

Audit and Governance Committee

Dorset County Council



Date of Meeting	25 June 2018
Officer	<p><u>Local Members</u> All Members</p> <p><u>Lead Director</u> Debbie Ward, Chief Executive</p>
Subject of Report	<p>Monitoring Corporate Plan Outcomes: Summary of issues being addressed by the Overview and Scrutiny Committees, July 2018</p>
Executive Summary	<p>In March 2018, as requested, the Audit and Governance Committee received a summary of the approaches taken by the OSC committees to address issues relating to Corporate Plan delivery, so that they could seek assurance that the OSCs were looking at the right areas and addressing them adequately.</p> <p>The current meeting comes before the three OSC meetings in July. Therefore, this report provides a summary of the key issues relating to Corporate Plan delivery that will be discussed by members at those three meetings. It would be helpful if members of this committee who also attend OSC meetings could take away any reflections on these issues from the Audit and Governance Committee and bear them in mind during OSC discussions.</p> <p>The July OSCs are also receiving draft annual reports on their activities for discussion and agreement. Once they have signed these off, members of this committee will be sent a link to them. Also, copies will be placed in the members' room, along with full performance reports as with previous cycles.</p>
Impact Assessment:	<p>Equalities Impact Assessment: There are no specific equalities implications in this report. However, the prioritisation of resources in order to challenge inequalities in outcomes for Dorset's people is fundamental to the Corporate Plan.</p>
	<p>Use of Evidence: The outcome indicator data submitted to the Overview and Scrutiny Committees is drawn from a number of local</p>

Monitoring Corporate Plan Outcomes

	<p>and national sources, including: Business Demography (ONS); the Employer Skills Survey (UK CES); the Adult Social Care Outcomes Framework (ASCOF) and the Public Health Outcomes Framework (PHOF). There is a lead officer for each outcome whose responsibility it is to ensure that data is accurate and timely and supported by relevant commentary.</p> <p>Budget: None in the context of this specific report. The information herein is intended to facilitate evidence driven scrutiny of the interventions that have the greatest impact on outcomes for communities, as well as activity that has less impact. This can help with the identification of cost efficiencies that are based on the least impact on the wellbeing of customers and communities.</p> <p>Risk: Having considered the risks associated with this report using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current: Medium Residual: Low</p> <p>Outcomes: The Overview and Scrutiny Committees each have a primary focus on one or more of the outcomes in the County Council's Outcomes Framework: Safe, Healthy, Independent and Prosperous. This reports summaries the issues that are being put before all three committees during the current cycle, and therefore relates to all four of these outcomes.</p> <p>Other Implications: None</p>
<p>Recommendation</p>	<p>That the committee:</p> <ul style="list-style-type: none"> i) considers the accounts in this report of the issues being addressed by the Overview and Scrutiny Committees in the current round, and: ii) if necessary, recommends that one or more of the Overview and Scrutiny Committees focuses attention on an issue or issues requiring particular investigation and scrutiny.
<p>Reason for Recommendation</p>	<p>The 2017-19 Corporate Plan provides an overarching strategic framework for monitoring progress towards good outcomes for Dorset. The Overview and Scrutiny Committees provide corporate governance and performance monitoring arrangements so that progress against the corporate plan can be monitored effectively, and the Audit and Governance Committee needs to ensure that this process is effective, and issues of concern are adequately addressed.</p>
<p>Appendices</p>	<p>None</p>

Background Papers	<p><i>Dorset County Council Corporate Plan 2017-19</i>, Cabinet, 28 June 2017</p> <p>https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework</p>
Officer Contact	<p>Name: John Alexander, Senior Assurance Manager</p> <p>Tel: (01305) 225096</p> <p>Email: j.d.alexander@dorsetcc.gov.uk</p>

