



## People and Communities Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Colliton Park,  
Dorchester, Dorset, DT1 1XJ on Wednesday, 21 March 2018.

**Present:**

David Walsh (Chairman)

Mary Penfold (Vice-Chairman), Derek Beer, Graham Carr-Jones, Katharine Garcia,  
Andrew Parry, Byron Quayle and William Trite.

Members Attending

Jill Haynes, Cabinet Member for Health and Care

Officers Attending: John Alexander (Senior Assurance Manager - Performance), Diana Balsom (Commissioning Manager, Housing and Prevention), Paul Beecroft (Communications Officer (Internal)), Harry Capron (Assistant Director - Adult Care), Nicky Cleave (Deputy Director of Public Health), Helen Coombes (Transformation Programme Lead for the Adult and Community Forward Together Programme), Sian Critchell (Finance Manager), Doug Gilbert (Advisor - Children's Services), Siobain Hann (Commissioning Manager, Partnerships), Nick Jarman (Interim Director for Children's Services), Ciara Ryan (Better Care Fund Project Manager), Mark Taylor (Group Manager - Governance and Assurance) and Helen Whitby (Senior Democratic Services Officer).

(Notes: These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the People and Communities Overview and Scrutiny Committee to be held on **Wednesday, 4 July 2018.**)

**Apologies for Absence**

11 Apologies for absence were received from Clare Sutton and Kate Wheller.

**Code of Conduct**

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

Cllrs Katharine Garcia and Andrew Parry declared personal interests in minutes 7 and 8 as Governors of the Atlantic Academy and Ferndown Upper School respectively.

**Minutes**

13 The minutes of the meeting held on 10 January 2018 were confirmed and signed, subject to

Minute 6 - Admissions Arrangements 2019-20 and Transport Policy 2018-19  
Cllr Clare Suttons' vote against Recommendations 2 and 4 being added.

**Matters Arising**

Minute 4 – Progress Report

The Committee were advised that a detailed report on the Review of Integrated Transport would be provided for the next meeting.

**Progress on Matters Raised at Previous Meetings**

14 The Committee considered a report by the Transformation Programme lead for Adult and Community Forward Together Programme which set out outstanding actions from

previous meetings and an update on identified reviews.

### **Noted**

#### **Public Participation**

##### 15 Public Speaking

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

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

#### **Outcomes Focused Monitoring Report, March 2018**

16 The Committee considered a report by the Transformation Programme Lead for Adult and Community Forward Together Programme which set out performance against the 2017-18 Corporate Plan and population indicators for the Healthy and Independent outcomes. The report also included performance measures which showed the Council's services' contribution and impact on outcomes, risk management information relating to outcomes and population indicators, and some value for money information relating to the three service directorates.

Particular attention was drawn to the continuing increase in the number of hospital admissions for alcohol related conditions, particularly women, the small reduction in the proportion of children reaching a good level of development at age 5, and the 18% fall in the proportion of social care clients reporting sufficient social contact between 2015-16 and 2016-17.

Members noted that the Cabinet had recently agreed to care villages being developed in Wimborne and Bridport, to provide housing and other services. Subject to planning permission, it had also agreed a programme of modular housing on the same sites which would provide quicker, temporary accommodation which could be relocated once the care villages were built. With regard to whether this would be developed in other areas, it was confirmed that a detailed needs assessment was being carried out across all districts and would be completed the end of April 2018. Then consideration would be given to how these needs could best be met.

The Cabinet Member for Health and Care reminded the Committee that the Council could not address social isolation, it could only provide care that was necessary. It was hoped that work with communities would help reduce social isolation in future.

With regard to successful completions of alcohol treatment services, Dorset's performance was better than the national average of 39.5%. A new integrated all age service had been commissioned in the last six months and it was hoped that the good performance would continue and where possible be increased.

The reduction in the number of clients engaging with Livewell Dorset from the most deprived quartile was disappointing, however, this group was difficult to engage. It was hoped that the number of contacts would be doubled across the Public Health Dorset area next year with the service being brought back in-house from April 2018. A new on-line digital offer was also being developed to allow for more engagement with people in different ways.

In response to questions, members noted that it was hoped that the current 5,000 contacts per year relating to smoking, obesity, exercise and alcohol, would be increased to 10,000. Most contacts were by telephone when trained people would discuss behaviour change, brief interventions and signpost people to the support they needed. People were then contacted again later to see whether there had been any change in their behaviour.

With regard to the proportion of people who use services, and carers, who find it easy to find information about services, this information was drawn from the Annual Adult Social Care Survey which gave an indication of trends. Over the next 12 months efforts would be made to make it easier for people to know how much they had available for care and find alternative providers. There was a need for better coordination with GP practices so that people could be supported better at home in order to prevent unnecessary hospital admissions. Work was also underway to better understand the support people needed in trying to access services by creating community capacity.

