



## Cabinet

Minutes of a meeting held at County Hall, Colliton Park, Dorchester,  
Dorset, DT1 1XJ on Wednesday, 27 September 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:

Ray Bryan, County Councillor for Moors  
Katharine Garcia, County Councillor for Portland Tophill  
David Harris, County Councillor for Westham  
Andrew Parry, Vice Chairman of the County Council  
Byron Quayle, County Councillor for Blandford

### 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:

Sarah Baker (Group Finance Manager), Michael Carhart-Harris (Senior Communications Officer), Kim Harris (Care Service Manager (Interim) Care & Support), Paul Leivers (Assistant Director - Early Help and Community Services), Patrick Myers (Assistant Director - Design and Development), Jay Mercer (Education Transformation Lead), Ben Print (Programme and Project Manager), Claire Shiels (Commissioning and Procurement Manager, Children's Services), Tim Wells (Senior Manager - Prevention and Partnerships) and Roger Sewill (Strategic Estate Management Team 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: **Tuesday, 3 October 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, 18 October 2017.**)

### **Apologies for Absence**

111 Apologies for absence were received from Cllrs Hilary Cox and Peter Wharf. Cllr Andrew Parry attended the meeting for Cllr Hilary Cox.

### **Code of Conduct**

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

## Minutes

- 113 The minutes of the meeting held on 6 September 2017 were confirmed and signed.

### **Matters Arising**

#### Min 107 – Quarterly Asset Management Report

The Director for Environment and Economy updated the Cabinet on the consideration of the Local Enterprise Partnership (LEP) regarding additional funding for the Dorset Innovation Park. It was noted that the LEP had agreed to fund £1m which had left a budget gap of £300k.

Subject to a proposal being included in the next Quarterly Asset Management Report, the Cabinet expressed no objections in principle to the increase of the County Council's loan facility to be extended to cover the unfunded £300k in order to ensure appropriate investment in the Innovation Park by fully funding the initial phase of the implementation plan.

### **Public Participation**

#### 114 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**

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

A question was asked about the need for a standing item for the Cabinet Forward Plan in respect of Local Government Reorganisation (LGR). Cllr Rebecca Knox clarified that the Dorset Area Joint Committee would be responsible for the consideration of LGR related matters, of which public minutes were produced, and if any decisions were required by the local authorities represented on the Joint Committee they would be considered by the County Council. It was also noted that a number of scrutiny committees would also be interested in considering LGR related issues.

### **Noted**

### **Panels and Boards**

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

#### **Dorset Waste Partnership Joint Committee - 12 September 2017**

- 116a Cllr Turner introduced the minutes and highlighted that concern had been expressed at the meeting about the formation of a Strategic Waste Partnership Board (Minute 52) which did not include Dorset County Council representation, which was proposed and lost at the Dorset Waste Partnership Joint Committee meeting.

The Chief Executive explained that the Board would include representation from the Dorset Waste Partnership Joint Committee, would not have any delegated authority to make decisions. As such any decisions would be reported back to the Joint Committee for determination.

**Noted****Fostering Modernisation Plan**

117 The Cabinet considered a report by the Cabinet Member for Safeguarding regarding a Modernisation Plan to meet the needs of all children in care locally, including foster care provision.

Cllr Steve Butler outlined of the duty of the Council to commission foster care through an internal fostering service and the use of Independent Foster Care Agencies (IFAs). A review had been undertaken which had identified areas of improvement in respect of some quality standards and the recruitment, retention, assessment and approval of foster carers. There was also a priority to reduce the number of IFAs used, which were very expensive and often provided placements out of County.

A question was asked about the 8 month average time taken to approve foster carers, to which it was explained that social workers had mixed caseloads, numerous assessments, provided support for foster carers, and had to respond to emergencies. The new arrangements would seek to reduce the time taken and improve the experience of aspiring foster carers.

The Cabinet explored the changes to the budget position and anticipated improvements in service delivery, and it was suggested that there needed to be a measurable way to monitor performance, including recruitment and retention, in the implementation phase of the new arrangements as well as on going monitoring. Officers confirmed that ongoing performance monitoring would feature in the new 3 year recruitment and retention strategies, which also included annual plans of action, and aligned with national measures and benchmarks. Changes would take effect from October 2017 and positive results were anticipated by Christmas 2017.

