



Dorset County Council

Safe

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Interim Director for Children’s Services



Outcomes Focused Monitoring Report
January 2018



The following pages have been provided to summarise the current position against each outcome indicator and performance measure. This will help the council to identify and focus upon potential areas for further scrutiny. All risks are drawn from the [Corporate Risk Register](#) and mapped against specific population indicators where relevant.

Any further corporate risks that relate to the 'Safe' outcome is also included to provide a full overview. Please note that information relating to outcomes and shared accountability can be found on the [Dorset Outcomes Tracker](#).

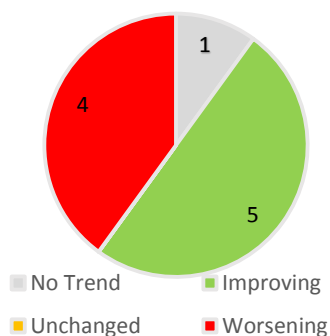
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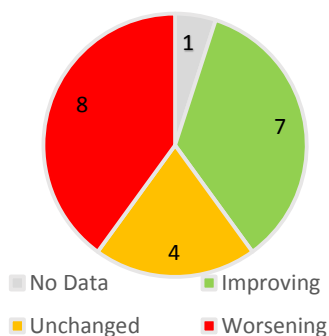
Corporate Plan 2017-18: Dorset County Council's Outcomes and Performance Framework

SAFE - Executive Summary

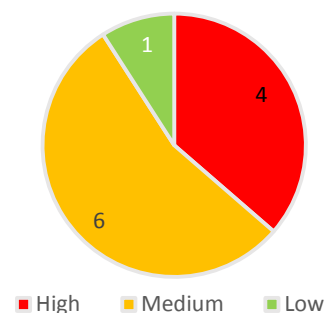
**Population Indicator
(10 in total)**



**Performance Measure
(Currently 20 in total)**



**Risk
(Currently 11 in total)**



Suggested Indicators for Focus

Total Crime

Total Anti- Social Behaviour

Domestic Abuse Crimes

Suggested Measures for Focus

No. of LAC ceased because of a special guardianship order

No. of children centre registrations

No. of individuals who have completed support (domestic abuse)

No. of assaults

1st time entrants into the criminal justice system

Road condition in need of maintenance

% inspections completed on time

Skid resistance - principal

Suggested Risks for Focus

04a – Health and Safety risks associated with occupation of premises

09b - Inability to maintain the highways infrastructure to an acceptable standard in the face of changing circumstances (e.g. budget reductions; climate change)

14b - Inability to attract and retain suitably qualified specialist safeguarding staff within Children's Services

01d – A lack of sufficiency (placements/ residential/ foster care) impacts negatively on the demands led budget for children in care

