option of delivering this.

41.8 The member who had previously been critical of the principle of the LATC remained concerned at the limited input the Committee had in influencing the ESG and over its composition. He considered that the Cabinet Member for Adult Social Care should play no part in this and he proposed that the ESG membership should be taken from the membership of the Committee. The merits of this proposal were debated by the Committee.

41.9 However the Chairman was disappointed that the Committee had not had an opportunity to consider such a proposal, given its consequences and implications. The Leader of the Council took the opportunity to express his view on the composition of the Group. He considered that by having cross party membership, together with access to the Cabinet Portfolio Holder experience, this would make best use of relevant skills and knowledge. Moreover he considered that the contribution which the Cabinet Member could make and the influence which could be exerted should ensure that the Dorset's best interest was maintained. He now considered there to be a need to focus on the implementation of the provisions of the LATC and the best way of achieving this was by being able to influence and contribute as the County Council best could.

41.10 As such, the proposer of the amendment to the Group's composition agreed that further consideration of this should be deferred until the Committee next met when there would be a better opportunity to consider this properly. Accordingly, an item to this effect would be included on the June 2015 agenda.

41.11 As part of the Forward Together Programme process, the Committee was also asked to give consideration to the establishment of two Policy Development Panels (PDP's) relating to Trading Standards and the Registration Services. Proposed Terms of Reference for each were provided for the Committee's consideration and these were duly agreed.

41.12 The Committee agreed in principle to the establishment of the PDP's, considering that these were justified given the impending changes being proposed to the

delivery of each of those services. The Committee discussed the practicalities of how these should be established so that they might best achieve what they were designed to do.

41.13 The Committee agreed to the establishment of two individual PDP's for each Service, with each comprising five members, with the relevant Group Leaders determining who should be appointed. Whilst there were to be no named substitutes, the Group Leaders should have the ability to change membership if necessary. Furthermore whilst there was no requirement for PDP's to be politically proportionate, the Chairman suggested that the political composition of each should be on the basis of a 3:1:1 proportionality. Additionally, so as to manage the workload of councillors and officers alike, it was agreed that the PDP's should operate sequentially, with the Trading Standards one operating first to met its particular needs and the Registration one following, as there was more scope for its needs to be held in abeyance.

#### **Resolved**

42.1 That the progress being made with the Pathways to Independence Programme and the establishment of the LATC be noted.

42.2 That two Policy Development Panels be established, these being for Trading Standards and the Registration Service, on the terms as agreed in minute 4.13 above, with their Terms of Reference agreed in minute 41.11 above and as set out in the annexure to these minutes.

#### **Reason For Decisions**

42.3 To support and facilitate the corporate aim of health, wellbeing and safeguarding.

#### **Dorset Physical Activity Strategy**

43.1 The Committee considered a report by the Director for Adult and Community Services seeking the approval and adoption of the creation of a new Physical Activity Strategy for Dorset to co-ordinate the many local authority key functions which impacted on that agenda and supported a more co-ordinated and efficient approach in order to deliver corporate aims.

43.2 Members acknowledged that promoting physical activity and encouraging people to take more exercise was one of the biggest challenges facing public bodies and the County Council had an important part to play in efforts to achieve this.

43.3 The Committee considered that the Strategy went some considerable way to meeting those aims to increase rates of physical activity undertaken in order that health and wellbeing outcomes might be improved. The Strategy was also designed to encompass partnership working and attract external investment into the county, as well as accessing lottery funding, where appropriate. The report set out progress made to date and what initiatives were being developed to promote and meet wellbeing needs and the means by which these might be accessed. The Strategy cut across all Directorates in what it was trying to achieve, in encouraging each to play what part it could.

43.4 Members supported the principles of the Strategy and what it was designed to achieve. Generally members appreciated how detailed the report was as they were able to demonstrate to their constituents what the County Council was doing in this regard.

43.5 Accordingly, the Committee endorsed the creation and implementation of the Physical Activity Strategy, taking into consideration the involvement and responsibilities of Directorate services and the Corporate Strategy.

#### **Recommended**

44. That the Physical Activity Strategy be adopted by the Cabinet to ensure the importance of physical activity was recognised in multiple service areas to achieve

corporate aims.

#### Reasons for Recommendation

45.1 To contribute to the corporate vision of Working Together for a strong and successful Dorset and help secure a sustainable approach to the County Council's corporate area of focus on health, wellbeing and safeguarding.

45.2 To lead on a countywide strategy to engage district and borough councils, the County Sports Partnership and other partners.

