

# Audit and Governance Committee

**Dorset County Council**



Date of Meeting	11 March 2019
Officer	<u>Local Members</u> All Members <u>Lead Director</u> Mike Harries, Chief Executive Officer
Subject of Report	<b>Monitoring Corporate Plan Outcomes: Summary of issues being addressed by the Overview and Scrutiny Committees, March 2019</b>
Executive Summary	<p>In January 2019, as requested, the Audit and Governance Committee received a summary of the approaches taken by the Overview &amp; Scrutiny committees (O&amp;SC) to address issues relating to Corporate Plan delivery, so that they could seek assurance that the O&amp;SCs were looking at the right areas and addressing them adequately.</p> <p>The current meeting of the Audit &amp; Governance Committee is being held in advance of the O&amp;SC meetings later in March. Therefore, this report provides a summary of the key issues relating to Corporate Plan delivery expected to be discussed by members at those three meetings.</p>
Impact Assessment:	<p><b>Equalities Impact Assessment:</b> There are no specific equalities implications in this report. However, the prioritisation of resources to challenge inequalities in outcomes for Dorset's people is fundamental to the Corporate Plan.</p> <p><b>Use of Evidence:</b> The outcome indicator data in this report is drawn from local and national sources, including: Business Demography (ONS); 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>

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	<p><b>Budget:</b> 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><b>Risk:</b> 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><b>Outcomes:</b> 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 report summarises the key issues that are being put before all three committees during the current cycle, and therefore relates to all four of these outcomes.</p> <p><b>Other Implications:</b> None</p>
Recommendation	<p><b>That the committee:</b></p> <ul style="list-style-type: none"> <li>• considers the summaries in this report of the issues to be addressed by the Overview and Scrutiny Committees in the current round, and:</li> <li>• as this meeting is in advance of the Overview and Scrutiny Committee meetings, may wish to recommend that one or more of these Committees focuses attention on an issue or issues requiring investigation and scrutiny.</li> </ul>
Reason for Recommendation	<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>
Appendices	None
Background Papers	<p>Dorset County Council Corporate Plan 2017-19, Cabinet, 28 June 2017  <a href="https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework">https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework</a></p>

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## **Monitoring Corporate Plan Outcomes: Summary of issues being addressed by the Overview and Scrutiny Committees, March 2019**

### **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.

The areas of focus for the three committees will be as follows:

### **2. Safeguarding Committee – 12<sup>th</sup> March 2019 (Outcome: “Safe”)**

#### **2.1 Children**

The number of children on child protection (CP) Plans has reduced slightly this quarter and the rate has also dropped which is positive. The rate remains higher than our statistical neighbours, almost the same as the south west and lower than the national average. This continues to be most likely due to the significant drive to improve practice with audits highlighting on occasion where there has been drift and delay resulting in an increase in the section 47 enquiry rate<sup>1</sup> and subsequent decision to conference. To seek reassurance an independent review of the CP service was undertaken which did not reveal children were subject to a CP plan inappropriately.

The rate of persistent absenteeism has risen among secondary school age children. 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, a school attendance service (partly traded) which works directly with children and families where there are attendance concerns; and providing an enforcement role regarding parents/carers who fail to ensure that their children attend school regularly.

#### **2.2 Adults**

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<sup>1</sup> A Section 47 enquiry means that Children’s Social Care will carry out an investigation when they have ‘reasonable cause to suspect that a child who lives, or is found, in their area is suffering, or is likely to suffer, significant harm’

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In adult safeguarding, areas for focus continue to include:

- Ensuring decision making is consistent and accurate;
- Ongoing monthly case file audits to highlight areas of development and good practice;
- Focus on Making Safeguarding Personal to ensure robust recording of service users identified outcomes;
- Ensuring S42 enquiries are concluded on MOSAIC and outcome (i.e. risk reduced, risk remains, risk removed) is completed.

### **3. People and Communities Committee – 14<sup>th</sup> March 2019 (Outcome: “Healthy” and “Independent”)**

#### **3.1 Healthy**

As a council we still tend to look at performance as one figure for whole Dorset, rather than thinking through whether there are particular population groups that we may need to focus on more to ensure we are serving the whole population appropriately.

The opportunity of LGR could be used to ensure a greater focus on communities and understanding their specific needs and issues. This would fit with the focus of the NHS through the Dorset Integrated Care System which is developing a population health management approach focusing on localities across Dorset.

#### **3.2 Independent**

**3.2.1** With little change in the children’s key indicators since the previous report, the focus remains the same. Achievement at Key Stage 2 is the biggest challenge facing Dorset. Nationally Middle schools do not perform well at Key Stage 2 – and Dorset has one third of pupils in Middle Schools in year 6. Whilst this has a considerable impact on achievement there is still improvement to be made at Key Stage 2 across all school phases. The newly formed Dorset School Improvement Board is bringing together Academies, MATS, Mainstream Schools and Dorset School Improvement Officers in order to bring together all parties involved in School Improvement – and Key Stage 2 is the clear priority, particularly progress in Maths.

**3.2.2** Regarding delayed transfers from hospital care, the number of delays reduced again, continuing the trend over the year and our ranking is expected to improve a little further when official data for October/November is released. We have been comfortably meeting our Better Care Fund target of 9 delays per day since the end of September.

### **4. Economic Growth Committee – 20<sup>th</sup> March 2019 (Outcome: “Prosperous”)**

**4.1** Key datasets have not been updated since the previous report. Increasing productivity is the very evident message underlying the Government’s Modern Industrial Strategy, and the call to action for industry, commerce, Local Enterprise Partnerships and local authorities. Productivity is typically measured, as here, as GVA (Gross Value Added) per hour worked. The UK lags behind the other G7 nations, including Germany, France, the United States of America and Italy, and the South West of England typically lags behind London and the South East. Thus, Dorset will always lag behind the national average, distorted by London and South East.

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- 4.2** Productivity is a blunt measurement. It is more helpful to consider Dorset's progress and performance against the various factors which actually contribute to productivity, and which we need to improve to achieve the inclusive and sustainable economic growth we are seeking to achieve.
- 4.3** These factors include: -
- Improving the skills of the workforce
  - Investment in digital and physical infrastructure
  - Innovation in the way we provide goods and services
  - Increasing enterprise through business creation, growth and exporting
- 4.4** Whilst we have seen a marginal improvement in productivity for Dorset, we need to look beyond this indicator, and seek to do so with other indicators and outcomes.
- 4.5** Officers have identified the need for a more joined up approach to apprenticeships that addresses all aspects of the council's involvement as a levy payer and employer, as a commissioner of services, in its economic development functions around meeting the skills needs of the area and in its statutory functions to promote all post 16 education and training options to young people. Apprenticeships starts in Dorset saw a significant decline over the year (down by 760).