

Agenda

Public Document Pack

Dorset County Council



Meeting: People and Communities Overview and Scrutiny Committee
Time: 10.00 am
Date: Thursday, 16 June 2016
Venue: Committee Room 1, County Hall, Colliton Park, Dorchester, Dorset, DT1 1XJ

David Walsh (Chairman)	Steve Butler (Vice-Chairman)
Ronald Coatsworth	Barrie Cooper
Fred Drane	Spencer Flower
David Jones	Ros Kayes
William Trite	Kate Wheller
Co-opted Members (Voting on education matters only)	
Mary Kahn	Joy Tubbs
Mike Turnbull	

Notes:

- The reports with this agenda are available at www.dorsetforyou.com/countycommittees then click on the link "minutes, agendas and reports". Reports are normally available on this website within two working days of the agenda being sent out.
- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.

- **Public Participation**

Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.

(a) Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 13 June 2016, and statements by midday the day before the meeting.

(b) Petitions

The Committee will consider petitions submitted in accordance with the County Council's Petition Scheme.

Debbie Ward
Chief Executive

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Date of Publication:
Wednesday, 8 June 2016

1. **Apologies for Absence**

To receive any apologies for absence.

2. **Code of Conduct**

Members are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

3. **Public Participation**

(a) Public Participation

(b) Petitions

4. **Terms of Reference**

1 - 2

To note the terms of reference for the Committee as agreed at the County Council meeting on 21 April 2016.

5. **Induction**

To receive a verbal update on the roles and responsibilities of the Committee, including the Terms of Reference, and to discuss and consider how these will be discharged by the Committee. In addition, to receive a presentation on People and Communities.

6. **The Corporate Plan - Priorities for the Committee**

3 - 4

To consider the Corporate Plan and the priorities relating to the People and Communities Overview and Scrutiny Committee.

7. **Outcomes Based Accountability (OBA) Context Report**

5 - 20

To consider and discuss the report by the Chief Executive and Corporate Directors.

8. **Work Programme**

21 - 22

The Chairman to set out the areas of responsibility and some national and local areas of focus to develop an agreed work programme.

So as to stimulate debate, Councillors are encouraged to give some thought as to what they consider the scope of the Group (Committee) to be and the expectations they have for what might be achievable (how this can be put into practice). These can be then given due consideration at the meeting.

Items of Business

9. **Mobile Library Service** 23 - 50

To consider and make any recommendations on the report by the Interim Director for Adult and Community Services.

10. **Community Offer for Living and Learning** 51 - 88

To consider and make any recommendations on the report by the Director for Children's Services.

11. **Questions from County Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 13 June 2016.

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OVERVIEW & SCRUTINY COMMITTEES

TERMS OF REFERENCE

Purpose: *Delivering good outcomes for the residents and communities we serve through a constructive, proactive and objective approach to the consideration, scrutiny and review of policies, strategies, financial and performance issues.*

OVERVIEW

- To review and develop policy at the Committee's own initiative or at the request of the Cabinet or the Public Health Joint Board and make recommendations to the Cabinet, Joint Committee or the Full Council.
- To oversee major consultations and make recommendations to the Cabinet, Joint Committee or the Full Council.
- To give advice on any matters as requested by the Cabinet or the Joint Committee.

SCRUTINY

- To hold the Executive to account through a process that seeks and considers necessary explanations, information and evidence to ensure good outcomes for our residents and communities.
- Through proactive scrutiny inquiry work, to contribute to improving the lives of our residents and communities, through an active contribution to the Council's improvement agenda.
- To scrutinise key areas of strategic and operational activity and, where necessary, make recommendations to the Full Council, Cabinet or Joint Committee in respect of;
 - i) Matters which affect the Council's area or its residents.
 - ii) Performance of services in accordance with the targets in the Corporate Plan or other approved service plans.
 - iii) To provide a clear focus on finding efficiency savings in accordance with requirements in the Council's financial strategy.
 - iv) To monitor expenditure against available budgets and, where necessary, make recommendations to the Cabinet or the Joint Committee.
 - v) To consider proposed budget plans, service plans and any other major planning or strategic statements and to make recommendations to the Cabinet or the Joint Committee.

MEMBERSHIP – 10 Elected Members - *excluding Members of the Cabinet*

The Committee has the power to co-opt additional (non-voting) persons to provide routine and / or ad-hoc support to provide access to specific skills and knowledge.

Specific responsibilities for the Committees are;

'To exercise a proactive and effective overview and scrutiny of functions to ensure the effective delivery of those specific outcomes as contained in the Corporate Plan.....;

PEOPLE and COMMUNITIES - Overview & Scrutiny Committee

Outcomes: - To ensure that people in Dorset are **HEALTHY** and **INDEPENDENT**

Most people are healthy and make good lifestyle choices....

- *Children and families know what it means to be healthy and happy*
- *People adopt healthy lifestyles and lead active lives;*
- *People enjoy emotional and mental wellbeing;*
- *People stay healthy, avoiding preventable illness as they grow older;*
- *People live in healthy, accessible communities and environments;*

We all want to live independent lives and have a choice over how we live....

- *Families are strong and stable and experience positive relationships;*
- *Children and young people are confident learners and are successful as they grow into adulthood;*
- *People remain happily independent and stay in their own homes for as long as possible;*
- *People are part of inclusive communities and don't feel lonely or isolated;*
- *People who do need help have control over their own care.*

Working Together for a Strong and Successful Dorset

Dorset County Council's Corporate Plan

Foreword

Dorset is a great place to live, work and visit. We are proud and ambitious for the whole county, from the most rural to the most urban. That is why we must work together to make Dorset even more successful than it is now.

Dorset has unique environmental assets which underpin our economy and wellbeing. More than 50% of the county is designated as an Area of Outstanding Natural Beauty and the 'Jurassic Coast' between Lyme Regis and Swanage has World Heritage Site status. The richness of our natural environment is matched by our heritage, with an abundance of historic buildings and sites helping to give our towns and villages their distinctive character.

We have always focused our efforts on creating a vibrant economy and making sure that we do all we can for the health and wellbeing of all our residents. Maintaining a healthy and accessible environment is critical for the health, wellbeing and prosperity of current and future generations. The quality of the environment is highly attractive to businesses, employees and visitors and helps our economy to thrive, so we will always work with our partners and communities to ensure that our environment is well managed, enhanced and invested in.

We also need to confront inequality and do more for those people in Dorset who, due to their circumstances, have poorer outcomes in life - and this plan describes how we will support those who need our services the most. Some of our services are under increasing pressure as we take care of vulnerable children and adults, those whose outcomes in life are not as good as they could be. We will do everything we can to make sure people are safe and well but we have to think of different ways to deliver our services as money becomes tighter.

The changes we need to make are already well under way, through our transformation programme (known as Forward Together). The principles of the programme guide how we develop our work in the future. They are:

- **Greater independence** – we'll work hard to support communities and individuals to support themselves
- **Smarter services** – reducing costs and overheads, making sure we deliver cost effective services
- **Empowered people** – ensuring staff, communities and partners are valued, skilled and empowered to work together for a strong and successful Dorset.

We are committed to working together with local people and others to make better use of the money and resources that we have. We want you to have the best outcomes possible, and we will achieve this by constantly checking that we are efficient and effective. We will do this by reviewing evidence to judge whether or not our services have made a difference. This involves regularly scrutinising:

1. How much we do
2. How well we do it

And most importantly:

3. Is anyone better off?

Improving outcomes for our customers contributes to improving outcomes for the whole population of Dorset. For instance, A Highways Service that keeps roads in good condition contributes to reducing road traffic accidents, thereby making Dorset a safer place in which to travel.

Longer term, as we need to keep saving money, we will have to make decisions about the council structures across Dorset. But any changes will be made with the people of the whole county in mind, since whatever we do has to be in the best interests of residents and communities. We will make sure that we find ways to make our Towns and Parishes stronger in any changes that occur. They are the closest level of local government to you and we need to make sure your voice is heard through those organisations.

This plan talks a lot about outcomes. We are focusing on what we do, but more importantly what we achieve *with you*, our residents. We want to make sure that as we join together across the county we continue our efforts to encourage economic growth, and help everyone to be safe, healthy and independent.



Robert Gould

Leader of Dorset County Council



Debbie Ward

Chief Executive

Working Together for a Strong and Successful Dorset

Our Outcomes Framework

Seeking to improve the lives of people in Dorset

Our outcomes framework is made up of four outcomes, reflecting the county council's commitment to helping residents be **safe, healthy and independent**, with an economy that is **prosperous**. The framework supports a common way of working for a **strong and successful Dorset**, with a relentless focus on making a difference and improving the quality of life of residents. It sets out what "good" looks like but empowers staff to think and behave differently, to show initiative and to innovate.

The aspirational outcome statements below define what the priorities are in Dorset under these four headings. Working together with our communities and our partners, we will use the best evidence available to **challenge inequality** and focus our resources on the people and places in most need of help.

Everyone should focus more on prevention – making sure people are supported early on to stop problems from escalating. We will also help and encourage local residents to come up with, and often deliver, their own solutions to improve their quality of life.

People in Dorset are SAFE	People in Dorset are HEALTHY	People in Dorset are INDEPENDENT	Dorset's economy is PROSPEROUS
<p>Everyone should feel safe, wherever they are.</p> <p><i>But... sadly, we have seen a significant increase in the number of children and vulnerable adults needing protection. There are areas of Dorset with higher levels of substance misuse and domestic abuse. There are also far too many accidents on our roads.</i></p> <p>So we want to help make sure that:</p> <ul style="list-style-type: none"> • Children and vulnerable adults are safe wherever they are • Crime, antisocial behaviour and domestic abuse across Dorset is minimised • There are fewer accidental injuries and deaths – including those on Dorset's roads • People and communities are better able to cope with environmental change and other emergencies 	<p>Most people are healthy and make good lifestyle choices.</p> <p><i>But... unfortunately, this is not the case for everyone. For example, there are many people who suffer from poor mental health, and there are parts of the county where life expectancy is low.</i></p> <p>So we want to help make sure that:</p> <ul style="list-style-type: none"> • Children and families know what it means to be healthy and happy • People adopt healthy lifestyles and lead active lives • People enjoy emotional and mental wellbeing • People stay healthy, avoiding preventable illnesses as they grow older • people live in healthy, accessible communities and natural environments where waste is minimised 	<p>We all want to live independent lives and have a choice over how we live.</p> <p><i>But... we have a high number of older people who are isolated and lonely; they need help to live at home for longer and to be in control of the support they receive.</i></p> <p>So we want to help make sure that:</p> <ul style="list-style-type: none"> • Families are strong and stable and experience positive relationships • Children and young people are confident learners and are successful as they grow into adulthood • People remain happily independent and stay in their own homes for as long as possible • People are part of inclusive communities and don't feel lonely or isolated • People who do need help have control over their own care 	<p>A thriving local economy provides us all with more opportunities.</p> <p><i>But... there are areas where there aren't as many jobs available or chances for young people to train at work and gain the valuable skills that employers need. Many people also struggle to find good quality, affordable housing.</i></p> <p>So we want to help make sure that:</p> <ul style="list-style-type: none"> • New businesses thrive and existing businesses become more efficient and productive • More people secure the employment opportunities of their choice • Dorset's residents are well educated, with the skills that Dorset's employers need • Good quality, affordable, healthy homes are available for Dorset's people • The need to travel is reduced, and people and goods are able to move about the county safely and efficiently

Our Guiding Principles

We know we need to focus our resources on activities that produce the best outcomes for our residents in the most cost-effective ways possible. This means that we will focus our efforts on those people and communities who need the most help. Where appropriate we will focus on whole families, rather than just individuals, and offer help early so that people remain independent for longer and have less need for more specialist, expensive services.