As people were likely to seek help from pharmacies, a member asked whether there was any liaison with them. It was explained that Public Health had contact with pharmacies via the Pharmaceutical Needs Assessment (PNA). A meeting between Public Health and Adult Social Care was planned in April and among the items being discussed would be how capacity could be used to best effect, including contact pharmacies. Members noted that the Dorset Health and Wellbeing Board had oversight of the PNA and that Public Health commissioned some services from pharmacies.

### **Noted**

#### **Delayed Discharges Performance**

17 The Committee considered a report by the Transformation Programme Lead for Adult and Community Forward Together Programme which provided an update on delayed discharge performance within the Dorset Health and Wellbeing Board area. A presentation was also used to provide additional information.

The Council had a role to play in ensuring people left hospital when they were ready for discharge and, although there had been pressures on acute hospitals across the country, Dorset had performed comparatively well. There had been particular pressure over last six months and, although historically Dorset had been in the bottom ten performing local authorities, over the last year it had improved to 126/151. This was a huge achievement.

Members were provided with an update on the position with regard to discharges for people with mental health issues and work being undertaken to address availability of accommodation, to develop provider relationships, to increase workforce capacity, and the use of micro-businesses to respond to local need.

The Better Care Fund had provided some funding for discharge planning in community hospitals, for support and reablement services. Better Care Funding was at risk if performance did not meet set targets.

Members raised several issues - whether the number of days could be translated into the number of people affected, reasons for delayed discharges, the effect of closure of community hospitals and loss of beds, whether people leaving hospitals were provided with essentials at home, intermediate placements and whether best practice from other local authorities was gathered.

In response, members noted that the Council now received daily information about hospital patients in relation to discharge; front line staff were motivated to get people out of hospital when they were medically fit for discharge; staff were aware of the pressure caused by delayed discharges; care package shortages and availability of residential care were the main reasons for delays; the on-going work with providers to identify issues at an early stage; Salisbury and Yeovil Hospitals were included in all work undertaken; and all hospitals had follow up schemes to support those being discharged. Attention was drawn to the fact that Dorset's improvement had been

based on people returning home, where other authorities' good performance had been based on the use of residential care.

The Cabinet Member for Health and Care referred to the glitch in performance in August 2017 and explained that this was due to carers being on holiday and there being fewer carers to cover duties. She also reported on a recent meeting of social care leads where Somerset's work on micro-businesses had been explained. She would be investigating this further.

If Dorset was to make further significant progress, this would be achieved by better partnership working and use of new or alternative types of service. A forward plan had been devised.

Members asked for some case studies to be provided for a future meeting.

### **Resolved**

That some case studies be provided for a future meeting.

### **Dorset Education Performance - Where we are now and last level of Results**

18 (Cllrs Katharine Garcia and Andrew Parry declared personal interests in the minute below as Governors of the Atlantic Academy and Ferndown Upper School respectively.)

The Committee considered a report by the Interim Director for Children's Services on Dorset Education Performance - where we are now and the last level of results.

Members noted that in Dorset there was a mixed economy of academies and maintained schools. The report showed Dorset's performance in terms of rankings for the 150 local authorities under the categories of attainment and disadvantaged gap. Attention was drawn to areas where performance was less than the minimum standards, that Dorset Middle Schools made less progress and the impact this had on overall performance, the two new schools in Key Stage 4, concerns for schools within Weymouth and Portland and secondary school performance generally

The Chairman reminded officers that an inquiry day on education performance had been planned last year, but this had been delayed. The Committee's previous report had identified issues and actions to be explored and the purpose of the current report was to provide an update on performance since then. Performance had not improved and no changes had been made as a result of the previous report. The Committee's role was to identify any issues and scrutinise steps taken to address these and improve performance.

The Interim Director for Children's Services explained how resources had been delegated to schools over a period of years which had resulted in maximum delegation to schools, making them all but autonomous, and reduced responsibilities for local authorities. So any attempt to bring about improved performance would have to be at the strategic level where there were prescribed duties in law, or in partnership and co-operation with schools. Of particular concern were schools in Weymouth and Portland and especially Portland where there were low levels of social mobility and education attainment. Rapid improvement was needed and efforts would need to be focused to bring about change.

The pressure on schools and teachers by development and the delay in building new schools was highlighted. It was explained that Dorset could respond well to demand. Dorset schools had always performed well but schools in other areas were now outperforming them and even though the Ofsted regime raised performance, Dorset schools were no longer performing as well as they did. With the maximisation of delegation to schools, the Council only ran central services where schools, through

the Schools Forum, allowed it to retain funding.

In response to questions, members noted that figures only included learners in Dorset schools, children taught out of area would be included in figures for those areas, Dorset did provide education for children from other areas, performance of Dorset children placed out of county was not compared to children placed in Dorset by other local authorities but these were few in number, looked after children attainment was reported to the Corporate Parenting Board, and the authority needed to do all it could to close the gap between attainment of looked after children and their peers.

### **Resolved**

That officers contact similar local authorities to establish how they managed school performance and relationships with schools and report their findings to the meeting on 10 October 2018.