#### **Procedure for Petitions - Petition entitled "The importance of The Marsh for Sport and Recreation and Leisure Facilities for Weymouth"**

46.1 The Committee considered a report by the Director for Adult and Community services on the receipt of a petition containing 53 signatories in relation to the importance of the Marsh for sport and leisure facilities for Weymouth. The petition was organised by the "Friends of The Marsh", a constituted community group, of which the County Councillor for Weymouth Town was Chairman. The options available to the Committee in how it might decide to respond to the petition were outlined in paragraph 2.3 of the report.

46.2 Members were informed that the view of Weymouth and Portland Borough Council was that The Marsh was an important area for the sporting activities of Weymouth and that the site now had some scope for redevelopment to enhance what it had to offer. Given that the facilities at The Marsh required considerable improvement, there were a number of organisations who had indicated that they would be willing to assist in its redevelopment in order to fulfil its potential. The necessary criteria and eligibility information required was explained, including what interested parties and projects should demonstrate they would do and the criteria against which applications would be assessed.

46.3 The petition requested the allocation of Olympic Legacy Funds to deliver outcomes of improvement to include the 'Sports Legacy Fund' and 'Inspired by 2012' Health and Wellbeing Legacy Fund. Other potential funding streams were detailed and the bidding processes involved were explained, including what funding was available. An option open to the Committee would be for them to suggest that the petitioners apply to the 'Inspired by 2012' fund.

46.4 The County Council member for Weymouth Town considered that The Marsh had played an important and crucial role in facilitating sporting events and in accommodating sports teams of all ages for many years. The site hosted a number of complementary facilities which encouraged activity, including the Steps Youth Centre, Outlook and the nearby swimming pool. Consequently he considered the area had a considerable historical sporting legacy which needed to be maintained and improved.

46.5 He took the opportunity to refer to a complementary petition featuring some 1500 signatories. Whilst he recognised that this did not form part of the formal receipt of this petition, he considered that both should be considered together by the Committee as an indication of the strength of feeling for the site's enhancement. He mentioned that the Weymouth Boxing Club had shown interest in playing its part in ensuring that the value of The Marsh was recognised and the funding which it had applied for was detailed. He considered that local community groups should be supported in facilitating their community building initiatives. By endorsing the approach being taken by the "Friends of the Marsh" to protect and enhance this key local asset, the Committee could contribute significantly to the case which was being made.

46.6 On that basis, the Committee considered that the principles of the petition should be endorsed and in view of the range of organisations with an interest in the development of the Marsh, a meeting should be convened between the interested parties to

determine what, if any, support the County Council could give to the aspirations reflected in the petition. It is also agreed that the attention of the petitioners should be drawn to further information on the “Inspired by 2012 Health and Wellbeing Legacy Fund”, how this might be applied for and what officer support might be available.

**Resolved**

47. That the petition be noted and the petitioner notified of the course of action to be taken.

**Reason for Decision**

48. To facilitate the democratic process and encourage the prospect of community building and facilitating local community groups in meeting the corporate aim of health, safeguarding and wellbeing.

**Revenue Budget Monitoring 2014/15**

49.1 The Committee considered a report by the Chief Financial Officer which presented budget information as at the end of January 2015 which showed a forecast overspend against service budgets for the County Council of £5.208m of which an overspend of £1.586m, or 1.3% of its budget, was attributable to the Directorate.

49.2 The Committee considered that the way in which the budget had been managed to achieve the minimal overspend was commendable.

**Noted**

**Better Together Programme and Better Care Fund Section 75 Agreements**

50.1 The Committee considered a joint report by the Cabinet Member for Adult Social Care and the Director for Adult and Community Services which set out detail on progress being made with the Better Together Programme and how the Better Care Fund Section 75 Agreements had been developed and what they were designed to achieve.

50.2 The Executive Summary set out the background to both the Better Together Programme and the Better Care Fund, the arrangements in place to progress the Section 75 agreements and pooled budgets and the relationship between the various Pan Dorset partners, together with the part they each played in the process.

50.3 The budget financial summary of how the Better Care Fund schemes were to be applied and what contributions were being made by the relevant partners was set out in Appendix 2 to the report, and was noted in detail by the Committee.

50.4 Progress being made in respect of the Better Together Programme, which reflected the review of initiatives undertaken over the previous year, was emphasised. The Programme was in the process of implementing changes across five areas of intervention, with a number of projects covering each area. These areas were responding to need; integrated commissioning; improving effectiveness; integrating service delivery; and sharing delivery.

50.5 The Better Care Fund Plan and how it was applied was noted, together with the risks associated with this. The benefits of investing in community care provision and preventative work, rather than having to access clinical care facilities, was acknowledged. Particular mention was made of the progress being made with the “My Life, My Care” initiative, as well as the benefits of the Early Help and Pan Dorset Carers initiatives.

50.6 However, despite those efforts being made, hospital admissions were still on the increase and, in light of this, an additional amount of social care funding had been allocated to recognise those pressures.