We know that we're not always the best-placed organisation to solve people's problems. We will always look for opportunities to work with other organisations, as well as people and communities themselves, to reach the best possible outcomes. And we will make systematic use of the best available evidence, to make sure our chosen activities are effective.

We will always try to make sure that what we do improves the wider prosperity of Dorset – for example, by buying goods and services from local businesses whenever we can.

Our values

- **Fairness** – we are fair in balancing competing demands
- **Openness** – we are clear and honest about what we are doing and why
- **Respect** – we show full and proper respect to everyone we work with
- **Effectiveness** – we ensure local tax-payers get the best value for money
- **Innovation** – we find new ways of working to achieve more for local people

Overview & Scrutiny Committees

Dorset County Council



Date of Meeting	June 2016
Officer	Chief Executive / Corporate Directors
Subject of Report	Outcomes Based Accountability (OBA) Context Report
Executive Summary	<p>This report provides background and context in relation to Outcomes Based Accountability and the how the council is using this methodology to ensure a clear focus is maintained on those priority outcomes which have been agreed for inclusion in our Corporate Plan.</p> <p>It sets out the key principles of this approach and summarises some of the key features of the OBA methodology.</p> <p>The appendices to this report also include example documentation to help demonstrate to elected members how the OBA methodology can be actively used to support scrutiny work. <i>(NB: - It should be noted that these examples are for illustrative purposes only.)</i></p>
Impact Assessment:	<i>Equalities Impact Assessment:</i> There are no specific issues associated with this report.
	<i>Use of Evidence:</i> Not applicable.
	<i>Budget:</i> No specific cost implications are associated with this report.
	<i>Risk Assessment:</i> Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:

Outcomes Based Accountability

	<p>Current Risk: LOW Residual Risk LOW</p>
	<p><i>Other Implications: None</i></p>
Recommendation	<p>That the Committee consider and reflect upon the OBA principles and methodology and, through the sample report provided, reflect on how the OBA methodology will be used to provide focused information to support elected members deliver their overview & scrutiny challenge and assurance responsibilities.</p>
Reason for Recommendation	<p>To provide information to assist the council deliver against its corporate plan commitments and to support us in <i>'Working Together for a Strong and Successful Dorset.'</i></p>
Appendices	<p>Appendix A – Sample documentation <i>(Domestic Abuse – Children who are subject to child protection)</i></p>
Background Papers	<p>None</p>
Report Originator and Contact	<p>Name: Mark Taylor Group Manager – Governance & Assurance Tel: (01305) 224982 Email: m.taylor@dorsetcc.gov.uk</p>

1. What is Outcomes Based Accountability?

- 1.1 Outcomes Based Accountability (OBA) is a structured approach to thinking, assessing and taking action to improve the life conditions of residents and communities.
- 1.2 It starts from the end result – or outcome – and works backwards to identify those actions that actually make a difference. In other words we work from ‘Ends’, backwards to clearly identify the ‘Means’ that have got us there and assess whether the resultant outcome is good, bad or indifferent.
- 1.3 It is designed to get from ‘talk to action’ as quickly, as the methodology actively encourages appropriate, timely, evidence based action to deliver improvement.
- 1.4 It works well if done by directly involving those that have a role to play in improving the outcome. It therefore starts by getting colleagues and partners talking about a particular problem and discussing the ‘causes and forces’ at work behind the issue. Once these are properly understood clear actions can then be agreed and assigned to help tackle and address any gaps.
- 1.5 OBA tries to use plain language and common sense methods that everyone can understand.

2. So how does OBA work?

- 2.1 Firstly we identify which ‘life condition’ we are actively seeking to assess and, if necessary, improve – in doing so we establish a clear focus on a specific ‘outcome’.
- 2.2 Dorset County Council has articulated those priority ‘life conditions (outcomes)’ that we believe are important in our Corporate Plan. These are set out under our four key outcomes SAFE; HEALTHY; INDEPENDENT; and PROSPEROUS.
- 2.3 An example from our Corporate Plan would be that ‘People in Dorset are SAFE’. Within this outcome the council has agreed that we are committed to ensuring that:
 - Children and vulnerable adults are safe wherever they are;
 - Crime, antisocial behaviour and domestic abuse across Dorset is minimised;
 - There are fewer accidental injuries and deaths – including those on Dorset’s roads.
 - People and communities are better able to cope with environmental change and other emergencies.
- 2.4 In seeking to assess whether we are achieving these, we would select a particular aspect, and we would then select some trends – these are called:
 - i) **Population Indicators** – *A measure that helps quantify the achievement of an outcome. Indicators answer the question “How would we recognise this result if we fell over it?”*
(E.g. The crime rate helps to quantify whether we are living in a safe community).
 - ii) **Performance Measures** – *A measure of how well a programme, organisation or service is working*
(E.g. The percentage of crimes that have been solved).

Outcomes Based Accountability

- 2.5 We can then take the most important indicators and measures to understand the reasons why the current situation is as it is.
- 2.6 We identify who should play a role in making a difference and then decide what action to take to improve the outcome.
- 2.7 Significantly this enables the County Council to take an objective view of its own contribution and performance and thus assess what specific improvement(s) it could make. This is either through aspects of its own of service delivery, or through its influence with others.
- 2.8 We can then analyse to try to find out those things that are contributing to the current situation, identify who should play a part in improving the situation and decide what action should be taken to make a difference.

3. What questions do we need to ask?

- 3.1 OBA takes a structured approach to ensure focus, clarity and objectivity is maintained during the assessment process.
- 3.2 In seeking to assess the current situation we must first consider outcomes at the 'population' level. This stage uses seven specific questions, normally referred to as 'The 7 Population Accountability Questions'. These are as follows;
 1. What are the quality of life conditions we want for our children, adults and families who live in our community?
 2. What would these conditions look like if we could see them?
 3. How can we measure these conditions?
 4. How are we doing with the most important of these measures?
 5. Who are the partners that have a role to play in doing better?
 6. What works to do better, including no-cost and low-cost ideas?
 7. What do we propose to do?
- 3.3 In assessing 'population outcomes' we also need to be clear that the council will not have sole accountability for outcomes. For example, if we again consider the example of seeking a reduction in crime. Responsibility for this is also shared by others as it requires local people, partners and partnerships (e.g. the Community Safety Partnership) to come together to bear down over time on the causes of crime. *(This is reflected by question 5.)*
- 3.4 Having reflected on the answers to these 7 population accountability questions we are better able to understand the current situation and assess where any challenges may be.
- 3.5 Then in order to assess whether we as a county council are in a position to be able to influence and hopefully improve these outcomes, we can then also drill down further to look at the 'performance accountability' level.
- 3.6 Whilst 'The 7 Performance Accountability Questions' are similar, as can be seen, these specifically look to assess the council's own contribution:
 1. Who are our clients / customers?
 2. How can we measure if they are better off?
 3. How can we measure if we are delivering services well?
 4. How are we doing on the most important of these measures?

Outcomes Based Accountability

5. Who are the partners that have a role to play in doing better?
 6. What works to do better including no-cost and low-cost ideas?
 7. What do we propose to do?
- 3.7 This provides us with a clear indication of what impact we are having on the outcome and what we are doing to change the behaviour, attitude, knowledge, skills or circumstances of clients or a group of people.
- 3.8 At this stage the OBA methodology also allows us to use and apply information we have gleaned to actively look to influence the outcomes. This is known as 'Turning the Curve', which seeks measurable improvement and moves us from 'Talk to Action' i.e. What are we actually going to do to deliver better outcomes?
- 3.9 This aspect of the process is similarly supported through a structured assessment process, which again is organised around seven key questions. We refer to these as 'The 7 Killer Questions':
1. If we do nothing where is the trend heading, is this OK?
 2. What's helping and hindering the trend ('causes and forces')?
 3. Are local service sand partnership working making a difference and providing value for money?
 4. What additional information / research do we need to properly understand the 'causes and forces'?
 5. Who are the key partners we need to be working with (including local residents)?
 6. What could work to turn the trend in the right direction, including 'low cost and no cost solutions'? Additional information/research around 'what works'?
 7. What is the Council's and Members role and specific contribution?
- 3.10 To be effective turning the curve exercises need to be clear on their purpose, properly scoped and carried out in accordance with a strict time limit. Routinely only 55 minutes is allocated. This is to ensure that the discussions remain focused and lead to the identification of clear actions, which are agreed and allocated to lead individuals to ensure clear ownership and accountability.
- 3.11 These help to inform us whether our own contribution is effective and/or whether improvements could be achieved and, if so, which aspects of our work could deliver these.
- 3.12 The process supports the council to reach clear conclusions and recommendations for change, focusing on priority outcomes and monitoring and evidencing progress towards those desired outcomes.

4. Conclusion

- 4.1 The County Council has adopted the OBA approach to help ensure we maintain a clear focus on the priority outcomes (life conditions) for the residents and communities we serve, constantly striving to do better.
- 4.2 Appendix A provides an example committee scrutiny scoping document and report, which has been included for illustrative purposes only.
- 4.3 The particular example relates to one of the council's corporate plan stated outcomes that Dorset People are SAFE. It considers Domestic Abuse and specifically reviews the 'rate of children subject to child protection where domestic abuse is a feature'.