## **The Relationship Between the Council, Schools and Academies**

19 (Cllrs Katharine Garcia and Andrew Parry declared personal interests in the minute below as Governors of the Atlantic Academy and Ferndown Upper School respectively.)

The Committee considered a report by the Interim Director for Children's Services regarding a more clearly defined relationship between the Council and schools of all types and consultation with schools to establish their needs and wants in terms of a relationship with the Council, and to take account of the overall financial position, traded services, operational environment, collaboration, critical challenge and support, and the national context. The report had been considered by the Cabinet on 7 March 2018.

The Council's priority would be to focus on advice, improvement, shared responsibility for the quality of education and opportunities for schools to influence the areas with which the Council should be involved. The suggested consultation would be by way of the Dorset Secondary Heads Association and individually with primary schools.

Members expressed the concern that the Committee had been asked to scrutinise the report after the Cabinet had reached a decision. The Cabinet's decision was read out and members commented that they hoped scrutiny would be carried out pre-decision in future. That said, members supported the Cabinet's decision.

With regard to the policy for smaller schools, members agreed that in order to preserve rural schools, they should be encouraged to develop into larger academies or federated schools in order to make best use of resources and take advantage of economies of scale.

In view of the poor performance of Portland schools already noted, it was suggested that officers contact other similar local authorities to establish how they managed school performance and relationships with schools. Members asked for this information to be provided for their meeting on 10 October 2018.

### **Resolved**

1. That the Cabinet decision be supported.
2. That officers contact similar local authorities to establish how they managed school performance and relationships with schools and report their findings to the meeting on 10 October 2018.
3. That the report's recommendations in relation to small rural schools be supported.

## **Mental Health Enquiry Day December 2017**

20 The Committee considered a report by the Commissioning Manager, Partnerships, which reported on the outcomes of the Mental Health Enquiry Day held on 13

December 2017.

The report included a summary of the key issues identified (consistency, accessibility, community facing and style and culture) and areas for action. The Council had already acted on the findings it was responsible for but some identified actions were for other organisations to respond to.

The enquiry day was considered to have been very useful in identifying mental health issues across Dorset. Both service users and carers had taken part and relayed their experiences of services provided.

The need to manage the boundary between the work of this review and the Dorset Health Scrutiny Committee in order to reduce the potential for duplication was highlighted.

It was noted that a joint commissioning group was to be set up with the Dorset Clinical Commissioning Group which would include operational and commissioning teams. This would use one care pathway in order to build capacity, and would identify both short and long-term accommodation and more community support.

It was agreed that the report be sent to appropriate organisations with an invitation for them to consider the recommendations arising from the enquiry day. This would be followed up at a later date to establish what action, if any, they had taken.

#### **Resolved**

1. That the report be sent to appropriate organisations for them to consider the recommendations arising from the enquiry day.
2. That a follow up letter be sent at a later date to establish what action, if any, these organisations had taken.

### **Homelessness**

21 The Committee received an update on the review of homelessness.

A discussion had been held with the Lead Member around homelessness and causes and social factors contributing to it. It was suggested that a summary report be provided for the next meeting setting out facts, figures, trends, impacts on people and services, the Council's approaches, work done in partnership, what worked and did not work as a means of determining the way forward.

Members recounted their experience of homelessness and fully supported the suggested approach.

#### **Resolved**

That a report as set out above be provided for the meeting on 4 July 2018.

### **Workforce Capacity Review**

22 The Committee received a presentation from the Transformation Programme Lead for Adult and Community Forward Together Programme which provided a summary of the adult social care sector and workforce in Dorset.

The Committee were reminded that officers were asked to focus on the recruitment and retention of workforce following the Inquiry Day into the Cost and Quality of Care on 13 February 2017. They were provided with information about the size and structure of the workforce in Dorset, recruitment and retention, a staffing overview, demographics, pay, qualifications, training and skills and current initiatives to increase recruitment and retention of staff.

It was important for care providers to move away from their focus on hourly pay and

casual contracts, towards more long-term investment and sustainability in order to offer the best deal to the workforce. The Council's commissioners had been asked to establish how many workers were needed within their segment of the market in order to try to meet this demand. Somerset had been particularly successful in setting up micro-providers in communities to meet people's care needs and Dorset were taking steps to follow this lead.

With regard to the level of service micro-providers might give, it was explained that they could provide people with more choice and flexibility as to how they spent their money.

### **Noted**

### **Work Programme**

23 The Committee considered a report by the Transformation Programme Lead for the Adult and Community Forward Together Programme which detailed the updated work programme for 2017-18.

The following items were added to the work programme:-

- an update on the Mental Health Review for the meeting on 10 October 2018
- a briefing note on homelessness on 4 July 2018

Officers were asked to establish whether the Safeguarding Overview and Scrutiny Committee were to review adoption and fostering.

### **Resolved**

1. That the above items be added to the work programme.
2. That officers establish whether the Safeguarding Overview and Scrutiny Committee were to review adoption and fostering.

### **Questions from County Councillors**

24 No questions were asked by members under Standing Order 20(2).

Meeting Duration: 10.00 am - 12.35 pm