SAFE: 01 Population Indicator - Rate of children subject to a child protection plan - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Claire Shiels		
DORSET - Latest (March 2017) 51 per 10,000		
DORSET - Trend IMPROVING	G	
COMPARATOR - Benchmark (England) WORSE 43.1 (Average)	R	
<p>Story behind the baseline: When there is a continuing risk of harm to a child or young person, groups of professionals work together with the family to put a plan in place to try to reduce the risk of harm and keep the child or young person safe. Although the County Council has a statutory duty to investigate, assess and provide a plan to support families to keep their children safe from harm, it is not their sole responsibility. <u>The rate of children subject to a child protection plan in Dorset is reducing and was 39.8 per 10,000 at the end of Q2 17-18.</u> Reducing the number of children subject to a child protection plan is supported through high quality social work and there are several key indicators that can help us understand if we are achieving that. Social worker caseload is important there is strong evidence that lower caseloads improve the quality of work with families resulting in more needs being met at an earlier phase, reducing the % of re-referrals into social care as well as the % of children who become the subject of a plan for a second or subsequent time. With the introduction of a new social care case management system, we are working on the development of an indicator that helps us to understand and monitor average caseload. To reduce the rate of children subject to a child protection plan, it is also important to understand if early help services are working effectively. If early help services are working successfully, then we should see also expect to see a reduction in the number of 'children in need' as needs are met earlier.</p> <p>Partners with a significant role to play: Any professional working with a child, young person or family should be able to identify possible signs of abuse and neglect and work together to safeguard children. Key professionals in the police, the health service (including GPs and A&E), health visitors, schools and early years settings, adult's services (including mental health services and substance use treatment providers), youth services, criminal justice agencies need to share intelligence and work together to safeguard children and young people. Domestic abuse features in over 95% of all child protection plans in Dorset. Also common are poor parental mental health and or parental substance misuse. Whole family support and good multi-agency working are therefore important in reducing the rate of children experiencing significant harm.</p>		
Performance Measure(s) – Trend Lines		
Children in need rate per 10,000 Latest Q2 17-18 – 156.5		
% of re-referrals to children's social care within 12 months Latest Q2 17-18 – 17.6%		
% of children who become the subject of a plan for a second or subsequent time Latest Q2 17-18 – 18.1%		
Corporate Risk	Score	Trend
02a - Failure to consider the impacts that vulnerable adults have on children and families	MEDIUM	UNCHANGED
02b - Unsuitable housing results in an increased risk to vulnerable children and adults	MEDIUM	UNCHANGED
11c - Inefficient commissioning processes and monitoring of contracts to support delivery of Directorate and Children & Young People Priorities	LOW	IMPROVING
14b - Inability to attract and retain suitably qualified specialist safeguarding staff within Children's Services	HIGH	UNCHANGED
Value for Money	Latest	Rank
UNDER DEVELOPMENT		
<p>What are we doing? This is an obsession for the Dorset Safeguarding Children's Board and partners continue to work together on it on the 2017-2020 Business Plan. Introduction of Family Partnership Zones to coordinate and improve early help. Continue to strengthen the role of the Child Protection Conference Chairs through training, support and geographical alignment with area social work teams. Increasing the number of social workers to reduce social work caseloads and audit work to ensure that the right children are subject to child protection plans</p>		

SAFE: 02 Population Indicator - Rate of children in care - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Claire Shiels

DORSET – Latest (March 2017) 62 per 10,000		
DORSET - Trend IMPROVING	G	
COMPARATOR - Benchmark (South West) WORSE 53 (Average)	R	

Story behind the baseline: Children come into care when parents are unable to care for them adequately or because they are at risk of significant harm. We have a statutory duty to provide a safe, alternative “family” home. The decision about whether a child should enter care is an important one as outcomes for children in care can be poorer than those of their peers and the cost of providing care is increasing. The rate of children in care in Dorset is reducing and was 57.2 per 10,000 at the end of Q2 17-18, which is lower than the national rate. Reducing the number of children in care involves not only reducing the number of children entering the care system through high quality social work and early help, but also in increasing the number of children who cease to be looked after. For some, this can mean returning home, or for others this can be through securing alternative permanence arrangements such as adoption or through Special Guardianship Orders. Social worker caseload is important as there is strong evidence that lower caseloads improve the quality of work with families resulting in more needs being met at an earlier phase, reducing the need for care and supporting children to return home or have permanent alternative arrangements. With the introduction of a new social care case management system, we are working on the development of an indicator that helps us to understand and monitor average caseload. When children leave care, it is also important for us to ensure that they can find suitable accommodation that is safe, secure and affordable and that there is a sufficient level of support available to enable them to live independently.

Partners with a significant role to play: The following partners will be critical to delivery: Dorset Clinical Commissioning Group (CCG), Dorset Healthcare University Foundation Trust (providers of CAMHs, community mental health services, health visiting), Dorset County Hospital, Poole Hospital, The Royal Bournemouth and Christchurch Hospital, Schools and colleges, GP practices, Voluntary and Community Sector providers, Pan-Dorset Youth Offending Service and Residential children’s homes/foster carers; schools and education settings, adult services, police, probation services.