Outcomes Based Accountability

- 4.4 This example document has been specifically drafted to help to demonstrate how the OBA approach could be used to support the work of all of the Overview and Scrutiny Committees in scrutinising progress against delivery of those priority outcomes contained in our Corporate Plan.

Debbie Ward
Chief Executive
June 2016

Scrutiny Review - Planning & Scoping Document

DOMESTIC ABUSE

(Rate of children subject to Child Protection where Domestic Abuse is a feature)

<p>What is the Purpose of the Review?</p> <ul style="list-style-type: none"> • Specify exactly which Outcome(s) the review is examining? • Also being clear what the review is <u>not</u> looking at • What is the Scrutiny Review seeking to achieve? • Where possible refer to VFM issues of service cost, service performance and/or customer satisfaction. 	<p><u>Corporate Plan Outcome & Priority:</u></p> <p>OUTCOME = SAFE PRIORITY = Crime, antisocial behaviour and domestic abuse across Dorset in minimised.</p> <p><u>Outcome Indicator / Measure:</u></p> <ul style="list-style-type: none"> - Rate of children subject to a Child Protection where domestic abuse is a feature. <p><u>Supporting Rationale for the review:</u> From a recent audit completed by Children’s Services, 97% of children subject to a Child Protection Plan showed that domestic abuse was a concern. The evidence suggests locally and nationally that incidents of domestic abuse is rising and is impacting significantly on outcomes for children, young people and carers.</p> <p>If we do nothing then the trend is likely to continue locally and hence this matter requires specific attention.</p>
<p>What are the Criteria for Selection?</p> <ul style="list-style-type: none"> ➤ Why has this particular topic been considered to be a priority issue for scrutiny? ➤ Which of the principle criteria promoted by the Centre for Public Scrutiny does it satisfy? 	<p><u>Scrutiny review prioritisation assessment criteria:</u></p> <ol style="list-style-type: none"> 1. Is the topic/issue likely to have a significant impact on the delivery of council services? YES 2. Is the issue of included in the Corporate Plan (e.g. of strategic importance to the council or its partners/stakeholders), or have the potential to be if not addressed? YES 3. Is a focused scrutiny review likely to add value to the performance of its services? YES 4. Is a proactive scrutiny process likely to lead to efficiencies / savings? Potentially - but not main aim. 5. Has other review work been undertaken which is likely to result in duplication? NO 6. Do sufficient scrutiny resources already exist, or are readily available, to ensure that the necessary work can be carried out in a timely manner? YES <p style="text-align: right;">Assessed Priority = HIGH</p>



<p>What are the Indicators of Success?</p> <ul style="list-style-type: none"> ➤ <i>What factors / outcomes will demonstrate that this Scrutiny Review has been a success?</i> 	<p>We aim to identify opportunities to improve outcomes:</p> <ul style="list-style-type: none"> ○ To help to ‘turn the curve’ to minimise the impact of domestic abuse on children, adults and communities. ○ Arrive at clear conclusions and recommendations to deliver tangible outcome improvements. <p><u>Good Scrutiny Principles</u></p> <p>Will the review actively:</p> <ul style="list-style-type: none"> ○ Tackle issues of direct relevant to local people? YES ○ Tackle issues where, through the unique perspective of elected members, it can add the most value? YES ○ Talk to wide range of people, drawing them together and building consensus? YES ○ Challenge the accepted ways of doing things and acting as a champion for developing a culture of improvement in an area? YES
<p>What Methodology / Approach is to be followed?</p> <ul style="list-style-type: none"> ➤ <i>What types of enquiry will be used to gather evidence.</i> <p><i>Following a structured and proportionate review process, which is likely to involve the active consideration of evidence, direct representation(s), a review of financial, performance and risk data to arrive at an objective opinion against some Key Lines of Enquiry;</i></p>	<p>An Outcomes Based Accountability (OBA) methodology will be used to conduct and structure the scrutiny review process. This will involve provision and consideration of:</p> <ul style="list-style-type: none"> - Context, performance, financial and risk information - Evidence will be collated and assessed (incl. consideration of previous work, reports & data, verbal representations etc. - Other specific contributions from relevant organisations, agencies and individuals...list these e.g. Chairman Dorset Children’s Safeguarding Board, Domestic Abuse Forum, Police & Crime Commissioner etc. <p><u>Supporting Key Lines of Enquiry (KLOE)</u></p> <p>Turning the Curve – the 7 Killer Questions:</p> <ol style="list-style-type: none"> 1. If we do nothing where is the trend heading, is this OK? 2. What’s helping and hindering the trend (‘causes and forces’)? 3. Are local services and partnerships making a difference and providing value for money? 4. What additional information / research do we need to properly understand the ‘causes and forces’? 5. Who are the key partners we need to be working with (including local residents)? 6. What could work to turn the trend in the right direction including ‘low cost and no cost solutions’? Additional information/research around ‘what works’? 7. What is the Council’s and Members role and specific contribution?



<p>What specific resources & budget requirements are there? <i>What support is required for the review exercise?</i></p> <ul style="list-style-type: none"> • <i>specialist staff</i> • <i>any external support</i> • <i>site visits</i> • <i>consultation</i> • <i>research</i> 	<p>In anticipation of voluntary support and assistance from external agencies, we do not anticipate any significant additional costs being incurred by the council in conducting this review.</p> <p>At this stage we do not envisage a need for any specific external support costs, or extensive research or consultation exercises.</p> <p>A summary of the main costs associated with the review will therefore be:</p> <ul style="list-style-type: none"> - Prioritising council officer support time - Minor expenses relating to elected member, external agencies and officer travel &/or subsistence
<p>Are any Corporate Risks associated with this Review? <i>Identify any weaknesses and barriers to success</i></p>	<p>The Corporate Risk Register currently identifies the following risks that are relevant to this review exercise:</p> <ol style="list-style-type: none"> 1. Failure to protect vulnerable children and young adults from abuse or neglect in situations that could have been predicted and prevented - HIGH RISK 2. Failure to protect vulnerable adults from abuse or neglect in situations that could have been predicted and prevented – MEDIUM RISK
<p>Who will receive the review conclusions and any resultant recommendations?</p>	<p>The outcomes from this review exercise, which will be presented as clear and structured conclusions and recommendations, will be presented to the Cabinet for their consideration and action as appropriate.</p> <p>The final report will also be shared with those external agencies who have been actively engaged in and supported the review exercise.</p>
<p>What is the Review Timescale?</p> <ul style="list-style-type: none"> ➤ <i>Identify key meeting dates and any deadlines for reports or decisions.</i> 	<p>Review Start Date: OCTOBER 2016</p> <p>Target End Date: DECEMBER 2016</p> <ul style="list-style-type: none"> - Final report agreed by Committee - January 2017 - Final report to Cabinet - February 2017 <p>Follow-up Review: JANUARY 2018</p> <ul style="list-style-type: none"> - To review the impact of agreed changes and assess the degree of improvement achieved on resultant outcomes. <p><i>(A detailed plan for the review will also be developed to clearly set out the various stages, necessary actions and timescales)</i></p>



<p>Who will lead the Review Exercise?</p> <ul style="list-style-type: none"> ➤ <i>Identify a nominated:</i> <ul style="list-style-type: none"> - Elected Member - Lead Officer 	<p>Lead Elected Member: <i>(To be agreed)</i></p> <p>Lead Officer: <i>(To be agreed)</i></p>
<p>Media Interest / Publicity</p> <ul style="list-style-type: none"> ➤ <i>Communications Plan</i> ➤ <i>Do we need to publicise the review to encourage community involvement?</i> ➤ <i>What sort of media coverage do we want? (E.g. Fliers, leaflets, radio broadcast, press release, etc.)</i> 	<p>There is a clear desire to raise the profile of this proactive scrutiny work with the public and, hopefully, achieve their direct engagement and representations.</p> <p>Internal communications will also ensure a council wide knowledge of the review and its purpose, which will help to ensure any relevant contributions can be captured.</p> <p>Communications Lead - Elected Member:: <i>(To be agreed)</i></p> <p>Communications Lead – Officer: <i>(To be agreed)</i></p> <p>Communications Officer: <i>(To be agreed)</i></p> <ul style="list-style-type: none"> • <i>Will this review be subject to a press embargo? NO</i>
<p>Completed by:</p> <p>Date:</p>	<p>Mark Taylor Group Manager – Governance & Assurance June 2016</p>
<p>Approved by Scrutiny Committee:</p> <p>Date:</p>	

Safeguarding Overview & Scrutiny Committee

Scrutiny Review

*Seeking to improve the lives of people, communities
and businesses in Dorset*

Domestic Abuse

***'Rate of children subject to Child Protection where
domestic abuse is a feature'***

Working Together for a Strong and Successful Dorset



1. INTRODUCTION

- 1.1 The Council is committed to a process of regular and objective assessment of its services and the contribution that it makes to improving outcomes for the residents and communities we serve.
- 1.2 This is achieved through a focused and structured assessment of those areas which have been identified as priorities in our Corporate Plan.
- 1.3 This ensures that the Executive (Cabinet) is held to account for the delivery of positive outcomes through an appropriate and proportionate process of independent scrutiny.
- 1.4 The scrutiny process is therefore welcomed as constructive mechanism through which the Council can seek to provide assurance, or identify areas where it is felt that improvements can be made.
- 1.5 Any identified areas for improvement will be captured and recommended to the Executive (Cabinet) for consideration and, where agreed, implemented.

2. SCRUTINY REVIEW- THE APPROACH

- 2.1 To support the Committee in a structured approach to scrutiny, a small number of 'Key Lines of Enquiry (KLOE)' have been developed to provide a framework to the assessment process.
- 2.2 These KLOE's are based on the Outcomes Based Accountability (OBA) principles and methodology. They are purposefully focused to ensure a clear rationale and scope is in place to support the review process.
- 2.3 These are not intended to restrict the Committee in its collection of evidence, nor to limit representations or attendance that members feel are necessary to give due consideration to a topic. They simply look to ensure that a consistent and constructive approach is taken to the scrutiny of topics.
- 2.4 The framework of KLOE's set out below are to help the Committee in their identification of those areas where it is considered that improvements could be achieved for the benefit of residents, communities and businesses in Dorset.