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50.7 Members were informed of successful funding bids relating to ICT provision and integrated budgets and how these would help in information sharing and care coordination between partners and in their joint working arrangements.

50.8 The Committee was pleased to see the progress being made and how the provisions of the Better Together Programme and the Better Care Fund Plan were being applied and the benefits these would bring.

### **Recommended**

51.1 That the Better Care Fund financial summary of the Section 75 agreements, as set out in Appendix 2 of the joint report, be accepted.

51.2 That it be agreed that the Director for Adult and Community Services, after consultation with the Cabinet Member for Adult Social Care, be given delegated authority to enter into pooled budget agreements under Section 75 of the National Health Service Act 2006 on best terms achievable with NHS Dorset Clinical Commissioning Group, Bournemouth Borough Council and the Borough of Poole.

### **Reason for Recommendations**

52. The Better Together Programme and Better Care Fund aimed to secure:-

- improved health and social care outcomes for local residents;
- an improved and more integrated approach for the delivery of adult health and social care locally; and
- a sustainable approach across the partnership to addressing future needs of the local population.

### **Developing Innovative Solutions to Support Health and Wellbeing**

53.1 The Committee considered a report by the Director for Adult and Community Services which provided a summary of the development of innovative approaches in technology that Dorset County Council was supporting to provide technological solutions to meeting older people's needs whilst recognising that those approaches could enhance and support the more traditional ways of how care was provided for older people.

53.2 Councillors noted that the innovative solutions being developed took into consideration older people's needs and recognised the need for their independence and the ability to make their own decisions where possible. The critical part the "My life, My care" initiative played in achieving this was acknowledged by the Committee, as well as the developments being made in partnership with communities, other statutory partners, private partnerships and European Partnerships. Councillors considered that the Dorset Partnership for Older People Programme (POPP's) was integral to the success of such initiatives.

53.3 With the aid of a visual presentation, the development of and the part played by the Community Channel South West and Nourish/the Ambient and Assisted Living (AAL) System initiatives were demonstrated to the Committee showing what each had to offer and how it was envisaged technology could complement how support could be delivered in a targeted and preventative way.

53.4 Councillors requested that they be provided with a list of partnerships involved in these initiatives. They considered the presentation to be very instructive and that the slides should be made available to all councillors.

53.5 The Committee endorsed the projects as they demonstrated the County Council's commitment to achieving complimentary solutions to support the increasing demands of communities. They acknowledged that whilst these innovations focussed on older people currently, the learning and development of such solutions would be delivered across the Adult and Community Services Directorate to meet the wider needs of Dorset's communities.

**Noted****Delayed Transfers of Care within the NHS Acute Hospital Trusts for Dorset**

54.1 The Committee considered a report by the Director for Adult and Community Services which provided details of the work being undertaken in partnership with the NHS to manage delayed transfers of care during the previous 4-5 months, with particular reference to the considerable pressures experienced by the health and social care system during that time.

54.2 The report described the work undertaken to manage the operations at times of peak activity and the strategic planning and commissioning work taking place over a longer period to contribute to managing an effective whole systems approach to delayed transfers. The report also provided information about a one off, ring fenced grant offer made by the Department of Health in January 2015 to assist local authorities to manage the financial pressures caused by the additional activity in the NHS system, of which the County Council's share was £520k.

54.3 The Committee noted the risks associated with the delayed discharges of care, the reasons why these occurred and what was being done to manage them. Members acknowledged the part POPP's and other similar initiatives played in helping to meet these challenges and in ensuring that, wherever possible, arrangements were put in place to facilitate independent living and recuperation. As part of the Better Together initiative, early intervention was crucial in helping to reduce such pressures and prevent the need for clinical care.

**Noted****Update on Key Developments in Public Health**

55.1 The Committee considered a report by the Director of Public Health which outlined the key developments and achievements within Public Health since the responsibility for Public Health transferred to local authorities two years previously, as well as key on-going areas of development.

55.2 The report set out in detail the five mandatory areas of service provision identified. Members took the opportunity to ask a series of questions on how the delivery of such provision was being applied and officers responded accordingly. For members' understanding, the relationship between public health, the NHS and the Clinical Commissioning Group was outlined, together with the responsibilities of each. Particular mention was made of influenza vaccinations for front line staff; mental health provision; how health checks were undertaken; and smoking in pregnancy. Officers agreed to provide members with further information when it was available.

**Noted****Corporate Performance Monitoring Report: Third Quarter 2014/15 (1 October – 31 December 2014)**

56.1 The Committee considered a joint report by the Chief Executive and the Director for Adult and Community Services which contained analysis of the Council's progress against both of its corporate aims and presented the results of the monitoring of the County Council's Corporate Balanced Scorecard for the third quarter of 2014/15. Whilst the Scorecard summarised performance monitoring analysis across the whole Authority, there was a specific focus on those elements of the plan which were managed by the Adult and Community Services Directorate.

