



## Cabinet

Minutes of a meeting held at County Hall, Colliton Park, Dorchester,  
Dorset, DT1 1XJ on Wednesday, 19 July 2017.

### Present:

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

### Members Attending:

David Harris, County Councillor for Westham  
Byron Quayle, County Councillor for Blandford Forum

### Officers Attending:

Debbie Ward (Chief Executive), Richard Bates (Chief Financial Officer), Mike Harries (Corporate Director for Environment and Economy), Jonathan Mair (Head of Organisational Development - Monitoring Officer), Sara Tough (Corporate Director for Children's, Adults and Community Services) and Lee Gallagher (Democratic Services Manager).

### For certain items, as appropriate:

Karen Andrews (Head of Business Improvement), Michael Carhart-Harris (Senior Communications Officer), Marc Eyre (Senior Assurance Manager (Governance, Risk and Special Projects)), Darran Gunter (Programme Director LGR), Paul Leivers (Assistant Director - Early Help and Community Services), Ben Print (Programme and Project Manager), Peter Scarlett (Estate and Assets Manager), Roger Sewill (Strategic Estate Management Team Manager) and Mark Taylor (Group Manager - Governance and Assurance).

(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, 25 July 2017.**

(2) These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Cabinet to be held on **Wednesday, 6 September 2017.**)

### **Apologies for Absence**

85 No apologies for absence were received.

### **Code of Conduct**

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

### **Minutes**

87 The minutes of the meeting held on 28 June 2017 were confirmed and signed.

### **Public Participation**

#### 88 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**

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

The extent to which the Forward Plan was used by overview and scrutiny committees to help form their own work programmes was questioned. In response it was confirmed that the Forward Plan was reported to the Chairmen of the committees on a regular basis through the Overview and Scrutiny Management Board. The time horizon of the Plan was also questioned as it did not contain a long period of notice for items and did not therefore inform the committees sufficiently far in advance about forthcoming items of business, where the Cabinet would benefit from the input of the overview and scrutiny committees.

It was suggested that items should be forward planned with up to 12-18 months' notice in order to provide committees with the opportunity to develop policy and contribute towards proposals for the Cabinet to consider. Similar discussions had been held at the last two Cabinet meetings and a meeting would now be arranged between the Cabinet and Chairmen of the committees to discuss forward planning arrangements. Cllr David Harris, as the Chairman of the Audit and Governance Committee and the Overview and Scrutiny Management Board, welcomed the opportunity to meet with the Cabinet.

It was noted that two items on the Plan which referred to Special Educational Needs had been amended prior to the meeting to reflect Cllr Deborah Croney, as the responsible Cabinet Member.

On discussing the Plan, no further items were identified at the meeting.

#### Resolved

That a meeting be arranged between the Cabinet and Chairmen of the Overview and Scrutiny committees to discuss forward planning arrangements.

#### **Panels and Boards**

90 The Cabinet received the following minutes and recommendations from Panels and Boards:

##### **Dorset Health and Wellbeing Board - 21 June 2017**

90a Cllr Rebecca Knox highlighted and welcomed the newly introduced informal second part of the Board's meetings. On this occasion it was an extremely interactive session about Prevention at Scale and the formation of locally based Health and Wellbeing Boards, and included contributions from partners outside of the Board. It was noted that the record of the informal part of the meetings would be made more comprehensive in future minutes.

#### Noted

##### **Executive Advisory Panel on Pathways to Independence - 23 June 2017**

90b The Cabinet considered the following recommendations from the meeting:

Recommendation 14 – Progress on ‘Making Charges Fairer’

It was recognised that the proposals would enable the Council to become more Care Act compliant. However it was noted that wording on letters was being changed to make it very clear that the default position regarding payment by direct debit. Cllr Haynes was content that the work to amend the wording was underway and would be applied shortly.

It was also confirmed that although the new Mosaic ICT system had a standard configuration, this was exactly what was needed to make a big difference to the way the service worked, and in respect of the culture of the service, it was not anticipated that there would be any issues with the introduction as the new system was very much needed and welcomed.