3. TOPIC SELECTED FOR SCRUTINY – Domestic Abuse

Corporate Plan Outcome Priority: - SAFE

- *Crime, antisocial behaviour and domestic abuse across Dorset is minimised*

Outcome Indicator

- Rate of children subject to a Child Protection where domestic abuse is a feature

(A simple trend line would be inserted here – if not available then Data Development Plan would be agreed. Alternatively a proxy indicator could be used in the interim e.g. rate of

children subject to a Child Protection Plan, crime rate and domestic abuse. As it will take some time to “Turn the Curve” it is helpful to have some proxy measures to indicate progress in the right direction or not).

4. KEY LINES OF ENQUIRY – A Structured Approach to Scrutiny

We need to actively look to ‘Turn the Curve’ – Using 7 “Killer” Questions

1. If we do nothing where is the trend heading, is this OK?

- From a recent audit completed by Children’s Services, 97% of children subject to a Child Protection Plan showed that domestic abuse was a concern.
- The evidence suggests locally and nationally that incidents of domestic abuse is rising and is impacting significantly on outcomes for children, young people and carers. If we do nothing then the trend is likely to continue locally and hence this situation is not OK.
- A study into Domestic Abuse (undertaken in 2009 by Professor Sylvia Walby) estimated that nationally the total cost to services in dealing with the impacts of domestic abuse were £4.57 Billion. In Dorset alone this was estimated as an overall cost to agencies involved as being in the region of £35 Million.

2. What’s helping and hindering the trend (“causes and forces”)?

- Domestic abuse is clearly associated with parental substance misuse and mental health problems (known collectively as the “toxic trio”)
- Hostility, intimidation and violence within families are significantly associated with poor attachments and poor outcomes resulting in children not reaching their potential. We know from Serious Case Reviews that domestic abuse is linked to serious harm and death of children and female carers.
- Evidence has also confirmed that perpetrators of domestic abuse are predominantly male.
- Victims of domestic abuse can be children and also both female and male carers (around 20%). It affects whole families and communities.
- Early Help and prevention work can reduce the risk of domestic abuse e.g. Dorset Families Matter.
- There is a lack of local provision for both victims and perpetrators.

3. Are local services and partnership working making a difference and providing value for money?

- Data suggests we have a significant journey to travel to make more of a difference in providing effective and efficient services.



- Evidence on specific services is patchy and requires further interrogation re. provision for victims and perpetrators, specialist programmes and impact of early help and prevention.
- There is a need for more of a whole family and community approach with partners (cross council, multi-disciplinary and closer working/integration of services). No one service can solve the problem alone!
- Local people need to be better communicated with on the scale of the problem, impact on lives and how they could be part of the solution.

4. What additional information / research do we need to properly understand the “causes and forces”?

- *See above*
- Need to task relevant officers and partnerships to complete an analysis to ensure we are able to properly understand the ‘causes and forces’ at work around domestic abuse.
- Need to learn from existing national research and other Councils e.g. Hertfordshire who have done a significant amount of work in this area
- There is a need to better understand the costs of late intervention and domestic abuse.

5. Who are the key partners we need to be working with (including local residents)?

- Dorset Safeguarding Children’s Board.
 - *One of the key priorities or “obsessions” for the Board is to significantly reduce rising numbers of children subject to a Child Protection Plan*
- Adult Safeguarding Board
- Health and Wellbeing Board
- Community Safety Partnership
- Dorset Families Matters
- Dorset CC Research and Information
- Women’s Refuge
- Domestic Abuse Forum
- Police and Crime Commissioner / Dorset Police

6. What could work to turn the trend in the right direction including “low cost and no cost solutions”? Additional information/research around “what works”?

- Multi-disciplinary and co-location of services / teams.
- Strengthening families and communities around domestic abuse prevention.

- Frontline services better understanding risks and impact of domestic abuse (joint training).
- Learn from examples of best practice e.g. Family Assessment Support Service (FASS) programme in Newport, South Wales and Department for Education Innovation Programme evaluation, adult perpetrator programmes etc.

7. What is the Council's and Members role and specific contribution?

- Up to 4 key (SMART) actions that could be worked on from tomorrow:

1. Commission further work on properly understanding the local 'causes and forces' at work around domestic abuse, costs and its impact on people lives.
(Lead person to be identified)
2. Identify local opportunities to build on encouraging practice - linked to "what works" and learning from other places.
(Lead person to be identified)
3. Start discussion with Dorset Safeguarding Children's Board on joint working opportunities around domestic abuse.
(Lead person to be identified)
4. Start a Dorset wide public education campaign on the extent of Domestic Abuse, its impact and encouraging a call to action to 'turn the curve'.
(Lead person to be identified)

OTHER SUPPORTING INFORMATION

In supporting the scrutiny review the Committee could also be provided with some specific data to provide some additional background and context as follows;

- i) Financial information**
(3-year budget & expenditure profile etc.)
- ii) Performance information**
(Related outcome statement(s); Population Indicators and Performance Measures)
- iii) Risk information**
(Relevant risks and their respective rankings on the Corporate Risk Register)

Dorset County Council
June 2016

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People and Communities Overview & Scrutiny Committee Work Programme

Chairman: Cllr David Walsh
Vice-Chairman: Cllr Steve Byatt

Agreed Items (yet to be scoped and/or scheduled)

All items that have been agreed for coverage by the Committee have been scheduled in the Forward Plan accordingly.

Date of Meeting		Item/Purpose	Key Lines of Enquiry (KLOE)	Lead Member/Officer	Reference to Corporate Plan	Target End Date
11 October 2016 (10.00am)	1.	<u>Registration PDP</u> Outcome of PDP	To be confirmed	Paul Leivers Head of Early Help and Community Services		
	2.	<u>Co-Production and Community Capacity Building Action Plan</u> To provide an opportunity to review the Action Plan	Links with service change and Living and Learning Centres	Patrick Myers Head of Corporate Development	To be confirmed	
January 2017 (10.00am)						
March 2017 (10.00am)						
Other draft items / issues identified for potential review;						

Debbie Ward
Chief Executive
May 2016

People and Communities Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	16 June 2016
Officer	Interim Director for Adult and Community Services
Subject of Report	Mobile Library Service
Executive Summary	<p>The County Council currently provides mobile library services to:</p> <ul style="list-style-type: none"> i) The general public via three public mobile library vehicles, visiting 196 stops across the county ii) To residents in residential homes for older people via the Home Library Service mobile vehicle. <p>The purpose of this report is to consider how mobile library services are provided in the future.</p> <p>The County Council’s Medium Term Financial Plan includes savings for the library service and change for the service is required. This report focusses on proposed change for the mobile library service and considers the impact of change on members of the public. The proposal is to:</p> <ul style="list-style-type: none"> i) Maintain the mobile library service provided through the Home Library Service vehicle provided by Dorset County Council ii) Cease the provision of the current public mobile library service but develop a level of library service for people who are unable to access services which will include: <ul style="list-style-type: none"> • focus on providing access for people who are housebound by extending the Home Library Service for individuals in partnership with the Royal Voluntary Service

	<ul style="list-style-type: none"> • Develop work in and with communities to enable some people to have access to library services through car sharing and/or good neighbour type schemes etc. <p>The proposal will allow the County Council to provide access to library services to those who cannot access the service in any other way within the financial resources available.</p> <p>Consultation with the public and communities has been carried out during April and May 2016. This report includes the consultation results to help understand the impact of the proposal on mobile library users and how the users could access library services in alternative ways and has informed the recommendations for decision. The headline results indicate that 42% initially said that they would still be able to continue to use library services with 32% responding that they would not be able to and a further 26% saying 'don't know'. Further analysis of these results shows that 66% of all respondents to this question indicated an alternative way in which they would be able to access the service.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>An Equalities Impact Assessment has been drafted based on the proposed changes. Customers of public mobile libraries when compared to customers of library buildings comprise:</p> <ol style="list-style-type: none"> i) Higher proportion of females although the proposal would impact equally on men and women ii) Higher proportion of people aged over 75 years iii) Higher proportion of people with mobility related conditions or disabilities iv) Lower proportion of people in employment. <p>This information has been used to shape the approach to consultation and to developing the plans to mitigate the impact on people who are unable to travel to a library building.</p> <p>The assessment is that there will be some impact on some people particularly older people and those in rural communities. Consideration has been given to how people can continue to access to library services in an alternative way to mitigate or minimise any impact.</p> <p>Further information is provided in Appendix 5.</p> <hr/> <p>Use of Evidence:</p> <p>Information on the level of visits and issues of library books and the results from the Public Library User Survey undertaken in November 2015 have been used in the preparation of this report. The results of the consultation on mobile library services have also been included.</p>

	<p>The number of active borrowers on the four public mobile libraries for the 12 months prior to October 2015 was 1847. This equates to 2.5% of the total number of active borrowers using Dorset Library Service (72,776). Of these mobile library active users, 200 (10.83%) were aged under 18.</p> <p>In broad terms the use of the four public service mobile libraries has declined while the Home Library Service mobile has been stable. 9,313 children's books were issued in 2015/16 which was 12.2% of the 76,459 items issued on the public service mobiles.</p>
	<p>Budget:</p> <p>The Medium Term Financial Plan, approved by the County Council, estimated savings of £126,000 for the mobile library service over the next two years. The current budget for 2016/17 is £168,000.</p> <p>Reducing the fleet of mobile library vehicles will mean that there will be a reduced need to replace vehicles at a cost of approximately £100,000 each. This means that there is a capital avoidance cost for the County Council.</p> <p>There will be some residual value in disposing of the vehicles as a one off contribution to the savings.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW.</p> <p>There is the risk of change to the network of library buildings arising from other changes. This is a consideration but any impact from other change can be assessed at that future point in time. The alternative is to wait until there is certainty. However this means that savings could not be achieved.</p>
	<p>Other Implications:</p> <p>Providing service for people who are unable to access a library building will require additional services to be commissioned from an existing contract, currently let to a voluntary organisation. Part of the mitigating action plan for providing alternative access to library services includes extending the Home Library Service delivered in partnership with the Royal Voluntary Service. There are potential risks that there may not be sufficient volunteers in the areas where they are required. There are currently 211 active volunteers plus reserves providing the service to over 590 clients. Based on consultation when 42 people indicated an interest in the Home Library Service (approximately 10% of respondents) it is judged that</p>

