

People and Communities Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	26 June 2017
Officer	<u>Local Members</u> All Members <u>Lead Directors</u> Helen Coombes, Transformation Programme Lead for the Adult and Community Forward Together Programme
Subject of Report	Corporate Plan: <ul style="list-style-type: none">• Draft Refresh 2017-18• Outcomes Focused Monitoring Report, May 2017
Executive Summary	Corporate Plan Draft Refresh 2016-17 <p>In April 2016 the County Council adopted a new Corporate Plan based on the outcomes that we are seeking for Dorset's people – that they are safe, healthy and independent, and that they benefit from a prosperous economy. The People and Communities Overview and Scrutiny Committee has oversight of two of these corporate outcomes – Independent and Healthy.</p> <p>In May 2017, the One Council Group (i.e. the Corporate Leadership Team plus the Assistant Directors) approved a revised version for presentation to members. While the "SHIP" outcomes framework, and the single page format, have been retained, the revised version includes more objective and measurable indicators by which progress towards outcomes can be better understood, evaluated and influenced.</p> <p>The People and Communities Overview and Scrutiny Committee is asked to discuss the draft plan at Appendix A, and recommend this or an amended version to the Cabinet and through them to the County Council in July.</p>

	<p>Outcomes Focused Monitoring Report, May 2017</p> <p>Data for the “outcome indicators” for the “Healthy” and “Independent” outcomes in the draft Corporate Plan 2017-18 is summarised at Appendix B and analysed in detail at Appendix C.</p> <p>Members are encouraged to consider all of the indicators within the remit of this committee, scrutinise the evidence and commentaries provided, and decide if they are comfortable with the direction of travel. If appropriate, members may wish to consider a more in-depth review of specific areas. The Planning and Scoping document at Appendix D was developed last year to facilitate this process.</p>
<p>Impact Assessment:</p>	<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 both 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 the Adult Social Care Outcomes Framework (ASCOF) and the Public Health Outcomes Framework (PHOF). Corporate oversight and ownership of performance management information and processes is a key component of the terms of reference of the corporate Policy, Planning and Performance 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 Council’s 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 and discusses the draft Corporate Plan at Appendix A, and recommends a final version to the Cabinet and through them to the County Council ii) Considers the evidence of Dorset’s position with regard to the outcome indicators in Appendix B and C; and: iii) Identifies any issues requiring more detailed consideration.
<p>Reason for Recommendation</p>	<p>The 2017-18 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.</p>
<p>Appendices</p>	<ul style="list-style-type: none"> A. Draft Corporate Plan 2017-18 B. Population Indicators Summary May 2017 – Healthy and Independent C. Population Indicators Full Report May 2017 – Healthy and Independent D. Planning and Scoping Template
<p>Background Papers</p>	<p>None</p>
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1. Draft Corporate Plan 2017-18

- 1.1 In April 2016 the County Council adopted a new Corporate Plan based on the outcomes that we are seeking for Dorset’s people – that they are **safe, healthy and independent**, and that they benefit from a **prosperous** economy. The People and Communities Overview and Scrutiny Committee has oversight of two of these corporate outcomes – **Independent** and **Healthy**.
- 1.2 Following the adoption of the corporate plan, a set of “population indicators” were 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. For each indicator, it is for councillors, officers and partners to challenge the evidence and commentaries provided, and decide if they are comfortable that the direction of travel is acceptable, and if not, identify and agree what action needs to be taken.

- 1.3 Throughout the year, and arising from discussions at member committees, CLT and at various Corporate Working Groups, these outcome indicators have been scrutinised and reviewed with a view to focusing on the most important. Various criteria were used, including:
- Which ones, if they improve, will “pull” and directly influence a number of others? E.g. obesity and alcohol “pull” cardiovascular disease and diabetes, since there is abundant evidence that obesity and excessive consumption of alcohol increase the risk of those conditions.
 - Are there any in the current suite for which no practical data source is available?
 - Which represent the greatest issues for Dorset?
 - Is there anything that we are missing?
- 1.4 At its May meeting, the One Council Group, comprised of the Chief Executive, Directors, and Assistant Directors, approved the revised list which is included in the draft 2017-18 draft Corporate Plan at Appendix A. The “outcome statements” that were in the 2016-17 Corporate Plan have been incorporated into additional commentary under each outcome. This has enabled the inclusion of the more objective and measurable indicators in the Corporate Plan, and clarified the relationship between the outcomes and the indicators. Other than that, the draft plan is largely unchanged since last year – the “SHIP” outcomes framework, and the single page format, have been retained as it continues to provide a clear and accessible vision for the Council.
- 1.5 The People and Communities Overview and Scrutiny Committee is asked to discuss the draft plan and recommend this or an amended version to the Cabinet and through them to the County Council in July. A Foreword to the Corporate Plan, by the Leader of the County Council and the Chief Executive, will be added shortly, and prior to publication.

2. Outcomes focused monitoring report, May 2017

- 2.1 Data for the “outcome indicators” for the “Healthy” and “Independent” outcomes in the draft Corporate Plan 2017-18 is summarised at Appendix B and analysed in detail at Appendix C. 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 will also be available for real-time interrogation at committee meetings as and when required.
- 2.2 In June 2016, a Planning and Scoping document was presented to, and discussed by, all of the Overview and Scrutiny Committees as a suggested means for identifying issues requiring more detailed consideration by members and for initiating scrutiny 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. As such it provides a clear purpose and rationale for more detailed scrutiny work.
- 2.3 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. Last year, after scrutinising the outcomes monitoring report, the committee completed a scoping report, following which “Delayed transfers from hospital care” and “Prevalence of mental ill-health” were added to the forward plan for the committee to consider following the May 2017 County Council elections.
- ### **2.4 What are the big issues in May 2017?**
- 2.4.1 Members are strongly encouraged to consider all of the indicators within the remit of this committee, and form their own view about whether more should be done to

improve particular outcomes. However, each outcome is sponsored by a Director or relevant lead officer, who will suggest particular areas of concern and future focus.

