

Cabinet

Dorset County Council



Date of Meeting	1 February 2017
Officer	<u>Cabinet Member(s)</u> Robin Cook - Cabinet Member for Corporate Development <u>Local Members</u> All Members <u>Lead Directors</u> Debbie Ward, Chief Executive
Subject of Report	Corporate Plan: Outcomes focused monitoring report
Executive Summary	<p>In April 2016 the County Council adopted a Corporate Plan based on an outcomes focused approach. The Plan is comprised of four outcomes, reflecting the County Council's commitment to helping people in Dorset be Healthy, Safe and Independent, and benefitting from a Prosperous economy. The Cabinet is primarily responsible for the delivery of the County Council's corporate plan.</p> <p>Alongside this, in February 2016 the County Council agreed a new committee structure to monitor and scrutinise progress against the Corporate Plan, with Overview and Scrutiny Committees for Economic Growth, People and Communities and Safeguarding.</p> <p>The Corporate Leadership Team has selected a set of "outcome indicators" that will measure progress towards the four outcomes. This indicator set provides the focal point from which we can understand whether or not we and our partners are making a difference to people's lives in Dorset. A summary of the current status of these indicators is provided at Appendix 1 of this report. Detailed analysis can be accessed on the Dorset Outcomes Tracker on <i>Sharepoint</i>. Councillors and officers can access this at any time, and it can be made available for real-time interrogation at committee meetings.</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 outcomes approach and the Corporate Plan.</p> <p>Use of Evidence: The outcome indicator data in this report is drawn from a number of local and national sources, including Business Demography (ONS) and the Employer Skills Survey (UK CES). Corporate oversight and ownership of performance</p>

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	<p>management information and processes is a key component of the terms of reference of the corporate Planning and Learning Group. There is a lead officer for each outcome on this group 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. However the information contained 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 Councils approved risk management methodology, the level of risk has been identified as:</p> <p>Current: Medium Residual: Low</p>
	<p>Other Implications: None</p>
<p>Recommendation</p>	<p>That the committee:</p> <ul style="list-style-type: none"> i) Considers the evidence of Dorset's position with regard to the outcome indicators in Appendix 1; and: ii) Notes the progression in the available evidence in support of the agreed outcomes in the corporate plan, and identifies any issues upon which they require further information or insight.
<p>Reason for Recommendation</p>	<p>The 2016-17 Corporate Plan provides an overarching strategic framework for monitoring progress towards good outcomes for Dorset. The outcome indicators summarised in this report provides enhanced evidence to the Cabinet, The Audit and Governance Committee and the three Overview and Scrutiny committees so that progress against the corporate plan can be monitored effectively.</p>
<p>Appendices</p>	<p>1. Population Indicators Summary – All outcomes</p>
<p>Background Papers</p>	<p>Corporate Plan Refresh 2016-17 (Report to the Cabinet, 13 April 2016)</p>
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1. Background

- 1.1 In April 2016 the County Council adopted a Corporate Plan based on an outcomes focused approach. Its core principle was to articulate the conditions of wellbeing that we are seeking to achieve for Dorset alongside our communities and partners – the “ends” – and work backwards, using the best available evidence, to establish the best “means” of achieving them with the resources available to us. The Corporate Plan is comprised of four outcomes, reflecting the County Council’s commitment to helping people in Dorset be **Healthy**, **Safe** and **Independent**, and benefitting from a **Prosperous** economy. As the County Council’s executive body, the Cabinet is primarily responsible for the delivery of the corporate plan
- 1.2 In support of this, and following a member “Task and Finish” review of the County Council’s overview and scrutiny arrangements, the County Council, in February 2016, agreed that the future committee structure should be based on the new outcome focused Corporate Plan, with Overview and Scrutiny Committees for Economic Growth, People and Communities and Safeguarding, each having responsibility for monitoring progress with specific Corporate Plan outcomes.
- 1.3 The Overview and Scrutiny Committees can, if necessary, seek approval via the new Audit and Governance Committee if there are any grounds to invoke formal scrutiny processes (e.g. *Call in*, *Call to Account* or *Councillor Call for Action*). A formal Overview and Scrutiny Management Board, comprising the Overview and Scrutiny Committee Chairmen and the Chairman of the Audit and Governance Committee, oversees and coordinates the whole process. Any of these committees can and, if necessary, will make recommendations to the Cabinet as a result of these discussions.