Mobile Library Service

	<p>it will be feasible to provide this service.</p> <p>It should be noted that the proposed change is likely to result in more people needing to drive to their nearest static library rather than walk to the mobile library vehicle. The proposed changes would mean that there would no longer be three mobile library vehicles on the road; these vehicles currently travel approx. 36,500 miles per annum in total (based on routes operated by four mobile vehicles in 2015/16).</p>
Recommendation	<p>The Committee is asked to recommend to the Cabinet that:</p> <ul style="list-style-type: none"> i) It notes the consultation responses about the proposed changes to the mobile library service. ii) Maintains the mobile library service provided by the County Council to residential homes and sheltered accommodation units. iii) Approval is given to the closure of the public mobile library service by end of December 2016 (earliest) and by end of March 2017 (latest) and the development of alternative access to library services (see paragraph 9.2) where required within resources available.
Reason for Recommendation	To meet the council's Medium Term Financial Plan, ensuring that the County Council achieves a balanced budget.
Appendices	<p>Appendix 1 – Consultation questionnaire about proposed changes to the mobile library service.</p> <p>Appendix 2 – Supporting information provided as part of consultation</p> <p>Appendix 3 – Summary of consultation results about proposed changes to the mobile library service from members of the public</p> <p>Appendix 4 – Consultation responses from parish and town councils and district and borough councils.</p> <p>Appendix 5 – Risks and Impact assessment</p>
Background Papers	Report to Adult and Community Services Overview Committee – Mobile Library Services 14 March 2016.
Officer Contact	<p>Name: Tracy Long, Dorset Library Service Manager Tel: 01305 224458 Email: t.long@dorsetcc.gov.uk</p> <p>Name: Paul Leivers, Head of Early Help and Community Services Tel: 01305 224455 Email: p.leivers@dorsetcc.gov.uk</p>

1. Background

- 1.1 The County Council has to provide a public library service under the 1964 Public Libraries and Museums Act. The requirement is to provide a “comprehensive and efficient” service for all persons desiring to make use thereof. The Act does not set out any detail on how this should be provided in practice. Guidance from government highlights the need for a clear strategy for the service. The last major review of policy for the library service was undertaken in 2011/12.
- 1.2 In 2011, the County Council approved the strategy for the library service which set out a new strategic approach for the library service in order to meet its statutory responsibilities of the Public Libraries and Museums Act 1964. In order to fulfil the responsibility to provide a comprehensive and efficient service for all persons who wish to use it, the key features of the library service are:
- a) A core network of libraries geographically spread across the county
 - b) A mobile library service
 - c) Supported by a resources fund
 - d) Access to a range of online resources and services via the website
 - e) Work with partners to provide services including enabling local communities to provide a local library service and use of the building for wider community benefit.

2. Budget context

- 2.1 The Medium Term Financial Strategy identifies the library service and other early help and community services needing to reduce the base budget by £1.065 million over the next three years. This means that by 2019/20 there will be a budget which is some 78% of the budget in 2015/16. Budget savings on this scale means that the savings need to come from a range of areas and initiatives. The mobile library service is one of the areas for consideration.
- 2.2 The Medium Term Financial Plan approved by the County Council estimated savings of £126,000 for the mobile library service over the next two years. The current budget for the mobile library service for 2016/17 is £168,000.

3. Proposal for change for the mobile library service

- 3.1 The County Council has to consider how it can best provide library services with a significantly reduced budget. In doing so it has to consider the impact of change on members of the public and how it can maximise access to services through the combination of library buildings, mobile libraries, online access and work with partners and local communities.
- 3.2 The proposal is to:
- a) Maintain the mobile library service provided through the Home Library Service vehicle provided by Dorset County Council
 - b) Cease the provision of the public mobile library service with a view to ensuring that some library service is provided for people who are unable to access services which will include:

Mobile Library Service

- Focus on providing access for people who are housebound by extending the Home Library Service for individuals in partnership with the Royal Voluntary Service
- Develop work in and with communities to enable some people to have access to library services through car sharing and/or good neighbour type schemes etc.

3.3 In March 2016, the Adult and Community Services Overview Committee considered a report on Mobile Library Services and approved that consultation on the mobile library service be undertaken.

3.4 The report included an overview of the current mobile library service arrangements.

4. Alternative access to library services

4.1 The proposal is to cease the public library mobile service and for users to access library services through:

- a) The network of 25 DCC managed libraries. In addition there are 8 community managed libraries supported by the County Council
- b) Promoting the availability of the good neighbour facility where family/friends/neighbours can borrow on behalf of a user with an extended loan period and no overdue charges.
- c) Access to online resources, information and services.
- d) Providing the volunteer based Home Library Service for individuals (subject to criteria). This is a different service to that which is provided by the Home Library Service mobile library. The County Council commissions the Royal Voluntary Service to provide a service for individuals who are housebound and unable to access conventional library services and wish to have books and other materials delivered to their home. It is available to individuals living in their own homes, including residents of sheltered housing, within the administrative area of Dorset County Council. It enables such individuals to have access to library materials based on their personal preferences and also provides an opportunity for social contact. The service is available to those, for example, who may be unable to leave the home for health reasons or because they are caring for someone or have difficulty gaining access to a library due to restricted mobility.
- e) Work with the Partnership for Older People Programme (POPPs) team and local communities to develop good neighbour and car sharing schemes where there is a need and interest.

5. Approach to consultation about the mobile library service

5.1 During April and May 2016, consultation about the proposals for change for the mobile library service has been undertaken with:

- a) Library users, with a particular focus on public mobile library users.
- b) Local communities through parish and town councils. Information was also sent to the district and borough councils.
- c) Mobile library staff and trade unions.

5.2 The purpose of the consultation with the public was to help better understand the impact of the proposed change on mobile library users. Hard copies of the consultation

form (Appendix 1) together with supporting information (Appendix 2), were made available on all the public library mobiles from Monday 4 April to Friday 13 May (6 week period). Forms were also available in all libraries in Dorset. There was an online version on the Dorset for You website.

- 5.3 During the same period, all parish and town councils, together with district and borough councils were invited to comment on the proposals. In particular, local councils were asked about any support that they could provide to enable community development work that would facilitate access to library services.
- 5.4 For the Christchurch area, contact was also made with a number of Resident Associations. This follows on from a suggestion from one of the local members as there are no parish or town councils for some of this area.
- 5.5 Mobile library staff and trade unions have been consulted about the proposals and the likely impact on the staff and there has been the opportunity for staff to comment.

6. Responses to consultation

Consultation with public

- 6.1 There have been 453 survey forms completed and returned, of which 91% of the respondents are mobile library users.
- 6.2 The headline results of the consultation are as follows:
 - a) The majority of the respondents are mobile library users
 - b) 78% use the mobile library every time it visits
 - c) 34% of respondents are getting items on behalf of other people
 - d) 87% walk to the mobile library stop and 8% drive or are taken by car
 - e) Over 90% of respondents are less than 10 minutes from home to the mobile library stop.
 - f) 426 people answered the question about whether they would be able to continue to use the library service in alternative ways. The headline results indicate that 42% initially said that they would still be able to continue to use library services with 32% responding that they would not be able to and a further 26% saying 'don't know'. Further analysis of these results shows that 66% of all respondents to this question indicated an alternative way in which they would be able to access the service.
 - g) In response to the question about how people would access the library service if the mobile library service was withdrawn, the responses (multiple options available) were:
 - 61% would use their nearest static library
 - 10% would look to use the home library service
 - 5% would ask someone else to collect books from a library on their behalf
 - 7% would consider using the online library
 - 29% said none of the above.(These do not sum to 100% because people could choose more than one option)
- 6.3 Further analysis of the questions relating to f) and g) have been undertaken as some people initially answered 'don't know' to the question about continued use of the library service and then when presented with the alternative ways in which to access the service, the respondent went on to specify an option for continued use. This further analysis illustrates that those "able to use the library service" increases from 42% to 57%. In addition, there were a number of people who answered 'no' to the question

about continued use and then proceeded to select an option when presented with this information. Taking this into account, 66% of people who responded to the question about being able to continue to use the library service (either by yes/no/don't know) then went onto specify in some way that they could access library services.

- 6.4 The summary consultation results are attached at Appendix 3. The full consultation results about the proposals for change for the mobile library service will be made available for member reference in the Members' room.

Consultation with local councils

- 6.5 5 local councils responded to the consultation. It should be noted that some of the local councils included in the consultation are not served by a mobile library service. Appendix 4 shows the responses from the local councils in detail.

7. Human Resources considerations

- 7.1 There are eight members of library service staff directly affected by the proposal. These include the three full time Mobile Library Managers and support staff.
- 7.2 Consultation about the proposals has already been initiated with this group of staff. Subject to any decision, a change management process, in accordance with County Council policies and standard approach, would be undertaken with these staff.

8. Financial considerations

- 8.1 The Medium Term Financial Plan includes estimated savings for the library service of £1.065 million. Of these, £126,000 savings are estimated from the mobile library services budget over the next two years. If the savings are not realised through the mobile library service, then additional savings will need to be found from other areas of the library service.
- 8.2 There will be additional costs involved in extending the contract with the Royal Voluntary Service to deliver the Home Library Service. These will need to be negotiated with the RVS as part of the implementation plan. This would be managed within the budget available for the service.
- 8.3 Reducing the fleet of mobile library vehicles will mean that there will a reduced need to replace vehicles at a cost of approximately £100,000 each. This means that there is a capital avoidance cost for the County Council.
- 8.4 Following decommissioning, the three mobile library vehicles would be declared surplus and be disposed of at auction in line with normal County Council procedure. There would be some residual value in each of the vehicles which is estimated to be in the region of £2,000 per vehicle (subject to vehicle age and condition).

9. Timescales

- 9.1 The report to the Adult and Community Services Overview committee in March 2016 identified that a further report would be provided to the next Adult and Community Services Overview committee in June 2016. The committee structure has changed and consequently the report is being presented to People and Communities Overview and Scrutiny committee for their consideration.
- 9.2 Subject to any decision taken by elected members, it is estimated that the implementation could be from December 2016. The principle that the service will be

working to will be to set up and make available alternative service arrangements before the mobile library service is ceased in a local area. This would allow for the alternative service arrangements to be developed to ensure that as the mobile library service is withdrawn, users continue to have access to the library service. This also allows for the conclusion of the staff change process and any redundancy notice periods.

10. Conclusions

- 10.1 The mobile library service is a much appreciated one for rural areas. However the order of budget challenges facing the Council means that we now need to consider asking people who can travel to a library building to do so and to focus on providing alternative access to library services for those who are unable to access library buildings or online resources.
- 10.2 The headline results indicate that 42% initially said that they would still be able to continue to use library services with 32% responding that they would not be able to and a further 26% saying 'don't know'. Further analysis of these results shows that 66% of all respondents to this question indicated an alternative way in which they would be able to access the service.
- 10.3 There appears to be some interest in potential opportunities to help people with a small number of people asking for information about community transport schemes or expressing an interest in volunteering in their local community to help people use library services. As part of the implementation of any change, work will be undertaken with the Service Manager, Early Help to develop community activity to support the continued use of the library service.