1. Background

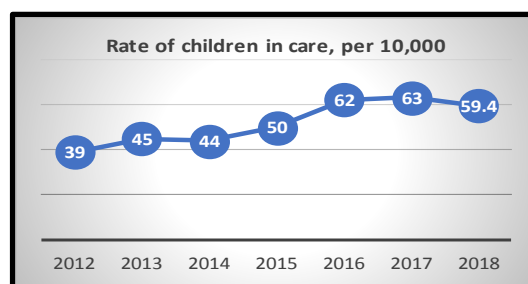
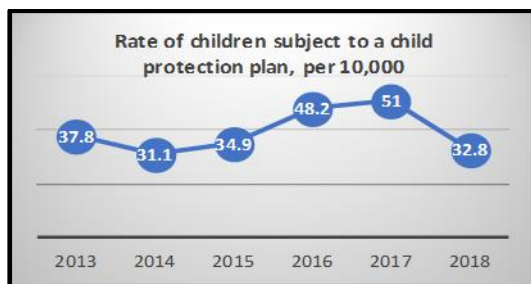
- 1.1 The corporate plan is based on the four **outcomes** that we seek to achieve for Dorset, alongside our partners and communities – that people are safe, healthy and independent, with a prosperous economy. For each outcome there is a small set of “**population indicators**”, selected to measure progress towards the four outcomes. No single agency is accountable for these indicators - accountability is shared between partner organisations and communities themselves. These include, for example: levels of crime in Dorset (Safe); rates of early death from cardiovascular disease (Healthy); Delayed Transfers of Care (Independent); and the productivity of Dorset’s businesses (Prosperous).
- 1.2 The outcome reports that are presented to the Overview and Scrutiny Committees consist of single page summaries for each of these population indicators. Each page shows the latest data, trend, and commentary for the indicator, **benchmarking** information, and the status of any associated corporate **risks**.
- 1.3 Each page also includes service performance measures, which measure the County Council’s own specific contribution to, and impact upon, corporate outcomes. For example, one of the outcome indicators for the “Safe” outcome is “The number of people who are killed or seriously injured on Dorset’s roads”. Some of the performance measures for the County Council on this relate to road conditions, since we are accountable for the condition of a large part of the highway network, and this is one factor that contributes to road safety. Performance measures therefore reflect the degree to which we are making the best use of our resources to make a positive difference to the lives of our own customers and service users.
- 1.4 Likely areas of focus for the three committees in July 2018 are as follows:

2.0 Safeguarding Committee (Outcome: “Safe”)

2.1 Child Protection

- 2.1.1 The July Outcomes Monitoring report brings the welcome news that after rising significantly over the last few years, the rate of children subject to a Child Protection Plan, and the rate of Children in Care, had fallen by the end of 2017-18. Some of this is due to improved multi-agency working, the hard work of social workers, improvements to decision making on initiating child protection investigations and conferences, embedding child protection conference chairs in area teams so that there is better joint working, and ensuring that plans do not drift.

Monitoring Corporate Plan Outcomes



2.1.2 There has also been a focus on preventing children coming into care in the first place. One of the ways of doing this is through the Family Focus Team, which undertakes intensive family work to try to prevent children coming into care or in supporting children to return home. The Family Focus Team was one of the first teams to adopt the 'whole family' approach to working, which is the principle that underpins Dorset Families Matter (DFM) and Family Partnership Zones. Because the DFM approach has been mainstreamed, it would be wrong to say that any single team is part or not part of the DFM programme any more, as the entire workforce is expected to work in this way. In addition, the percentage of Looked After Children adopted in the year rose from 4% in 2016-17 to 16% in 2017-18. Adoption is an important part of the strategy for reducing the number of Children in Care, so this is positive news.

2.1.3 However, some of the performance measures related to Child Protection present a less consistent picture:

- The percentage of re-referrals to children's social care within 12 months rose from 28.1% to 28.9% between Quarter 3 and Quarter 4;
- The percentage of children who become the subject of a plan for a second or subsequent time rose from 19.6% to 24.7% over the same period; and
- The Children in Need rate per 10,000 rose again between Quarter 3 and Quarter 4, from 186.3 to 196.4.