2. Outcome indicators

- 2.1 Following the adoption of the corporate plan, the Corporate Leadership Team, having sought advice from senior managers, selected a set of “outcome indicators” that will measure progress towards the four outcomes. This indicator set provides the focal point from which we can understand whether or not we and our partners are making a difference to people’s lives in Dorset. In a relatively small number of cases, efforts continue to be made to find the ‘best fit’ data to meet CLT’s priorities, and it is for this reason that some ‘blanks’ remain in the appendices. Members will be updated on progress with these as soon as possible.
- 2.2 A summary of the latest available data for these indicators is presented here at Appendix 1. Live, up-to-date information on all of the indicators that support the corporate plan can be accessed on the [Dorset Outcomes Tracker](#) on *Sharepoint*. Councillors and officers can access this at any time, and it can be made available for real-time interrogation at committee meetings.
- 2.3 Members will note that no specific annual targets are attached to these indicators. In the past, target setting processes have been somewhat arbitrary, particularly in view of the fact that no single agency can be held to account for delivering an outcome such as, for example, reducing levels of obesity across Dorset or equalising life expectancy across different geographies. Rather, for each indicator, a trend line shows the direction of travel, and anticipated future direction if nothing different is done to influence progress.

3. The role of members

- 3.1 It is for members (and managers) to challenge the evidence and commentaries provided, and decide if they are comfortable that the forecasts are acceptable. If not, it is the job of members, officers, partners and communities to work together to try to find ways to make improvements (or “turn the curve”) in a more acceptable direction. In effect, the target is to outperform an unacceptable forecast. The three Overview and Scrutiny Committees are engaging with this process at their January meetings.

3.2 In June 2016, a [Planning and Scoping document](#) was presented to, and discussed by, the Audit and Governance Committee and the Overview and Scrutiny Committees as a suggested means for identifying issues requiring more detailed consideration by members and for initiating review processes. This takes members through a process of specifying the purpose of any review, indicators of success and a defined methodology, and other considerations such as resource requirements, risks and timescales. Through such a process it will be possible for members to scrutinise not just progress towards outcomes, but the performance of County Council services in making positive contributions to those outcomes.

3.3 At the time of writing, both the People and Communities and the Safeguarding Overview and Scrutiny Committees had received the January report. It was well received by both and stimulated informed debates about the “Healthy”, “Independent” and “Safe” indicators. The People and Communities Committee focused in particular on the worrying, and worsening, levels of self-harm in Dorset. The Safeguarding Committee elected to broaden their consideration of levels of Domestic Abuse in Dorset by holding an Inquiry Day and inviting people from the statutory and voluntary agencies as well as colleagues from the Districts and Boroughs and other organisations. Committee members agreed to scope this further investigation using the Planning and Scoping template referenced above.

4. What are the big issues?

4.1 Lead officers have suggested that the indicators which require the most focus and attention are as follows:

4.2 People in Dorset are Healthy

- Admission episodes for alcohol-related conditions
- Under 75 mortality rate from cardiovascular diseases considered preventable

4.3 People in Dorset are Independent

- The rate of delayed transfers from hospital
- The rate of children in care
- The rate of absence from school

4.4 People in Dorset Are Safe

- The rate of children subject to a child protection plan
- The number of domestic abuse incidents and crimes
- The number of people killed or seriously injured on Dorset's roads

4.5 Dorset's Economy is Prosperous

- Ratio of lower quartile house prices to lower quartile incomes
- Productivity rate (GVA)
- Percentage of employers that have skill shortage vacancies

4.6 Any criteria could be used for suggesting an indicator is worthy of special attention, but likely reasons include: the situation is getting worse in Dorset; Dorset is worse than other comparable areas; or the situation with the indicator is putting unsustainable pressure on service budgets, to the detriment of our ability to maintain good performance in other areas.

5. Conclusion

5.1 Dorset's relentless focus on outcomes, and on seeking to address how to make a real difference to people's lives in Dorset whilst living within our means, demonstrates a

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significant departure from our previous, more process-driven approaches to performance management. Our outcomes focused overview and scrutiny functions are also new, and genuinely innovative. Making it all work to its full potential will take time, effort, and a degree of cultural change. It is important that members note, and understand, that the processes for scrutiny and overview described in this report are very much not “set in stone”. Officers are very committed to making this new and different approach demonstrably effective, and the feedback, insight and suggestions for improvements of members is fundamental to making that happen.

- 5.2 To support members as we develop and refine our outcomes approach, we have organised two half day training opportunities on 8 and 9 February. The seminars are specifically designed to provide members with an increased understanding of outcomes based activity and the tools to effectively scrutinise and challenge this. The courses will be facilitated by David Burnby, an internationally recognised expert in outcomes management. We very much hope that you will be able to join us for one of these sessions. If you have not already signed up for one of them, you can do so by contacting the Learning and Organisational Development Manager, Helen Sotheran, h.i.sotheran@dorsetcc.gov.uk, 01305 224088.