2.4.2 The sponsor for the **People in Dorset are Healthy** outcome is David Phillips, the Director of Public Health. The lead officer for the outcome is Jane Horne of Public Health Dorset. The current position with all of the “Healthy” indicators is summarised in Appendix B and analysed in detail in Appendix C.

2.4.3 Lead officers have suggested that the “Healthy” indicators which require the most focus and attention are as follows:

- Inequality in life expectancy at birth
- Under 75 mortality rate from cardiovascular disease

Overall the Dorset population is generally healthy, with most indicators of good health being similar to or better than the national average, and with significant improvements in death rates from preventable illnesses such as cardiovascular disease and infectious disease over the last century.

Whilst this general picture is positive, it does not reflect the experience of all people in Dorset and there remain significant differences in health outcomes across and within our communities. For example, life expectancy for males in one of the most deprived areas of the county (Melcombe Regis) is 73.2 years. In neighbouring Preston, one of the least deprived areas, life expectancy for males is 83.9 years – a huge difference of 10.7 years. Although not yet statistically significant, there has also been a sustained increase in inequalities in life expectancy for women over the last 5 years, perhaps because the health of women in poorer areas has worsened, or that it has improved only for women in the most affluent areas, or a combination of the two.

Despite improvements, cardiovascular disease remains a significant cause of ill-health and death. In Dorset, death rates for cardiovascular disease are significantly lower than the England average, but there is a significant difference in rates between district areas, with rates in Weymouth and Portland being similar to the England average.

The dramatic reduction in cardiovascular deaths is due to reductions in smoking, better management of cholesterol and hypertension, and improved treatments following a heart attack or stroke. The improvements seen in these factors are, however, offset by the increase in obesity and reductions in physical activity which have driven a 500% increase in the numbers of people living with diabetes over the last five decades. This number continues to rise, so that an estimated 10% of the adult population will be living with diabetes by 2030. People with diabetes are up to five times more likely to have cardiovascular disease, and without any change in this trend, it is likely that we will see an increase in death rates from cardiovascular disease. Social isolation – a significant issue in Dorset, and one which this committee is focusing on – is also known to have a negative impact on life expectancy.¹

In themselves, life expectancy and cardiovascular disease are long term population indicators and members should not expect to see any immediate change in them. The issue is more about understanding and prioritising the work we and our partners do to deliver change. The Sustainability and Transformation Plan (STP) for Dorset recognises the gap in health and wellbeing within and across communities in Dorset and has identified a Prevention at Scale work plan to focus at a system level on improving inequalities, particularly in Cardiovascular disease and diabetes, alcohol and mental health with musculoskeletal disease. The County Council’s contribution to the STP may therefore be an area this committee chooses to scrutinise.

¹ <http://www.nature.com/news/social-isolation-shortens-lifespan-1.12673>

- 2.4.4 The sponsor for the People in Dorset are Independent outcome is Helen Coombes, Transformation Programme Lead for the Adult and Community Forward Together Programme. The lead officer is Sally Longman from Adult and Community Services. The current position with all of the “Independent” indicators is also summarised in Appendix B and analysed in detail in Appendix C.
- 2.4.5 Lead officers have suggested that the Independent indicator which requires the most focus and attention is as follows:
- Delayed Transfers of Care
- The Dorset position is unusual given our demographic (i.e. a high population of older people) and the number of hospitals serving our community, including out of county hospitals such as Yeovil and Salisbury. Although the total number of delayed transfers in Dorset has increased, the proportion that are “DCC accountable” has improved for delays over the last six months through targeted work to reduce the number of delayed days in Community Hospitals. A recent initiative to help people to find their own care to make discharge plans through the brokerage service is having a positive impact on recent performance figures.
- 2.4.6 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.

3. Next steps

3.1 Performance measures

Once the Corporate Plan is agreed, members will be presented with an additional suite of service performance measures, which will measure the County Council’s own specific contribution to, and impact upon, corporate outcomes. For example, one of the outcome indicators for the “Healthy” outcome is “Levels of physical activity in adults”. A performance measure for the County Council that would be likely to have an impact on this would be “The percentage of the Rights of Way network in good condition”, since it is likely that a good Rights of Way network will encourage residents to take exercise in Dorset’s countryside. An initial set of “Healthy” and “Independent” performance measures will be available for consultation at the next meeting of this committee.

3.2 Outcome delivery strategies

Also under development are outcome delivery strategies for each of the County Council’s four outcomes. These will establish a clear vision of “what good looks like” and set out the key challenges that need to be addressed to improve outcomes, drawing together the contributions that all of the Council’s directorates and services make. They will include hyperlinks to the [Dorset Outcomes Tracker](#), which will hold more in-depth analysis and data for lower geographical areas, and also hyperlinks to published service plans, where action plans and performance measures will be more extensively developed. This committee will be consulted on the “Healthy” and “Independent” delivery strategies later this year, before they are finalised.