The changes to the first two of these indicators is quite small and within normal parameters. However, the Service Improvement Board investigates every case closely in case remedial activity is required. If early help services are working successfully, then there should ultimately be a reduction, not an increase, in the number of Children in Need, so this needs continued monitoring. The Committee has had a strong focus on Early Intervention and Prevention in Children's Services during the last year, and the Interim Director, Nick Jarman, will be bringing a further update report on the subject to July's meeting. He will also update the Committee on Elective Home Education, which has been a further topic of interest for the Committee.

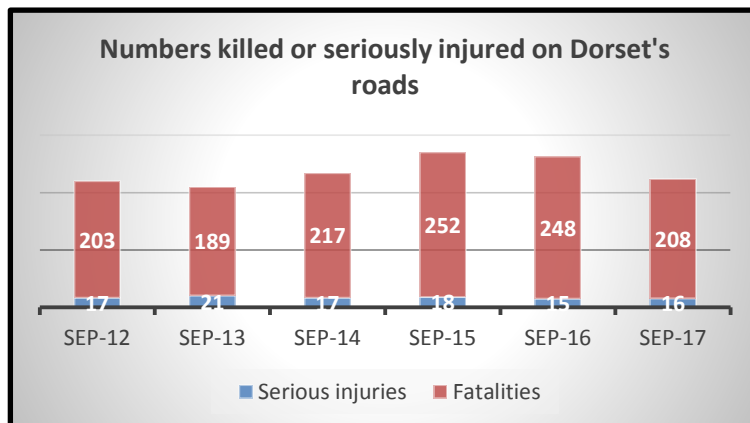
2.2 **Persistent Absence from School (Secondary)**

2.2.1 Persistent absence is defined as missing 10% of sessions, equivalent to about 19 school days in any one academic year. For secondary schools this rose from 13.9% of pupils in 2015-16 to 14.6% in 2016-17. This is in line with a national upward trend, although the gap between Dorset's rate and the national rate has widened (England figures increased from 13.1 to 13.5). Possible factors could include an increase in mental health/anxiety issues, and an increase in unauthorised absence due to family holidays. County Council strategies for improving school attendance include:

- a traded 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.

2.3 Road Accidents

The Committee has had a regular focus on this during the year, and a committee sub-group has been exploring the County Council's approach to the issue. The sub-group will report to the Committee again in July. Meanwhile, the downward trend in the number of people killed or seriously injured on Dorset's roads continues:



Casualty data for 2018 remains subject to change until it is signed off by the Department for Transport (DfT) in spring 2019. The number of people killed or seriously injured during the 12 months to March 2018 was 218. The trend for all casualties (KSI and slight injury) is an additional measure to help set context. There has been a relatively consistent downward trend in the total number of road traffic casualties in recent years. The 2005-09 baseline for all casualties was 1830, and the figure for the 12 months to March 2018 was 1093, 40% fewer.

3.0 **People and Communities Committee** (Outcomes: "Healthy"; "Independent")

3.1 **Alcohol, Drugs and Healthy Weight**

There has been a decline in reported performance for some of the "healthy lifestyle" performance measures, as follows:

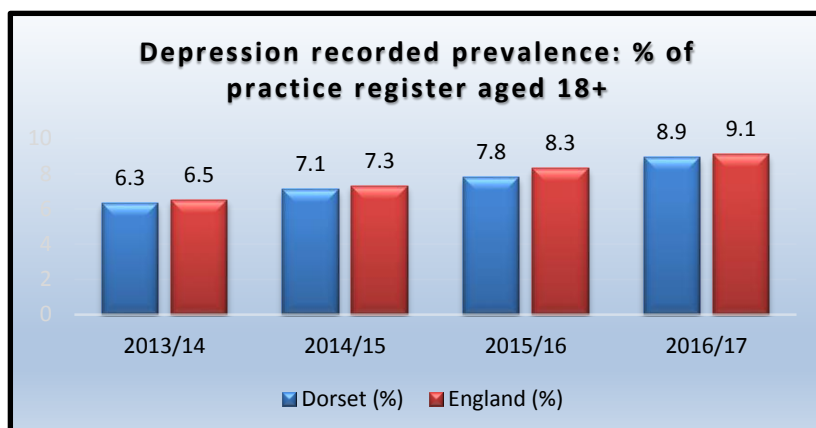
- The proportion of clients of the alcohol treatment service drinking less at 3 months has fallen from 80% to 60% between Quarter 3 and Quarter 4;
- Proportion of LiveWell Dorset clients making a 5% weight loss has fallen from 47% to 37% between Quarter 3 and Quarter 4;
- The percentage of young people successfully completing substance use treatment has fallen from 100% to 90% between Quarter 3 and Quarter 4.