Performance Measure(s) – Trend Lines	
Number of LAC ceased because of a Special Guardianship Order Latest Q2 17-18 – 8	
Percentage of LAC adopted in year Latest Q1 17-18 – 10%	
Percentage of care leavers in suitable accommodation Latest Q2 17-18 – 96.5%	

Corporate Risk	Score	Trend
01d – A lack of sufficiency (placements/ residential/ foster care) impacts negatively on the demands led budget for children in care	HIGH	UNCHANGED
02c - Failure to keep children safe that are known to, or in the care of, DCC	MEDIUM	IMPROVING
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

What are we doing? This is an obsession for the Dorset Safeguarding Children’s Board and partners continue to work together on it on the [2017-2020 Business Plan](#). Introduction of Family Partnership Zones to coordinate and improve early help. Increasing the number of social workers to reduce social work caseloads. Continuing to work with [Aspire](#), the newly introduced Regional Adoption Agency for Dorset, Bournemouth and Poole. Offering intensive family support to try to prevent children coming into care or to help them return home (including Family Group Conferences). Modernising our fostering service and gap analysis of current and future accommodation needs and working with partners to plan to meet these.

SAFE: 03 Population Indicator - Number of children being admitted to hospital due to injury (aged 0 to 14 years) - Outcome		
Lead Officer Patrick Myers; Population Indicator Lead Officer David Lemon		
DORSET – Latest (2015-16) 115.3		
DORSET - Trend IMPROVING	G	
COMPARATOR - Benchmark (England) WORSE 104.2 (2015-16)	R	
<p>Story behind the baseline: Injuries are a leading cause of hospitalisation and represent a major cause of premature mortality for children and young people. They are also a source of long-term health issues, including mental health related to experiences. However, some of these cases may only represent admissions for observation due to observed symptoms following an external cause event. There may be also be differences in admission thresholds between areas, as well as variation between hospitals in the way injury admissions are coded. Additionally, whilst the injury rate has been consistently higher than the England average since around 2012, this may be in part related to the rural nature of the area. For example, Somerset, an arear like Dorset, shows a comparable pattern in admissions.</p> <p>Partners with a significant role to play: Health and social care, and education services, as well as the voluntary sector all key partners in this at both strategic and operational levels.</p>		
Performance Measure(s) – Trend Lines		
Number of children centre registrations (universal offer of advice) Latest Q2 16-17 – 581		
Corporate Risk	Score	Trend
No associated current corporate risk(s)		
Value for Money	Latest	Rank
UNDER DEVELOPMENT		
<p>What are we doing? Offering information and advice to families around safety at home through undertaking safe at home assessments and helping parents to reduce hazards in the home.</p>		

SAFE: 04 Population Indicator - The rate of children who are persistent absentees from school - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Claire Shiels

DORSET – Latest (2016) 11%		
DORSET - NEW INDICATOR INTRODUCED 2016	No Trend	
COMPARATOR – Benchmark (South West) SIMILAR 10.7% (Average)	A	

Story behind the baseline: In 2016, the definition of persistent absence changed. Up until 2015, persistent absentees were defined as those who have an overall absence rate of 15% of school sessions. From 2016 this definition has changed to include those who have an overall absence rate of 10%. This means that data for 2016-17 is not comparable. Persistent absence is a serious problem for pupils. Much of the work children miss when they are off school is never made up, leaving these pupils at a considerable disadvantage for the remainder of their school career. Children who are missing from school are more vulnerable to exploitation.

Responsibility for pupil absence primarily rests with the parent/carer, with schools responsible for monitoring and encouraging attendance where there are problems. The local authority will support this role through the offer of early help where appropriate and providing an enforcement role regarding parents/carers who fail to ensure that their children attend school regularly.

Partners with a significant role to play: Schools, school governors, parents, alternative education providers, voluntary and community sector, youth providers, early year’s settings, children’s centres, health visitors, police, youth offending service.