**Resolved**

That the minutes of the meeting be received and the following recommendations be approved:

Recommendation 9 – Appointment of Vice-Chairman

*That Cllr Mary Penfold be appointed as an additional member to the Panel.*

Recommendation 14 – Progress on ‘Making Charges Fairer’

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

Reason for Recommendation

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

**Joint Public Health Board - 28 June 2017**

90c Cllr Tony Ferrari highlighted the pleasing financial position of the Public Health Service and highlighted the continued good service provided across all areas of responsibility.

**Noted****Dorset Police and Crime Panel - 29 June 2017**

90d The Chief Executive drew attention to the appointment of Mike Short as the new independent Chairman of the Dorset Police and Crime Panel, and acknowledged the four years that Cllr John Adams had undertaken the role and the valuable contribution he had made to the Panel.

**Noted****Risk Management and Governance**

91 The Cabinet considered a joint report by the Leader of the Council and Cabinet Member for Community and Resources in relation to the Council’s risk management arrangements.

Cllr Rebecca Knox introduced the item and explained that the item had been requested by the Cabinet to ensure oversight of the Council’s risk management arrangements, and in particular the quality and use of data in areas of risk, performance and finance. The Group Manager (Assurance and Governance) and the Senior Assurance Manager (Governance, Risk and Special Projects) provided a summary presentation to outline the Council’s risk management arrangements, including how risk was aligned to the Council’s corporate aims or the key parts of the Council’s healthy organisation model. It was highlighted that risk should never be a

barrier to change, or seen as a negative process, and should be harnessed as a tool to take advantage of opportunities and challenges. The presentation also provided insight into how risk was managed through the Forward Together Programme, the Council's risk appetite, and how plans were actively managed to mitigate risks.

The Cabinet was grateful for the presentation which had provided the assurance that had been requested, and as such the Annual Governance Statement was signed by Cllr Rebecca Knox in her capacity as Leader of the Council. In addition to the arrangements outlined in the presentation, it was suggested that Cabinet members be made aware of risks as they were raised, and received regular updates in order to proactively address and manage their areas of responsibility.

### **Resolved**

1. That the presentation on the most significant risks, and how they are reviewed, challenged and monitored in contributing to an outcomes focussed approach be noted.
2. That Cllr Tony Ferrari, as the Cabinet Member for Community and Resources, be allocated the role of member risk champion.
3. That the reporting mechanism to keep Cabinet members apprised of new and worsening significant risks and the effectiveness of existing and proposed mitigation be supported, with the addition of increased briefing of risks for Cabinet members.

### **Reason for Decisions**

To ensure that decision making was made on a risk informed basis to support delivery of improved outcomes for the residents of Dorset, based on an approved risk appetite.

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

92 The Cabinet considered a report by the Cabinet Member for Economy, Education, Learning and Skills regarding the contract arrangements in relation to self-service technology through kiosks in the Council's, and community managed, libraries to enable users to check books in and out, pay charges and check their account without the need for staff intervention.

Cllr Deborah Croney summarised the report and confirmed that the kiosks provided an important service to enable staff to undertake other duties and increase capacity for community activities. It was confirmed that the new arrangements would see the reduction of kiosks from 53 to 43 and to also introduce card payment facilities that warranted a card payment facility. The procurement process would look to consider an award the contract at an appropriate financial level, as outlined in the report, and if the amount was more than intended the matter would be reconsidered by the Cabinet. It was also requested that the cost of maintenance be monitored closely as part of the contract arrangements.

### **Resolved**

1. That the contract for the re-provision of self service equipment and the subsequent support and maintenance arrangements be tendered.
2. That delegated authority be granted to the Corporate Director for Children's, Adults and Community Services, after consultation with the Cabinet Member for Economy , Education, Learning and Skills, following the tendering process, subject to it being within the budget figure in the report, to consider and award a contract that represents best value to the Council over the life of the contract arrangement to the preferred supplier identified through the tender evaluation process for the replacement self-service equipment and support and maintenance.
3. That the cost of maintenance be monitored closely as part of the contract arrangements.