The fall in the proportion of clients of the alcohol treatment service drinking less at three months, and also the proportion of clients making a 5% weight loss, could be explained by a change in recording practice. The service has recently been brought in-house and is in the first period of trialling new reporting practices and systems. By the next quarter it will be clearer if the change is real or not.

The new figure (90%) for the percentage of young people successfully completing substance use treatment is likely to be more accurate than before. Public Health Dorset now commissions the service directly, and previously people leaving were being recorded as exiting successfully if they had derived any benefit from their treatment. Now, success is only recorded if clients exhibit some form of recovery from their particular issues.

3.2 Mental Health

- 3.2.1 A new population indicator for mental health prevalence has been introduced this quarter - "Depression recorded prevalence: % of practice register aged 18+". This measures the percentage of people registered with their doctor as suffering from depression, and is likely to be more accurate, and more up to date, than the previous indicator, which was based on the number of people answering "Long-term mental health problem" to the question in the GP Patient Survey "Which, if any, of the following medical conditions do you have?"



This confirms the widely reported year on year increase in the number of people suffering from depression, which is slightly lower than the national figure. The People and Communities Committee has had a strong focus on mental health this year, including a dedicated inquiry day on the issue, and there is a further update on the July agenda as a substantive item.

3.3 Delayed transfers from hospital care

- 3.3.1 Revised year-end data was released in May 2018, which brought the total number of social care attributable delay days to 7,036 for the full year. This resulted in a year-end position of 121st out of 151 local authorities - an improvement from 124th last year, but still in the bottom quartile nationally. DCC performance in the second half of the year was considerably better than the first, and early indications are that this is continuing in the new year. We ended the year 390 days better than our Better Care Fund target. Provisional 2018-19 DTOC targets have recently been provided. These targets represent a 38% reduction in delays compared to 2017-18, and we are required to achieve them by the end of September 2018. The July Committee will be receiving some DTOC case studies, as requested at their previous meeting.

3.4 Other issues

- 3.4.1 The July Committee will also be receiving follow up reports on social isolation and integrated transport, both of which have been ongoing areas of focus through the year.

4.0 Economic Growth Committee (Outcome: "Prosperous")

4.1 The percentage of residents educated to level 4 (or equivalent) and above

- 4.1.1 Level 4 is equivalent to having a Higher National Certificate (HNC). In Dorset, the percentage of residents qualified to NVQ4+ is mostly above the national average but appears to have fallen from 35.9% in 2015-16 to 32.7% in 2016-17. This data needs to be treated with some caution however - data is drawn from a household sample survey so year to year changes can reflect statistical error.

Monitoring Corporate Plan Outcomes

4.1.2 However, this follows the last two outcomes monitoring reports which have shown a decline in Key Stage 4 performance in Dorset, and if true, adds to a picture of educational attainment in decline. Level 4 skills are key to future jobs. Raising skill levels in the workforce would help reduce skill shortage vacancies, especially for skilled trade occupations. Ageing of the workforce means employers need to upskill their workforces for succession planning. Higher skill levels give workers the opportunity to apply for better jobs and have greater job satisfaction and wellbeing. The availability of a higher skilled labour pool would attract new employers and investment, thus raising the quality of jobs and productivity.

5.0 Overview and Scrutiny Committee Annual Reports

5.1 Each OS Committee will receive a draft 2017-18 Annual Report at their July meeting. These are intended to give a flavour of the types of issues and the work that comes before the Committees for their consideration, and the approaches they have taken in response. Once the Committees have considered and agreed these reports and the Committee Chairmen have added their own introductions, links will be sent to the Audit and Governance Committee, and copies will be placed in the Members' Room.