Performance Measure(s) – Trend Lines

Number of families who have successfully completed support and seen attendance improve (Dorset Families Matter) Latest Q2 17-18 – 14	
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Corporate Risk	Score	Trend
No associated current corporate risk(s)		
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

What are we doing? Trade an attendance service to schools. Issuing penalty notices to parents. Providing early help through Family Partnership Zones. Providing intensive family support packages through [Dorset Families Matter](#) (our local Troubled Families Programme)

SAFE: 05 Population Indicator - The number of adult safeguarding concerns - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Sally Wernick

DORSET – Latest (Q2 17-18) 960		
2016-17 3,553		
DORSET - Trend Unchanged	A	
COMPARATOR – Benchmark (England) BETTER per 100K pop = 928 (compared to England rate of 704)		R

Story behind the baseline: The longer term (2+ year) trend is an increase in the number of safeguarding concerns however, the numbers dropped from Q4 2016-17 to Q1 2017-18. Generally, the trends remain consistent in terms of quarterly patterns. Most concerns are managed through the provision of information and advice (53%) or require no further action (38%) with only 10% leading to a Section 42 enquiry. Of those leading to a S42 enquiry this year 81% have been concluded and outcomes continue to show that risks have been reduced and that feedback from Service Users shows that 89% felt safer because of the safeguarding intervention. ADASS (South West) are currently undertaking a review of data in relation to variances in the numbers converted to S42 enquiries across Local Authorities. Qualitative work will be completed to understand the differences and this also links with the Pan Dorset Audit aimed at understanding the differentiation in relation to the proportion of concerns that proceed to a S42 enquiry. Primary referral routes to the service are from Residential Care Staff and Emergency Services and through on-going data analysis we have identified a notable shift in the number of concerns received from these referral routes and how these are responded to. There is still work required to support Residential providers. An increase in this area is noted due to the substantial ongoing whole home enquires during the last 3 quarters where there have been 2 whole home investigations resulting in loss of nursing registration in one case and closure in another. There are also currently blocks on 2 large nursing providers impacting on the availability of nursing beds both in the East and West of the County. The implementation of our new integrated case management system, MOSAIC, may also change data reported for the remainder of the year and onwards as information collection will be different. The rate of concerns per 100k pop is “Higher” than the England rate, however the age standardised rate of individuals involved in safeguarding enquiries per 100k pop is 67 for Dorset compared to 250 for the whole of England. Which demonstrates that recording a high number of “concerns” does not equate to a higher number of investigations, as in Dorset we have a robust process for reporting and recording all levels of concerns and respond to all concerns with a decision in a timely / proportionate way.

Partners with a significant role to play: Local Safeguarding Teams, Children’s Social services, Prison service, Youth Offending service, Courts, Probation, Immigration, Community Rehabilitation, Fire and Rescue, Charities, Educational establishments and workplaces, Day centres, Housing, Ambulance service, Care Quality Commission, social workers, mental health staff, Police, primary and secondary health staff, domiciliary staff, residential care staff.

Performance Measure(s) – Trend Lines

Proportion of people who use services who say that those services have made them feel safe and secure	
Latest 16-17 (Annal Measure) – 81.8%	
Percentage of assessments of new clients completed within 4 weeks	
Latest Apr-Oct 17-18 – 74%	

Corporate Risk	Score	Trend
03e - Failure to meet primary statutory and legal care duties - Adult Safeguarding	MEDIUM	UNCHANGED
14c - Recruitment, development and retention of a suitably qualified workforce (internal and external) in key areas of the Adult & Community Services Directorate	MEDIUM	UNCHANGED
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

What are we doing? There is a national shortage of nursing staff across the NHS and Acute providers and therefore there are National (Skills for Care) / Regional and Local initiatives to improve capacity and quality of the external workforce as we need to support improvements in this sector. About the current blocks on providers, action plans have been formulated for improvement and we are supporting and monitoring them with tight timescales. Proactive work continues to be undertaken with the Emergency Services to improve the quality of information received. Dorset Police have engaged positively with this work and following a recent meeting they are also keen to work with us to reduce the number of inappropriate concerns raised and identify alternative referral / support routes.