In terms of the recruitment target of additional foster carers, officers confirmed that that the figure of 90 per year was a 'best guess', but this would only be achieved through effective engagement and communications. With regard to the recruitment and development of foster carers, it was appreciated that there was an imperative to ensure that applicants were treated as positively and sensitively as possible in a supportive way and to undertake assessments in a reasonable timeframe. The new 'skills based' scheme would also develop existing foster carers through a training and development plan.

It was agreed that further information would be shared in due course, particularly in relation to recruitment and development of foster carers, and for a report to be submitted to the Cabinet in April 2018.

**Resolved**

1. That the plan for the modernising of the fostering service be approved.
2. That the investment of £363k in 2018/19, £1,238k in 2019/20 and £1,324k on an ongoing basis be approved.
3. That an additional one-off investment of £110k in 2017/18 to support transformation be approved.
4. That within the next update of the Medium Term Financial Plan additional funding of £3.2m be approved to address the base budget issues as set out in the Cabinet Members' report.
5. That an update report be submitted to the Cabinet in April 2018 including recruitment and development of foster carers.

**Reasons for Decisions**

Without the additional investment then there would be no significant change, and the overspend on the budget would continue. The proposed investment would lead to a strong focus upon delivering an effective, efficient service which would improve

sufficiency of placements at pace. It would lead to clear leadership of the service reducing the use of independent fostering agency placements and improve the overall outcomes for children and young people.

### **Update Forward Together for Children: Family Partnership Zones and Care and Protection**

118 The Cabinet considered a report by the Cabinet Member for Safeguarding on the changes in care and protection in the overall context of the Forward Together for Children Programme through Family Partnership Zones (FPZs). Members were provided with an overview of the five year plan which reviewed care and protection since 2015 and concentrated on a whole system approach to prevention and early intervention to drive improvements in services and achieve better outcomes.

A question was asked about the alignment of FPZs with GP localities in accordance with the health and wellbeing priorities. It was noted that the FPZ boundaries aligned with educational pyramids which was critical to school engagement, but consideration of how to best link with other boundaries would be a priority, and a report would be considered by the Health and Wellbeing Board at its next meeting in November 2017. It was also suggested that the report be considered by the People and Communities Overview and Scrutiny Committee, and the Accountability Alliance for Children and Young People.

The Cabinet welcomed the opportunity to see what the changes meant to those affected and the wider locality impact of the FPZs, together with the communications and marketing plan to support outcomes on the ground. It was also requested that there should be more visibility of the FPZ achievements in the public domain and to all members, and how FPZs linked with Prevention at Scale. It was confirmed that officers would consider outside of the meeting the outcome and reporting measures, including monitoring and reporting back of performance, to an appropriate body.

#### **Resolved**

1. That the direction of travel described in the report be supported.
2. That reports be considered on care and protection by the Health and Wellbeing Board, People and Communities Overview and Scrutiny Committee and the Accountability Alliance for Children and Young People.

#### **Reason for Decision**

The report set out the progress that had been made over the past 12 months in the Children's Directorate. This had been about delivering an improved level of effectiveness through an outcomes focused approach that was seeking to deliver long term qualitative improvements on the lives of families within budget.

### **Delivering Dorset's Sustainability and Transformation Plan: Wave 1 Accountable Care System**

119 The Cabinet considered a report by the Cabinet Member for Health and Care regarding the Wave 1 Accountable Care System (ACS), which would underpin delivery of Dorset's Sustainability and Transformation Plan (STP) 2017-19.

Cllr Jill Haynes reported that NHS England produced a Memorandum of Understanding (MoU) that must be agreed by the Accountable Care System (ACS) NHS partners, of which local government was also asked to be a signatory. The MoU supported the NHS' creation of ACSs, with Dorset being identified as one of the first to become a full ACS. The key areas of the MoU, and specific risks and issues for the County Council were summarised including governance, development of the role of the Systems Partnership Board (SPB), capital funding of £100m, and the challenges to perform given a short timescale.

A question was asked about the ambition to provide urgent treatment centres from

8am-8pm 7 days per week. It was clarified that this was an ambition of CCG's Review. Treatment Centres maybe attached to community hospitals or main hospitals. It was not a proposal that all GPs surgeries would be open for these hours, but that there would be a community hub for each area.

It was reported that the delegated authority in respect of the future decision making of the SPB, as the overall strategic board, would develop and grow. The Cabinet supported the need for substitution arrangements and the organisation of the board to be considered appropriately.