56.2 Officers reported on the performance measures for the Directorate and to what these were attributable. Detailed performance information for all of these measures was provided in the appendix to the report. It was noted that, at the end of January 2015,



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there was a green forecast corporate overspend of £3.4m, or 1.3% on the net budget for the year.

56.3 Whilst the performance monitoring indicators remained largely unchanged from when the Committee had last considered them, members were pleased to see an improvement of £931k for the forecast corporate overspend figure on the November 2014 figure reported the previous quarter.

### **Noted**

#### **Corporate Plan 2015-18**

57.1 The Committee considered a report by the Chief Executive which outlined proposals for the new County Council Corporate Plan, which was to become operational at the start of the 2015-16 financial year and cover a three year period. The Plan continued to be based around the two corporate aims of “Enabling Economic Growth” and “Health, Wellbeing and Safeguarding”, with these aims now being categorised further so as to be manageable and achievable. The Plan was to be complemented by the Corporate Performance Monitoring process as a means of measuring its success.

57.2 The Plan was designed to follow an outcomes based approach which identified the difference that the County Council and its partners were trying to make to improve the lives of Dorset residents. The Outcomes Framework 2015-18 and what this entailed was set out in the report.

57.3 The Plan encompassed a longer term, 10 year vision and reflected the challenging fiscal climate now being experienced. Primarily, the Plan focussed on the aspirations of communities, as identified in the “Ask Dorset” public engagement exercise, and how spending should be prioritised to reflect what communities considered to be necessary. The Plan also specified what the County Council would contribute towards those outcomes and what communities would need to try to contribute for themselves. The Committee noted the next steps being proposed and how these would be achieved.

57.4 The Committee acknowledged what the Plan was designed to achieve and the means by which it was proposed to be delivered. Members considered that the Plan provided a good basis on which the delivery and provision of services might be achieved. They endorsed its principles and were pleased to have the opportunity to contribute to it if they so wished.

### **Resolved**

58. That the principles of the Corporate Plan 2015-18 and its proposed next steps, the Outcomes Framework at Appendix A and the Draft Vision 2015-25 at Appendix B of the report be endorsed.

### **Reason for Decision**

59. To ensure that the County Council’s Corporate Plan for 2015-18 was a relevant and useful expression of what the organisation was seeking to achieve for Dorset within the resources available.

#### **Adult and Community Services Overview Committee Work Programme**

60. The Committee noted its Work Programme for the remainder of 2015.

### **Noted**

#### **Schedule of Councillors' Seminars and Events 2015**

61. The Committee's attention was drawn to the Schedule of Councillors' Seminars and Events over the following few months of 2015.

**Noted**

**Councillor Briefings**

62. The Committee were provided with the opportunity to identify topics for future councillor briefings but decided that there was no need for any to be held at the present time.

**Noted**

**Outside Bodies and Member Champions**

63. The Committee noted the opportunity for submissions by Councillors serving on Outside Bodies and from the Directorate's relevant Member Champions. On this occasion none were forthcoming.

**Noted**

**Questions from County Councillors**

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

**Acknowledgements**

65. The Chairman, on behalf of the Committee, took the opportunity to thank both Andrew Archibald and Glen Gocoul for the valued contribution they had made to the work of the Committee and the County Council in the past and wished them every success in the future.

Duration of meeting - 10.00 am – 1.45 pm

## **Annexure**

### **Policy Development Panels' Terms of Reference and Outline Work Programme**

#### **Trading Standards Service**

In the context of the Directorate Restructure to support implementation of the Pathways to Independence programme to make recommendations to the Adult and Community Services Overview Committee the Panel is to:

- consider and recommend priorities for the service including appreciation of the risk associated with any changes
- examine available benchmarking information, using this and other information and evidence to support any proposals for change
- evaluate the potential and security of external funding from government and agency funding sources and any other regional and local collaborative work and the scope for a budget adjustment reflecting income
- consider any other appropriate means of maintaining service delivery with a reduced budget

#### **Registration Service of Births, Deaths, Marriages and Civil Partnerships and Citizenship**

In the context of the Directorate Restructure to support implementation of the Pathways to Independence programme to make recommendations to the Adult and Community Services Overview Committee the Panel is to

- consider the implications of likely future national changes in relation to marriage and scenarios for service delivery and staffing structures
- examine the location of registration offices and consider whether it is feasible to reduce the number of offices, achieving budget savings, while maintaining reasonable access to services
- consider any other appropriate means of maintaining service delivery with a reduced budget