SAFE: 06 Rates of crime, antisocial behaviour and domestic abuse in Dorset - Outcome Lead Officer Patrick Myers;
Population Indicator Lead Officer Andy Frost

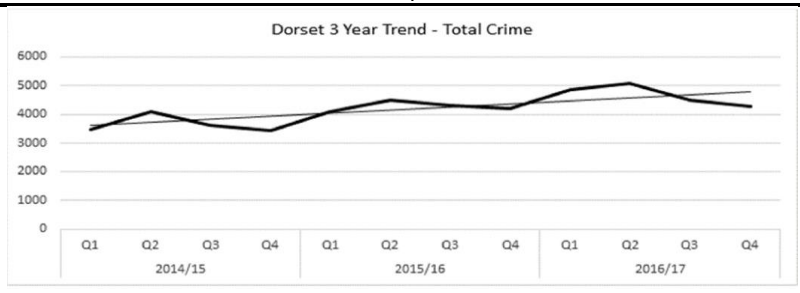
Partners with a significant role to play: The County Council is one of many organisations with a statutory responsibility to work in partnership to tackle crime in their area. Those partners include: Dorset Police, the Dorset district and borough councils, Dorset Clinical Commissioning Group, Dorset & Wiltshire Fire Authority, The National Probation Service and The Dorset, Devon and Cornwall Community Rehabilitation Company. Many other partners including the Youth Offending Service, Public Health Dorset and Dorset Fire & Rescue Service also contribute to this work on a wider scale at a pan-Dorset level.

DORSET – Population Indicator Total Crime - Latest (Q2 2017-18) 5,694 crimes for the quarter equating to 12.9 per 1,000 population

DORSET - Trend WORSENING

R

COMPARATOR - No comparable data provided by lead officer



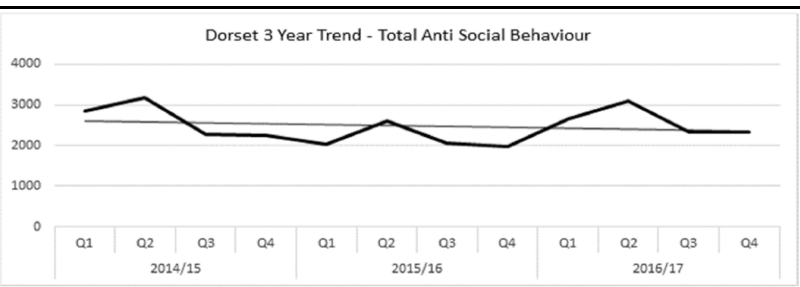
Story behind the baseline: TOTAL CRIME - 5,694 crimes for the quarter. The longer term (3 year) trend is an increase in total crime both in Dorset and nationally. Although this would appear to a large extent to be due to improvements in Police recording standards and an increased willingness by people to report crime, it is generally understood that in some categories crime is increasing. Partners including Dorset Police and the local authorities are exploring the issues through their partnership groups (including the Dorset Community Safety Partnership) with the aim of putting interventions and solutions in place.

DORSET – Population Indicator Total Anti- Social Behaviour Latest (Q2 2017-18) 3,592 incidents for the quarter equating to 7.7 per 1,000 population