Helen Coombes
Director for Adult and Community Services
June 2016



Proposed changes to the Mobile Library Service 2016

Please read the supporting information before completing the survey. The survey should take no longer than 10 minutes to complete. Thank you in advance for your time.

You can return this survey via your local library or mobile library and online at www.dorsetforyou.com/mobile-library-consultation

1. Which of the following ways do you currently use Dorset library service? Please tick all that apply.

- A – Use the mobile library
- B – Visit a library building
- C – Online library
- D – Other

If you selected 'D – Other' please specify:

2. Which mobile library stop do you currently use most often?

3. How regularly do you use a mobile library?

- Every time it visits
- About once a month
- Less often

4. When you visit the mobile library, how many people are you getting items for?

- Just myself
- 2 people
- 3 people
- 4 or more people

5. How do you currently get to your mobile library stop?

- Walk
- Cycle
- With a neighbour
- By car – driver
- By car – passenger
- Other

If you selected 'Other' please specify in the space provided below:

6. How long does it take you to get to the stop from your home?

- Up to 5 minutes
- 5 to 10 minutes
- 10 to 20 minutes
- 20 to 30 minutes
- 30+ minutes

7. After considering the alternative ways of using the library service, will you still be able to use library services?

- Yes
- No
- Don't know

8. Having read the different ways to access library services, which of the following options would be best for you? (Please tick as many as appropriate).

- I would use my nearest static library
- I would look to use the home library service
- I would ask a friend/family member or neighbour to collect books from a static library on my behalf
- I would use the online library service
- None of the above

9. If you would use a static library, which library would you use?

- Beaminster
- Blandford
- Bridport
- Burton Bradstock
- Charmouth
- Chickerell
- Christchurch
- Colehill
- Corfe Castle
- Corfe Mullen
- Crossways
- Dorchester
- Ferndown
- Gillingham
- Highcliffe
- Littlemoor
- Lyme Regis

Mobile Library Service

- Lytchett Matravers
- Portland Tophill
- Puddletown
- Shaftesbury
- Sherborne
- Stalbridge
- Sturminster Newton
- Swanage
- Upton
- Verwood
- Wareham
- West Moors
- Weymouth
- Wimborne
- Wool
- Wyke Regis

10. How would you get to this library?

- Walk
- Cycle
- With a neighbour
- By car – driver
- By car – passenger
- Other

If you selected 'Other' please specify in the space

11. **If you cannot get to a library or are not able to use the home library service, do you have a friend or neighbour who is able to help you access library services?**

- Yes
 No
 Don't know

12. **Would you like details of local community transport scheme?**

- Yes
 No

If so, please provide name and contact details in the box below

13. **Would you be interested in volunteering in your local community to help people use library services? For example, offering to collect books from a static library, taking someone to the library or helping provide local library services?**

- Yes
 No

If so, please provide name and contact details in the box below

14. Please give some further detail about the impact of the proposed change on your ability to use the library.

15. Do you have any further comments?

About You

In order for us to understand what services are important to different areas and groups of people, we would like to gather a bit more information about you. All information from this survey will be kept confidential and you are under no obligation to provide details.

16. What is your postcode?

17. Are you?

- Male
 Female
 Prefer not to say

18. Age group

- Under 16 25-44 65-74 Prefer not to say
 16-24 45-64 75 or over

19. Sexuality

- Bisexual Heterosexual Other
 Gay man Lesbian Prefer not to say

20. Religion

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> No religion | <input type="checkbox"/> Muslim |
| <input type="checkbox"/> Buddhist | <input type="checkbox"/> Sikh |
| <input type="checkbox"/> Christian | <input type="checkbox"/> Other faith/religion/belief |
| <input type="checkbox"/> Hindu | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Jewish | |

21. Ethnicity

- | | |
|--|--|
| <input type="checkbox"/> White British | <input type="checkbox"/> Black/Black British – Caribbean |
| <input type="checkbox"/> White Irish | <input type="checkbox"/> Any other Black background |
| <input type="checkbox"/> Gypsy/Irish traveller | <input type="checkbox"/> Mixed ethnic background – White and Asian |
| <input type="checkbox"/> Any other White background | <input type="checkbox"/> Mixed ethnic background – White and Black African |
| <input type="checkbox"/> Asian/Asian British – Bangladeshi | <input type="checkbox"/> Mixed ethnic background – White and Black Caribbean |
| <input type="checkbox"/> Asian/Asian British – Chinese | <input type="checkbox"/> Any other mixed background |
| <input type="checkbox"/> Asian/Asian British – Indian | <input type="checkbox"/> Any other ethnic group |
| <input type="checkbox"/> Asian/Asian British - Pakistani | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Any other Asian background | |
| <input type="checkbox"/> Black/Black British – African | |

22. Do you consider you have a disability under the Disability Discrimination Act?

The Equalities Act 2010 defines a disability as: 'A physical or mental impairment that has a 'substantial' and 'long term' negative effect on your ability to do normal daily activities.' In this definition, long-term is taken to mean a minimum of 12 months.

- | | |
|------------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> No | |

**Dorset County Council's Mobile Library Service –
consultation about proposed changes to the service**



Introduction

Budget implications and good business practice has led us to reassess the service we offer and it will help us prioritise the delivery of a library service to residents who are unable to access library buildings.

Dorset County Council is facing unprecedented budget pressures and has to consider how it can best provide library services with a significantly reduced budget.

Currently there are four public library mobile vehicles serving stops across the county. From May 2016, this will change to three vehicles following re-timetabling of routes and the withdrawal of one vehicle. Another mobile, the Home Library Service mobile visits residential homes for older people and sheltered accommodation.

The proposal that we are consulting on is about more change to the mobile library service due to further budget reductions. The consultation is to help us better understand the impact of the proposed change on mobile library users.

What is the proposed change?

- To maintain the Home Library Service mobile to residential homes and sheltered accommodation
- To cease providing the public library mobile service and to ensure that people who are unable to access the service in other ways can continue to be provided with a library service.
-

Why are we reviewing the service?

- Use of the public library mobile service has been in decline over a number of years. This is partly due to changing needs and a growth in car ownership.
- The budget for the library service is reducing and the need to find savings means that change is required from a range of areas including the mobile library service.
-

Alternative ways of accessing the library service

Static libraries

There are 25 libraries managed by Dorset County Council and eight community managed libraries.

Home Library Service for individuals

The Home Library Service is delivered by Royal Voluntary Service (RVS) for people who are housebound and cannot get to a library. This bespoke service delivers books and other resources to customers at home free of charge at regular intervals. This service will continue and be expanded.

Please note that this is a different service to that provided by the Home Library Service mobile.

Good Neighbour (or family or friend)

If you are unable to visit the library and have a friend, family member or neighbour who would be willing to collect books on your behalf you can sign up under our “good neighbour” library membership category.

This will enable you to borrow the same number of items as a regular user although you will not be charged for overdue items. You will be sent a reminder if any items are overdue for return.

Online Services

You can access the library service online. You can download e-books and e- audio book services, which are free to use and can be accessed 24/7 via the Dorset for You website. You can also reserve books for collection from a library. For more information, visit www.dorsetforyou.com/libraries

Other

There is also the opportunity for community development work to enable some people to have access to library services through car sharing, befriending schemes etc.

What happens next?

Once the consultation feedback has been analysed, the results will be presented to the People and Communities Overview and Scrutiny Committee at a future meeting in summer 2016 and then a decision will be taken by Cabinet.

Have your say

Your views are important so that we can better understand how the proposals will impact on you.

Please take the time to complete the survey so that we can understand the impact that the proposals may have. You can give your views online at www.dorsetforyou.com/mobile-library-consultation or return this form via the mobile library or any static library.

The consultation is open from 4 April to 14 May 2016.

Summary of consultation results about proposed changes to the mobile library service

There were 453 questionnaires completed in total. In response to the question about how people use the library service currently, the following responses were received.

No. of respondents	%	Answer to question
413	91	Use the mobile library
113	25	Visit a library building
20	4	Online library
8	2	Other

Table 1: Number of respondents and % of responses to question: Which of the following ways do you currently use Dorset library service? Please tick all that apply.

Most respondents use the mobile library service every time it visits.

No. of respondents	%	Answer to question
336	78	Every time it visits
68	16	About once a month
26	6	Less often

Table 2: Number of respondents and % of responses to question: How regularly do you use a mobile library?

A question was included about how do users

No. of respondents	%	Answer to question
364	87	Walk
6	1	Cycle
2	0	With a neighbour
27	6	By car - driver
10	2	By car - passenger
8	2	Other

Table 3: Number of respondents and % of responses to question: How do you currently get to your mobile library stop?

The consultation included a question about continued use of library services if the mobile library should cease after considering the alternative ways of using the service.

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No. of respondents	%	Answer to question
177	42	Yes
137	32	No
112	26	Don't know

Table 4: Number of people and % of responses to question: After considering the alternative ways of using the library service, will you still be able to use library services?

In the consultation, a question was asked on how people would access the library service if the mobile library service was withdrawn. 470 responses were received to this question – please note that multiple options could be selected. The responses to that question were:

No. of respondents	%	Answer to question
253	61	I would use my nearest static library instead
42	10	I would look to use the home library service instead (criteria apply)
21	5	I would ask a friend/family member or neighbour to collect books from a library on my behalf
31	7	I would consider using the online library service
123	29	None of the above.

Table 5: Number of people and % of responses to question: Having read the different ways to access library services, which of the following options would be best for you? Please tick as many as appropriate

Of the respondents that replied that they would use a static library, 70% said that they would drive or be taken by car to the library.

No. of respondents	%	Answer to question
30	9	Walk
3	1	Cycle
4	1	With a neighbour
191	57	By car – driver
45	13	By car – passenger
61	18	Other

Table 6: Number of respondents and % of responses to question: how would you get to this library?

For those who said that they cannot get to a library or are not able to use the home library service, a question was asked about accessing library services with the support of a friend or neighbour.

No. of respondents	%	Answer to question
43	13	Yes
199	58	No
101	29	Don't know

Table 7: Number of people and % of responses to question: If you cannot get to a library or are not able to use the home library service, do you have a friend or neighbour who is able to help you access library services?