### Reasons for Decisions

1. To ensure that the County Council was operating legally.
2. To ensure compliance with Dorset County Council's Constitution and Contract Procedure Rules.
3. To provide innovative and value for money services by delivering a cost efficient and effective service for the management and delivery of the self-service kiosks.

### **Questions from County Councillors**

93 No questions from County Councillors were received.

### **Exempt Business**

94 **Resolved**

That in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified in minutes 95-97 as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraphs 1, 3, 4, 6a and 6b 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.

### **B3073 Junction with A338, Blackwater Interchange, Christchurch - Compulsory Purchase Order and Side Roads Order**

95 The Cabinet considered an exempt report by the Cabinet Member for Natural and Built Environment to seek authority in principle to use a Compulsory Purchase Order (CPO), if required, under the Highways Act 1980 and Acquisition of Land Act 1981, to acquire the land and rights needed for the Blackwater Interchange B3073 Christchurch Road, junction with A338 Bournemouth Spur Road in the parish of Hurn, Christchurch.

### **Resolved**

1. That the Cabinet authorises in principle the making of a compulsory purchase order for A338/B3073 Blackwater Interchange, if negotiations are not successful, under the Highways Act 1980 and Acquisition of Land Act 1981 in respect of the land shown coloured pink on the drawing at Appendix 2 of the Cabinet Member's report – Blackwater Interchange Indicative Land Acquisition Plan.
2. That Cabinet authorises in principle the making of a Side Roads Order (SRO) under Sections 14 and 125 of the Highways Act 1980 for the Blackwater Junction scheme, as required.

### Reasons for Decisions

1. The reason for seeking agreement in principle to make a CPO. If it was necessary to make a CPO officers would report to Cabinet with specific detail on the land to be included in such an order.
2. The acquisition of the land was necessary to construct the proposed improvement to the highway network at the A338/B3073 Blackwater Interchange in Christchurch.
3. The Side Roads Order (SRO) at Blackwater Junction may be required to establish the changes and diversion of the existing highway network away from the current line as required in the proposed scheme.
4. The proposed scheme formed an integral part of the Bournemouth International Growth (BIG) schemes which contributed towards delivering a network for the future to boost economic growth in the Bournemouth Airport area which meets the needs of the Dorset Local Enterprise Partnership (DLEP) objectives and was included in the Local Transport Plan (LTP3) 2011-2026 and the Christchurch and East Dorset Local Plan Part 1 – Core Strategy.

### **The Community Offer for Living and Learning**

96 The Cabinet considered a joint exempt report by the Leader of the Council, the Cabinet Member for Economy, Education, Learning and Skills, and the Cabinet Member for Community and Resources on the Community Offer for Living and

Learning, including progress made to date, budget position, and proposed activity within the pilot areas.

Cllr Deborah Croney provided an extensive summary of Living and Learning and the development of the offer so far which included the need to prioritise against the financial benefits (revenue and capital), asset realisation and to refine the services that could be delivered in areas, noting that each area would have different issues and circumstances. It was highlighted that extensive input and information from communities was needed in order to assess what could be delivered in the timeframes available. Cllr Croney also asked that Option 2 be amended to reword paragraph 7.3 to say "Investigate further strategic opportunities" rather than "Drive forward the strategic opportunities" as these were not yet fully defined.

The Cabinet recognised the dependency on external influences to maximise what could be developed as an offer in each area. It was felt that progressing with the pilot areas outlined in the report was appropriate, and that a Living and Learning Steering Group be formed with invitations to the relevant Cabinet members to participate.

Cllr David Harris addressed the Cabinet as the local member for Westham to highlight that although engagement was good in Weymouth this would only deliver smaller savings and there was a need to concentrate on the bigger strategic savings, with public sector partners. He highlighted a number of teams that would be difficult to relocate and free up accommodation.

Cllr Byron Quayle also highlighted similar issues as a local member for Blandford Forum and felt that there were so many areas to consider to make sure people did not lose out, such as possible relocation of some services in Blandford.