DORSET - Trend WORSENING

R

COMPARATOR - No comparable data provided by lead officer



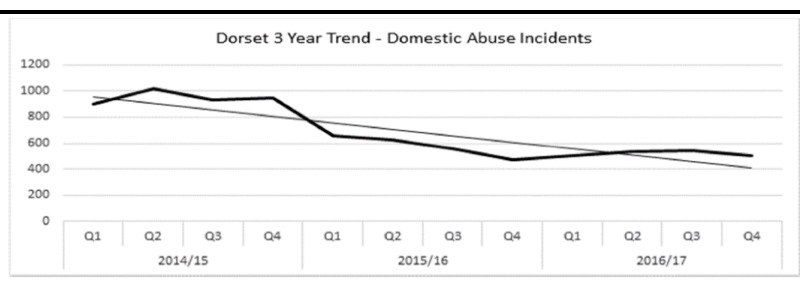
Story behind the baseline: ANTI SOCIAL BEHAVIOUR – 3,592 incidents in Q2. Following many years of reductions, the number of ASB incidents has been increasing since 2016-17. The County Council and its partners through the Dorset Community Safety Partnership are exploring the detail behind the figures to better understand issues and put effective measures in place. These include developing a common policy for dealing with long running neighbour disputes and ensuring the use of Multi-Agency Risk Management Meetings (MARMs) for those victims and perpetrators that do not meet the thresholds for statutory service intervention.

DORSET – Population Indicator Domestic Abuse Incidents - Latest (Q2 2017-18) 562 incidents for the quarter

DORSET - Trend IMPROVING

G

COMPARATOR - No comparable data provided by lead officer



Story behind the baseline: DOMESTIC ABUSE INCIDENTS - 562 incidents in Q2. The longer-term trend has been a reduction in the number of domestic abuse incidents though the numbers started to increase in 2016-17. Although an increase in the number of incidents could be positive, due to known under-reporting of domestic abuse, the County Council and its partners are undertaking work to understand the nature of the increases and reasons for it.

The County Council delivers against domestic abuse issues through the pan-Dorset Domestic Abuse and Sexual Violence Strategic Group. Officers co-ordinate a pan-Dorset Domestic Abuse Operational Group and have recently finalised an action plan with partners to deliver against domestic abuse issues.

SAFE: 06 Rates of crime, antisocial behaviour and domestic abuse in Dorset - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Andy Frost (Cont'd)

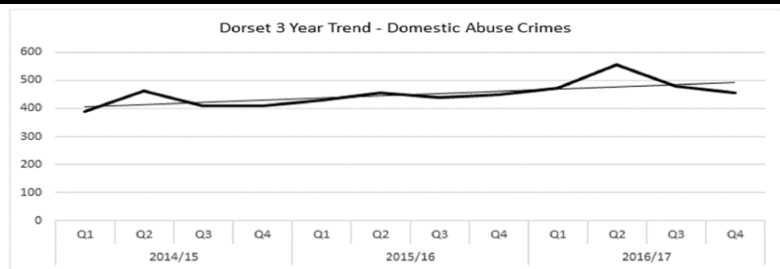
Partners with a significant role to play: The County Council is one of many organisations with a statutory responsibility to work in partnership to tackle crime. Those partners include: Dorset Police, the Dorset district and borough councils, Dorset Clinical Commissioning Group, Dorset & Wiltshire Fire Authority, The National Probation Service and The Dorset, Devon and Cornwall Community Rehabilitation Company. Many other partners including the Youth Offending Service, Public Health Dorset and Dorset Fire & Rescue Service also contribute to this work.

DORSET – Population Indicator Domestic Abuse Crimes Latest (Q2 2017-18) 605

DORSET - Trend WORSENING

R

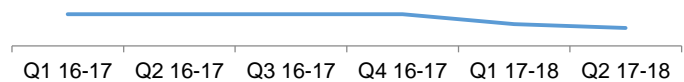
COMPARATOR - No comparable data provided by lead officer



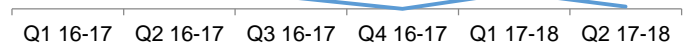
Story behind the baseline: DOMESTIC ABUSE CRIMES – 605 crimes in Q2. The longer-term trend is an increase in the number of domestic abuse crimes. Although an increase could be positive due to known under-reporting of domestic abuse, the County Council and its partners are undertaking work to understand the nature of the increases and reasons for it. The County Council delivers against domestic abuse issues through the pan-Dorset Domestic Abuse and Sexual Violence Strategic Group. Officers co-ordinate a pan-Dorset Domestic Abuse Operational Group and have recently finalised an action plan with partners to deliver against domestic abuse issues.