There was very little interest in having more details of community transport scheme with only 11% of respondents requesting this.

There was question asked about interest in volunteering in the local community to help people use library services.

No.	%	Answer to question
32	8	Yes
358	92	No

Table 8: Number of people and % of responses to question: Would you be interested in volunteering in your local community to help people use library services?

The consultation questionnaire also allowed for respondents to provide further detail about the impact of the proposed change on a customer's ability to use the library. There was also space provided for any other comments. There were over 500 comments received in total to these two sections. The comments have been analysed and the key themes in the responses can be categorised as follows:

- a) Concerns about the loss of a convenient and local service and an opportunity for social, community contact
- b) Difficulty in accessing their nearest static library due to:
 - Availability and cost of public transport
 - Travel distances by car
 - Fuel and parking costs
 - Ability to carry books particularly if also carrying shopping
- c) Important in rural area to provide equality of access
- d) View that the proposals would negatively impact or isolate elderly people particularly those in rural communities.

There were also other comments made by a number of respondents about:

- a) Concerns about the opportunities for children to use the service

Mobile Library Service

- b) For some, there would be no impact as they would be able to use library services in alternative ways
- c) For some, the proposal would mean that they stop or use the service less
- d) Some suggested that the mobile library visit on a monthly basis rather than fortnightly.

In addition to the consultation, a number of individuals contacted the library service directly to make comments either by email or by phone. It should be noted that these people also completed the consultation questionnaire.

Information about respondents

Respondents were asked to complete a section to provide information about their background. The results are as follows:

Gender

No. of respondents	%	Answer to question
126	30	Male
284	68	Female
10	2	Prefer not to say

Age Group

No. of respondents	%	Answer to question
5	1	Under 16
1	0	16 -24 years
10	2	25 – 44 years
70	17	45 – 64 years
127	30	65 – 74 years
188	45	75 or over
17	4	Prefer not to say

Sexuality

No. of respondents	%	Answer to question
10	3	Bisexual
0	0	Gay man
254	75	Hetrosexual

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1	0	Lesbian
3	1	Other
70	21	Prefer not to say

Religion

No. of respondents	%	Answer to question
65	17	No religion
1	0	Buddhist
258	68	Christian
0	0	Hindu
0	0	Jewish
0	0	Muslim
0	0	Sikh
3	1	Other faith/religion/belief
53	14	Prefer not to say

Ethnicity

No. of respondents	%	Answer to question
350	90	White British
1	0	White Irish
0	0	Gypsy/Irish traveller
5	1	Any other White background
0	0	Asian/Asian British – Bangladeshi
0	0	Asian/Asian British – Chinese
2	1	Asian/Asian British – Indian
0	0	Asian/Asian British – Pakistani
0	0	Any other Asian background
0	0	Black/Black British – African
3	1	Black/Black British – Caribbean
0	0	Any other Black background
0	0	Mixed ethnic background – White and Asian

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0	0	Mixed ethnic background – White and Black African
0	0	Mixed ethnic background – White and Black Caribbean
1	0	Any other mixed background
0	0	Any other ethnic group
27	7	Prefer not to say

Disability

The Equalities Act 2010 defines a disability as: 'A physical or mental impairment that has a 'substantial' and 'long term' negative effect on your ability to do normal daily activities.' In this definition, long term is taken to mean a minimum of 12 months.

No. of respondents	%	Answer to question
67	17	Yes
307	77	No
27	7	Prefer not to say

Consultation responses from parish and town councils and district and borough councils (consultation period 4 April – 20 May 2016)

Date	Parish/Town Council	Comments
06- Apr	Sixpenny Handley & Pentridge Parish Council	Support the continuation of the service to Sixpenny Handley and Woodyates as Sixpenny is identified as a Rural Service Centre in the Local Plan being 10 miles from the main towns of Wimborne, Blandford, Salisbury and Shaftesbury. We would pleased to make the Parish Office at 6 Town Farm Workshops available if helpful to the service.
06- Apr	Dorset Councils Partnership	The council partnership understands the context in which these proposals are made and supports the continuation of the Home Library Service mobile to residential homs. We also suport the continued access to service by those who are housebound via the RVS. We would be happy to enable access to this service and that of the Good Neighbour scheme through our community contacts should this be of help. The future of our discretionary services is currently under review and we will look at opportunities for collaborative working at a local level as we review them this year.
19- Apr	Blandford Forum Town Council	Concerns about the possibility of losing such a valuable service. Each Cllr is to complete a survey but it was considered that a letter expressing their concern should be sent additionally.
13- May	Hurn Parish Council	The proposals for the mobile library service in Dorset were discussed at the Hurn Parish Council meeting on Monday 9 May 2016. Councillors object to the proposal to withdraw the mobile library service which would have an adverse impact on Residents especially the elderly.
	Hurn continued	The mobile library is an invaluable service to Residents who cannot access static libraries. Public transport links are poor in Hurn as in other rural areas of Dorset. The elderly in particular cannot walk any distance to access public transport. Without the mobile library service, they would become more isolated, with the associated potential health and wellbeing issues.

Mobile Library Service

The parish council has concerns regarding the proposal to stop the Mobile library service.

1. The only realistic alternatives are either a separate visit to a library or (if relevant) use of the Home Library Service.

2. The Parish council is concerned that library usage will drop as fewer people will be able to make the trip to a library compared to the number who currently use the Mobile Library Service.

3. The terms for use of the Home Library Service are very limited - many people who use the mobile library service will not qualify but will not be able to visit a library and will thus be marginalised.

4. The Parish Council asks for historical data on use of the Chideock Mobile Library service.

15-
May Chideock Parish Council

Risks and impact assessment

Impact assessment

The Public Library User Survey undertaken in November 2015 and the consultation on mobile library services show that customers of mobile libraries when compared with users of library buildings have:

- a) Higher proportion of females – however the proposal to withdraw the service will impact equally on both men and women.
- b) Higher proportion of people aged over 75 years
- c) Higher proportion of people with mobility-related conditions or disabilities
- d) Lower proportion of people in employment.

Access to library service buildings requires consideration. 15.5% of households in the 2011 census had no car or van. The drive time to the current network of 25 DCC libraries and the proportion of Dorset's population within a two and five mile radius of a library are shown in the tables below:

Estimated drive time for population to a library building.

<u>Drive time</u>	<u>Percentage of population for 25 DCC libraries</u>
5 minutes	77.8%
10 minutes	92.7%
20 minutes	100%

Proportion of population within two and five miles of library buildings

<u>Distance from library buildings</u>	<u>Percentage of population within specified distance of 25 DCC libraries</u>
2 miles	76.2%
5 miles	94.8%

An Equalities Impact Assessment has been drafted on the basis of the proposal. The implications of the proposal will impact on people of all ages. However the consultation results evidences that there is a higher proportion of older people using the service. There are a number of alternative service options available, or will be developed, to ensure access to library services can continue. These are:

- Home Library Service delivered in partnership with the Royal Voluntary Service (RVS). Individuals who are housebound are provided with a regular visit from a RVS volunteer, delivering a collection of selected books to meet the reader's profile.
- Online library services
- Static libraries
- Good neighbour/family/friend facility.

There may be an impact on the access to local rural communities because at present the passenger seat on the mobile is used occasionally by partner organisations to access isolated people. In some communities local people have organised regular activities and events coinciding with the mobile library visit e.g., coffee mornings and in one locality a mobile post office visits at the same time.

Risks

There is the risk of change to the library network arising from other changes. This is a consideration but any impact from other change can be assessed at that future point in time. The alternative is to wait until there is certainty. However this means that savings could not be achieved.

Part of the mitigating action plan for providing alternative access to library services includes extending the Home Library Service delivered in partnership with the Royal Voluntary Service. There are potential risks that there may not be sufficient volunteers in the areas where they are required. There are currently 211 active volunteers plus reserves providing the service to over 590 clients.

People and Communities Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	16 June 2016
Officer	Director for Children's Services
Subject of Report	Community Offer for Living and Learning
Executive Summary	<p>The Community Offer for Living and Learning is part of the County Council's Forward Together transformation. This report includes a draft Outline Business Case. It is intentionally presented for scrutiny by Committee at an early stage to secure member comments and contributions to its further development.</p> <p>Key elements of the Community Offer are likely to include:</p> <ul style="list-style-type: none"> i) <u>Prevention</u>: priority is given to low cost, earlier interventions which reduce demand for high cost interventions later in the life course. ii) <u>'Channel shift'</u>: services are provided via low cost channels where possible (on-line, telephone, community-based) minimising the services which need to be provided via high cost channels (i.e. face-to-face using staff, buildings) iii) <u>Integration</u>: the offer will require services to go beyond 'co-location' and sharing space, to integration, sharing front of house and back office staff, services and costs iv) <u>Location</u>: the other services which can only be delivered from buildings will be brought together in integrated Living and Learning Centres – strategically located in our most flexible, efficient and accessible buildings.