It was explained that the outcome of the Clinical Commissioning Group's Clinical Services Review would be known by 20 September 2017 and could provide a better understanding of health reconfiguration of buildings, which could benefit the development of localised Living and Learning offers.

The importance of delivery timescales was highlighted as any delay would have a negative impact on the possible savings that could be achieved. It was also suggested that the progress made so far in engaging communities needed to be kept and not to lose any momentum if possible. Cllr Croney explained the importance of the prioritisation of each opportunity through a 'desktop exercise' approach, and for this information to be included in the report to the Cabinet in September 2017.

Confirmation was given that information on public sector assets provided as part of the One Public Estate was shared with other public sector bodies across Dorset and all were informed of the asset management position across Dorset. However it was acknowledged that not all stakeholders were aware of the information and that the Steering Group should develop communications messages for key stakeholders, particularly to districts and boroughs, to better clarify what the programme was aiming to achieve, and what was happening in each area.

In addition, it was confirmed that Living and Learning remained part of the Council's Way we Work Programme, and the Corporate Director for Children, Adults and Community Services would continue to act as its strategic champion. The Cabinet felt that following the desktop prioritisation any 'quick wins' and uncontentious decisions should be able to be made at the earliest opportunity to realise savings, including local member involvement. It was agreed that delegated authority (to the Assistant Director (Early Help and Community Services) and Programme Director (Local Government Reorganisation), following consultation with the Cabinet Member for Economy, Education, Learning and Skills) would be used to determine which opportunities required consideration by Cabinet prior to formal public consultation on

a case by case basis, which needed full business cases, and which could be progressed without Cabinet approval.

### **Resolved**

1. That the progress made to date be noted.
2. That the Living and Learning programme continues to be driven as part of the Forward Together programme.
3. That option 2 (as amended in the minute above) to proceed with a targeted phased countywide rollout of the community offer for Living and Learning be supported.
4. That the prioritisation criteria (appendix 1 of the report) be approved with a view to these being applied to other local areas.
5. That the previous Cabinet approvals in 2016 for delegated authorities be amended to reflect the new Cabinet portfolios and senior officer structures.
6. That delegated authority be granted to the Assistant Director (Early Help and Community Services) and Programme Director (Local Government Reorganisation), after consultation with the Cabinet Member for Economy, Education, Learning and Skills to determine which opportunities require consideration by Cabinet prior to formal public consultation on a case by case basis, which needed full business cases, and which can be progressed without Cabinet approval.
8. That a further report to be provided to the Cabinet with recommendations on priorities, potential savings and timescales in September 2017.
9. That a Living and Learning Steering Group be formed with invitations to the relevant Cabinet members to participate.

### **Reasons for Decisions**

To reflect some of Cabinet's key objectives:

1. To lead the community planning process, both within the region and locally, and the search for best value.
2. To be the focus for forming partnerships with other public, private, voluntary and community sector organisations to address local needs.

### **Integrated Prevention and Support Service**

- 97 The Cabinet considered a report by the Cabinet Member for Health and Care on the development of an Integrated Prevention and Support (IPS) Service, including a review of existing contracts. A review of the Partnership of Older People Programme (POPPs) was currently underway and would inform the development of the IPS service. It was also noted that the proposal would form a significant saving in 2018-19 whilst providing a more targeted service.

### **Resolved**

1. That the proposal for the development of the Integrated Prevention and Support Service be approved.
2. That further work on the alignment of POPPs to support the service be approved.
3. That inclusion of mental health recovery services, subject to business case approval, be agreed.

### **Reasons for Decisions**

The development of the service would:

1. Release £782k pa cashable savings.
2. Introduce targeted support to older people regardless of tenure.
3. Increase opportunities to maximise benefits.
4. Provide evidenced based support for people with challenging behaviour to gain and maintain settled accommodation.
5. Reduce the number of people having to re-enter crisis services.
6. Improve joint agency working to support people with complex needs.

Meeting Duration: 10.00 am - 11.50 am