Performance Measure(s) – Trend Lines

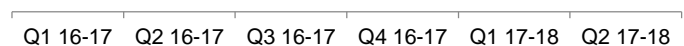
Number of individuals who have completed support (via the Dorset Integrated Domestic Abuse Service)
Latest Q2 17-18 - 192



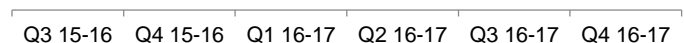
Number of safeguarding enquiries related to domestic abuse
Latest Q2 17-18 – 1



Number of assaults – Cardiff Model Data DCH
Latest Q2 17-18 – 72



First time entrants aged 10 to 17 into criminal justice system
Latest Q2 2016-17 - 257



Corporate Risk

Score

Trend

No associated current corporate risk(s)

Value for Money

Latest

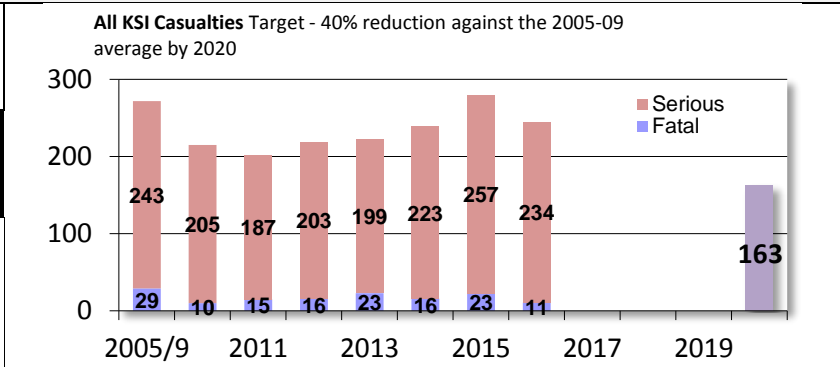
Rank

UNDER DEVELOPMENT

What are we doing? Partners including Dorset Police and the local authorities are exploring the issues through their partnership groups (including the Dorset Community Safety Partnership) with the aim of putting interventions and solutions in place. Officers co-ordinate a pan-Dorset Domestic Abuse Operational Group and have recently finalised an action plan with partners to deliver against domestic abuse issues.

SAFE: 07 Population Indicator - Number of people killed or seriously injured on Dorset roads - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Michael Potter

DORSET Latest (QTR 2 2016) 245	
DORSET Trend IMPROVING	G
COMPARATOR - No comparable data provided by lead officer	



Story behind the baseline: The number of people killed or seriously injured in 2016 was 245, during 2015 there was a total of 280. The figure for 2016 is lower than the 2005-09 baseline figure of 271. In 2016 there were 11 fatalities and 234 serious injuries, this compares to 23 fatalities and 257 serious casualties in 2015. Despite a reduction during 2016, the number of people killed or seriously injured on Dorset’s roads is still higher than in previous years. This replicates the longer term regional and national trend. It is important to consider the wide variety of factors that influence the number of road traffic casualties, many being outside the direct control of the County Council. Responsibility for improving road safety is shared with key partners including Dorset Police, Dorset & Wiltshire Fire & Rescue and the South West Ambulance Service as well as individual road users. During 2017-18 we will continue to analyse collision data to identify locations or routes that we as the highway authority could improve to reduce the likelihood of a road traffic casualty. During 2016 all road user groups apart from older (65yrs+) car drivers had fewer casualties than in 2015. The number of cyclists killed or seriously injured despite being lower in 2016 compared to 2015 remained higher than the 2005/9 baseline. Casualty data is provided to the County Council monthly by Dorset Police. A more detailed overview of road traffic casualty figures can be found at dorsetforyou.gov.uk/road-safety/engineering-statistics. Safeguarding Committee have established working group focusing on what the County Council is doing to improve road safety. A refreshed Road Casualty Reduction Plan is underway with new interventions being investigated. Worsening performance for road condition linked a reduced investment in road maintenance. Defects repaired on time have improved since 2016/17 and remained relatively level throughout 2017/18. Performance to be reported quarterly in future to more clearly show longer term trends. More information can be found at <https://www.dorsetforyou.gov.uk/article/423063/Dorset-Highways-management-and-performance>. Data for 2017 will be signed off by Dorset Police in the Spring of 2018.