	<p>The Community Offer for Living and Learning has been developed as a positive proposition for the County Council's service users and local communities. It is about how and where they can access services in future, which challenges the current narrative of cumulative cuts in local government services. The approach requires working with community organisations and other public services.</p> <p>Pilot areas to explore and develop the approach are suggested: Weymouth, Portland, Beaminster, Blandford, and possibly Ferndown.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>As this work is developed it will be possible to develop the Equalities Impact Assessment further. One part of the approach is to compile a summary of key issues by way of a community profile, including information on demography, social isolation, education and skills, health and housing. Working with partners and local community organisations and leaders will enable discussion of this information and inform consideration of impact on the community, including people with protected characteristics.</p> <p>Changes in services to online or phone means of delivery or through consolidation of services currently provided from a number of single service buildings to fewer multi-functional buildings will have impacts which need to be understood and mitigated.</p> <p>Use of Evidence:</p> <p>In the 2015 Ask Dorset consultation residents were asked – “Do you think it is a good idea to locate different services, such as care homes, libraries, children’s centres and day centres in one community building?”</p> <p>The majority said they thought this was a good idea. The answers from 1600 respondents were:</p> <ul style="list-style-type: none"> • Yes 69% • No 25% • I'm not sure 7% <p>Speaking to respondents at the public events, people had concerns about mixing particular services i.e. older people and children’s. Respondents felt that it might be a good idea to have other non-council services located in a hub also such as a health centre.</p> <p>Budget: The Council's approved budget and Medium Term Financial Plan requires a number of savings to be made from property and service budgets. The community offer for living and learning is working as part of the Council's Forward Together Transformation programme.</p>

	<p>The approach will contribute to £3.2 million savings in relation to property which are envisaged over the next five years. It will also contribute to savings in service budgets. Further work on the approach is needed to clarify the total savings, their inter-relationship and what is affordable in terms of future service provision.</p> <p>There is the potential to reinvest up to 75% of capital receipts raised through sale of surplus properties if this is judged to be appropriate.</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH Residual Risk: MEDIUM</p> <p>The current high risk principally relates to financial savings targets, which will not be achieved without service and property transformation.</p> <p>Further work is underway to develop the risk register. Risk will be mitigated by taking a pilot approach in some local areas to learn and develop.</p> <p>Other Implications:</p> <p>The approach has an important element in relation to Property and Assets. Voluntary organisations will be involved through the discussion of potential co-location in a building and/or in relation to partnership work on change in service delivery. Discussions with District and Town and Parish Councils will be important in identifying any other opportunities and the scope and potential for community-managed services in some circumstances.</p> <p>Work through the Joint Asset Management meetings with other public services in Dorset will be undertaken.</p> <p>Engagement, discussion and agreement will be needed with staff and trades unions in relation to some changes.</p>
<p>Recommendation</p>	<p>It is recommended that the Committee:</p> <ul style="list-style-type: none"> (i) Recommends to the Cabinet that the development of the community offer for living and learning is progressed, enabling officers to prepare the business case as well as engage both locally and on a countywide level (ii) Recommends to the Cabinet that progress in the pilot areas is approved (iii) Comments on the draft Outline Business Case to contribute to its further development

Community Offer for Living and Learning

	<p>(iv) Comments on the best way for members to be engaged in development of the approach through a member group</p> <p>(v) Recommends to the Cabinet that delegation is given to the Director for Children's Services to proceed with action in the pilot areas if appropriate after consultation with the Cabinet member for Organisational Development and Transformation, other Cabinet members as appropriate and the local County Councillor(s) subject to the Section 151 Officer being satisfied that there is a sound financial basis.</p> <p>(vi) Recommends to the Cabinet that delegation is given to the Director for Environment and Economy after consultation with the Cabinet member for Environment, Infrastructure and Highways and the local County Councillor(s) to enter into such property transactions (whether by acquisition or disposal) as are necessary to make appropriate progress with the introduction of living and learning centres.</p>
Reason for Recommendation	The approach is in line with the Council's vision of working together for a strong and successful Dorset, is part of the action required as part of the Council's Medium Term Financial Plan and contributes to the four corporate outcomes of Safe, Healthy, Independent and Prosperous.
Appendices	Appendix 1: Draft Outline Business Case – NOT FOR PUBLICATION Exempt Information under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972
Background Papers	None
Officer Contact	<p>Name: Paul Leivers, Head of Early Help and Community Services Tel: 01305 224455 Email: p.leivers@dorsetcc.gov.uk</p> <p>Name: Roger Sewill, Strategic Estate Management Team Manager Tel: 01305 221951 Email: roger.sewill@dorsetcc.gov.uk</p>

1. Background

- 1.1 The Community Offer for Living and Learning has been developed as a positive proposition for the County Council's service users and local communities. It is about how and where they can access services in future, which challenges the current narrative of cumulative cuts in local government services. The concept builds on the Forward Together principles of smarter services, promoting independence and empowering people, and seeks to reconcile the reality that we need to make significant savings with continued high levels of public expectation that services will be maintained, alongside the council's ambition to transform services. The fact is that not all services will be maintained in their current means of provision, but many can be safeguarded if we save money through the way we deliver them, the media through which they are delivered and the places in which customers and service users receive them.
- 1.2 The Council's vision is of working together for a strong and successful Dorset. This vision embodies the vital need for the council to work with others to find a way, together, to deliver transformation. Therefore we need to assess whether other organisations or local communities are better able to deliver some parts of the County Council's service provision and what action is needed to facilitate and support change to deliver the very best possible outcomes for people and communities while also achieving budget savings.
- 1.3 The new Corporate Plan is based on a common Outcomes Framework with four Outcomes for Dorset residents; the priority is to have more of a community focus to enable local people to be more directly involved in improving their quality of life. The four corporate outcomes are: Safe, Healthy, Independent and Prosperous.
- 1.4 Outcomes Based Accountability is the preferred way of working for the Council and is a means to enable residents and partners to get from talk to action quicker to improve outcomes across whole communities.

2. What is the Community Offer for Living and Learning?

- 2.1 Key elements of the Community Offer are likely to include:
- a. Prevention: priority is given to low cost, earlier interventions which reduce demand for high cost interventions later in the life course.
 - b. 'Channel shift': services are provided via lower cost service delivery methods or channels where possible (on-line, telephone, community-based) minimising the services which need to be provided via high cost channels (i.e. face-to-face using staff, buildings)
 - c. Integration: the offer will require services to go beyond 'co-location' and sharing space, to integration, sharing direct customer-facing staff and back office staff, services and costs
 - d. Location: the other services which can only be delivered from buildings will be brought together in integrated Living and Learning Centres – strategically located in our most flexible, efficient and accessible buildings.
- 2.2 While the approach is about much more than buildings, a key strand of the offer envisages integrating those services which still need to be delivered from a physical (as opposed to a virtual) environment in to one fit-for purpose (but not purpose-built) building. Indeed, this will be essential to contribute to the £3.2 million savings on

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property by 2020 to which we are already committed. But it also presents the opportunity to transform service delivery in both staffing terms and by working with local organisations and partners. The programme will determine how closely services, that have traditionally been delivered through functional based buildings can be aligned to provide a joined-up offer, i.e. Children Centres, Libraries, Skills & Learning, Learning Disability Day Centres, CAB. District and Town Council functions. The approach relies on partnership working and change based on agreement with council listening to local organisations and respecting that there may be very good reasons for delivering services from a number of buildings. It is not about a one size fits all approach, but one which recognises the local position and finds the best, most appropriate and affordable way forward in each locality, building on a base model.

- 2.3 This programme is about public-facing service delivery, and is currently called the Community Offer for Living and Learning as a working title, intending to convey the range of services offered. It is not about office accommodation and consideration of seven office locations across Dorset which is the being addressed through another programme.
- 2.4 We aim to work with other public and voluntary bodies to make public and community assets work for everyone, regardless of who owns them. So where possible, we will integrate our services with other public sector authorities such as Health; Blue Light Services; District, Town and Parish Councils; Government Agencies; Voluntary, Community and Social Enterprise (VCSE) Sector.
- 2.5 There will be up to five community pilots to roll out this way of working that will be aligned to this community offer to create greater opportunities for making more of a difference and encouraging innovation around how assets are best used. The pilot areas to test the approach are Weymouth, Portland, Beaminster and Blandford and possibly Ferndown. One part of the approach is to collate key information and data about the area and to provide this for local councillors, organisations and the public to comment on to inform future service design. The key questions that will be explored in these pilots are:
 - Who are our customers?
 - How can we measure if the customers are better off?
 - How can we measure if we are delivering services well?
 - How are we doing on the most important of these measures?
 - Who are the partners that have a role to play in doing better?
 - What works to do better, including no-cost and low-cost ideas
 - What do we propose to do?
- 2.6 It will be vital that the public understand what services they can get through the offer so clear promotion and branding will be required. It is also vital that staff are trained and developed, where appropriate, with the required skills and knowledge to deliver the offer.
- 2.7 To develop and deliver the offer will require:
 - a. An honest conversation with communities about what the County Council can and cannot deliver in future, but based on a positive offer of something better in contrast to drip-fed reductions in service
 - b. Collaboration between Directorates to facilitate integration, embrace change and accept the compromises that may entail, with leadership from senior managers to make it happen

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- c. Strong political leadership at corporate and local level with elected members understanding and supporting the concept and feeling able to promote it to the wider community (as supported at Member's seminar on 21 April 2016) to help raise awareness of and shape the concept at this formative stage)
- d. An understanding that not all services fit together or are needed in each geographical area.
- e. Engagement, discussion and agreement will be needed with staff and trades unions in relation to some changes.

3. **Draft Outline Business Case**

- 3.1 Appendix 1 includes a draft Outline Business Case which is in development. The work is within the remit of the Way We Work Board which reports to the Forward Together Board.
- 3.2 The outline timescales are:

ITEM	MONTH
Overview and Scrutiny, and Cabinet approval	June 2016
Engagement with councillors and partners in pilot areas to inform business case and identify opportunities for action.	From June 2016
Development of business case	July to September 2016
Business case for programme agreed at the Way We Work Board, and Cabinet including Programme timeline	October 2016
Final outline business case to People and Places Committee for scrutiny prior to decision by Cabinet.	October 2016

- 3.3 The draft Outline Business Case is an early draft and is brought to members for consideration at this early draft stage so that work can be shaped by Councillors. It is important that we make progress with the work, breaking it down to ensure that plans are achievable and delivered. Further work is required to work out how quickly the approach can be achieved throughout the County, recognising that it will not be possible to engage with all local organisations and communities simultaneously.
- 3.4 Member engagement and contributions to the approach is envisaged in a number of ways, including:
 - The Way we Work Board
 - Engagement with Cabinet Members on specific areas as appropriate
 - Local members being involved in work in the pilot areas
- 3.5 The work in the pilot areas may result in the identification of opportunities which would be helpful in improving outcomes or in saving money. In order to gain as much experience as soon as possible and maximise the learning it is recommended that there is member steer provided through a group to assist in developing the approach and informing the development of the outline business case. To complement this, and allow us to take advantage of any opportunities which are identified in the pilot areas and make progress with them, it is also recommended that appropriate delegations are given to Directors to proceed if appropriate with consultation of the appropriate Cabinet members and local County Councillors subject to the Section 151 Officer being satisfied that there is a sound financial basis.

4. Conclusion

- 4.1 The Community Offer for Living and Learning is part of the County Council's Forward Together transformation. The approach looks to do things differently to achieve outcomes while reducing the budget. It requires close working and development work with a number of other public services, with local communities and organisations. This report is intentionally presented for scrutiny by Committee at an early stage to secure member comments and contributions to its further development.
- 4.2 Work will then be undertaken over the summer to develop the Outline Business Case, engage with some local areas to develop the approach. This is with a view to a more detailed and developed plan to be presented to the People and Places Committee, and Cabinet in October.

Sara Tough
Director for Children's Services
June 2016

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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