In addition, it was noted that reference to the Systems Leader Board in the report were incorrect and should refer to the Systems Partnership Board.

### **Resolved**

That the Memorandum of Understanding attached at Appendix 1 of the Cabinet Members' report be approved.

### **Reason for Decision**

To drive delivery of the STP.

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

120 The Cabinet considered a joint report by the Cabinet Member for Economy, Education, Learning and Skills and the Cabinet Member for Community and Resources regarding priorities, potential savings and timescales for the Community Offer for Living and Learning following the Cabinet meeting held on 19 July 2017.

Cllr Deborah Croney introduced the report and explained that the substantial reconfiguration of services, and changes to focus on supporting service users in communities, could result in closures of buildings but there were no plans to close any services as part of the Living and Learning offer. She also summarised the significant engagement undertaken in communities and with partners to have conversations about service redesign and it was now necessary to gain revised methodology endorsement from the pilot work already undertaken. It was also reported that the revenue savings target of £475k was unlikely to be met within the current timeframe of the Way we Work Programme.

The Cabinet welcomed the report and the ongoing engagement with partners, including health so that work aligned with the Sustainability and Transformation Plan and the Clinical Services Review.

Cllr David Harris, as a local member for the Weymouth pilot area, reported that engagement had been very well received and the sharing of information between partners and the community had been very positive. Although the engagement started with a no particular result in mind, which meant that there was a slow start in developing the offer, it was valued as this showed that there was no predetermined direction and the offer would be fully shaped by partners and the community.

A written statement was submitted by Cllr Ros Kayes as the local member for Bridport, in relation to concerns in respect of the development of Living and Learning offers. She raised concerns regarding the pace of change, the involvement of communities being able to develop the offer, that the approach should not follow the same model as the one used to change youth centre provision, that redundant buildings should be considered as hubs, that staff needed to work with local members, and that decisions should be made on community need. The Leader of the Council provided assurance on the points raised that the involvement of communities and their needs was integral to the development of offers, which had its own distinct methodology, that the use of buildings would include flexibility and long term consideration as to their use, and that local members would be vital to the success of

each offer. The statement was passed to Cllr Deborah Croney to liaise with Cllr Kayes outside of the meeting as necessary.

### **Resolved**

1. That delegated authority for the sequencing outlined for the proposed Living and Learning implementation in para 2.1 of the Cabinet Members' report be granted to the Chief Financial Officer after consultation with the Cabinet Members for Economic Growth, Education, Learning and Skills and Community and Resources.
2. That service delivery models of relevant services (such as Libraries) be defined in addition to the existing work being undertaken by the 0-5 Family Partnership Zone Review, with further recommendations being provided for Cabinet consideration in due course.
3. That a revised co-production methodology designed to accelerate delivery of Living and Learning be agreed.

### **Reason for Decisions**

1. To reflect some of the Cabinet's key objectives
  - (i) To lead the community planning process, both within the region and locally, and the search for best value
  - (ii) To be the focus for forming partnerships with other public, private, voluntary and community sector organisations to address local needs.
2. Living and Learning would also enable DCC's Corporate Plan to be delivered. The key role was in putting into practice the Council's vision of working together for a strong and successful Dorset. The Corporate Plan showed what the county council was doing to meet the continuing challenges of the economic climate while ensuring that Dorset residents received the services they needed the most. The Living and Learning offer in each area was expected to contribute to the DCC's outcomes framework's four outcomes, of Safe, Healthy, Independent and Prosperous.

### **Questions from County Councillors**

121 No questions from County Councillors were received.

### **Exempt Business**

122 **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 and 3 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.

### **Residential Homes - Children's Services**

123 The Cabinet considered a report by the Cabinet Member for Safeguarding on the provision of children's homes in Dorset to enable improvement and planning within the Residential Estate following recent Ofsted Regulatory Inspections. It was explained that the item was added to the agenda as an urgent item by the Leader of the Council due to the timescales required for a decision as a result of the recent Ofsted inspections.

Members discussed the report in detail and considered the recommendations outlined in the report, together with the potential review of residential care for looked after children based on the future capacity and needs of individual children and young people, and the service.

### **Resolved**

That the recommendation at paragraph 4.1 of the Cabinet Members' report be approved, with the addition of a review to be undertaken on future needs and capacity.

Reasons for Decision

As outlined in the Cabinet Members' report.

Meeting Duration: 10.00 am - 11.45 am