Partners with a significant role to play: Highways, Transport Planning, Trading Standards, Health & Wellbeing, Children Services, Dorset Police, Dorset & Wiltshire Fire & Rescue, South West Ambulance Service, charities, media, local communities, and (perhaps most importantly) the road users themselves.

Performance Measure(s) – Trend Lines

Percentage road condition in need of maintenance Principal Latest Q2 17-18 – 4% Non Principal Latest Q2 17-18 – 5%	
Percentage of defects made safe on time 28 days Latest Sept 2017 – 83.6% 32 hours Latest Sept 2017 – 94.4%	
Percentage of inspections completed on time Latest Sept 2017 – 88.3%	
Percentage roads with skidding resistance below investigatory level Principal Latest 17-18 – 28.72% Non Principal Latest 17-18 – 40.15%	

SAFE: 07 Number of people killed or seriously injured on Dorset roads - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Michael Potter (Cont'd).		
Corporate Risk	Score	Trend
09b - Inability to maintain the highways infrastructure to an acceptable standard in the face of changing circumstances (e.g. budget reductions; climate change)	HIGH	UNCHANGED
Value for Money	Latest	Rank
UNDER DEVELOPMENT		
What are we doing? Responsibility for improving road safety is shared with key partners including Dorset Police, Dorset & Wiltshire Fire & Rescue and the South West Ambulance Service as well as individual road users. During 2017-18 we will continue to analyse collision data to identify locations or routes that we as the highway authority could improve to reduce the likelihood of a road traffic casualty.		

Corporate Risks that feature within SAFE but are not assigned to a specific POPULATION INDICATOR

(All risks are drawn from the [Corporate Risk Register](#))

04a – Health and Safety risks associated with occupation of premises	HIGH	IMPROVING
04l – Serious injury or death of staff, contractors and the public	MEDIUM	UNCHANGED
04o – Limited supervision results in an injury to a service user / Dorset Travel driver	MEDIUM	WORSENING
05b – Response to a major event that could impact on the community, the environment and or/ the council	MEDIUM	IMPROVED
04b – Serious injury or death of a Children’s Services employee, including assault	LOW	UNCHANGED
04d – Injury or death of a service user, third party or employee	LOW	UNCHANGED
06d – Failure to fulfil our statutory ‘Prevent’ duty to combat radicalisation	LOW	IMPROVING

Key to risk and performance assessments

Corporate Risk(s)	Trend		
High level risk in the Corporate Risk Register and outside of the Council’s Risk Appetite	HIGH	Performance trend line has improved since previous data submission	IMPROVING
Medium level risk in the Corporate Risk Register	MEDIUM	Performance trendline remains unchanged since previous data submission	UNCHANGED
Low level risk in the Corporate Risk Register	LOW	Performance trendline is worse than the previous data submission	WORSENING

Responsibility for Indicators and Measures

<p>Population Indicator – relates to ALL people in each population</p> <p>Shared Responsibility - Partners and stakeholders working together</p> <p>Determining the ENDS <i>(Or where we want to be)</i></p>	<p>Performance Measure – relates to people in receipt of a service or intervention</p> <p>Direct Responsibility - Service providers (and commissioners)</p> <p>Delivering the MEANS <i>(Or how we get there)</i></p>
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