



# Dorset County Council



**Independent**



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Interim Transformation Programme Lead



Outcomes Focused Monitoring Report  
**March 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 'Independent' 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](#).

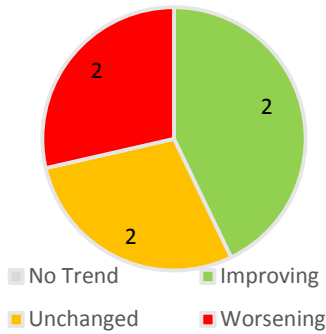
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# Corporate Plan 2017-18: Dorset County Council's Outcomes and Performance Framework

## INDEPENDENT – Executive Summary

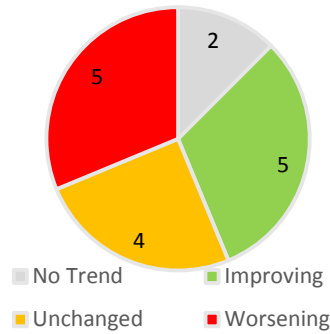
### Population Indicators (6 in total)



#### Suggested Indicators for Focus

% of children 'ready to start school' by being at the expected level of Early Years Foundation Stage.

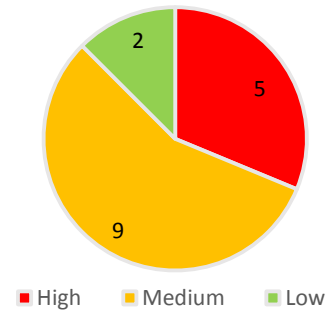
### Performance Measures (Currently 16 in total)



#### Suggested Measures for Focus

Proportion of people who use services, and carers, who find it easy to find information about services

### Risks (Currently 16 in total)



#### Suggested Risks for Focus

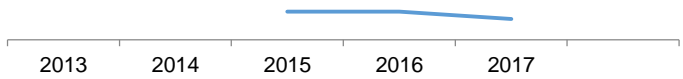
01c Failure to ensure that learning disability services are sustainable and cost-effective

02e Failure to meet statutory and performance outcomes for young people in transition

01b Poor performance of the Better Care Fund

02d – Failure to deliver Education, Health and Care Plans (EHP) within Statutory Timelines

01a – Overspend to the Adult and Community Services Directorate Budget and meet the structural deficit

<b>INDEPENDENT: 01 Population Indicator Percentage of children 'ready to start school' by being at the expected level at Early Years Foundation Stage-</b> Outcome Lead Officer Sally Longman; Population Indicator Lead Officer Claire Shiels		
DORSET – Previous (2016) – 70.1% ; Latest (2017) – 68.8%		
DORSET - Trend WORSENING	<b>R</b>	
COMPARATOR - Benchmark (South West) BETTER – 70.5% (Average)	<b>R</b>	

**Story behind the baseline:** This indicator helps us to understand school readiness and is made up of the building blocks for child development. School readiness starts at birth with the support of parents and carers, when young children acquire the social and emotional skills, knowledge and attitudes necessary for success in school and life.

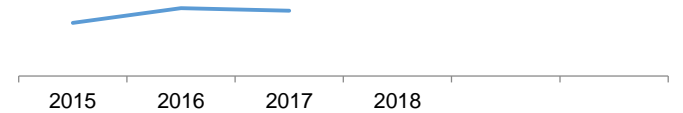
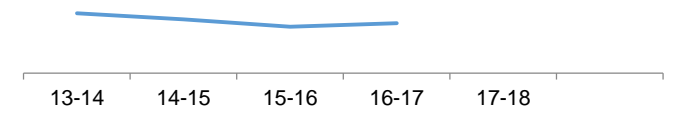
Children who don't achieve a good level of development at age five can struggle with social skills, reading, maths and physical skills. Although performance overall is good and improving, children from the poorest households do less well at this stage, as do children with special educational needs. Girls tend to better than boys and Gypsy/Roma/Traveller families do less well than white British children. Those that don't reach a good level of development are already behind their peers so start school life with more ground to catch up and inequalities can continue throughout school life. School readiness at age five has a strong impact on future educational attainment and life chances.

There has been a small reduction in the proportion of children reaching a good level of development at age 5, and Dorset remains in the 3<sup>rd</sup> quartile of this nationally. Particular areas for focused improvement in Dorset relate to literacy and mathematics. The achievement gap between children eligible for Free School Meals and those who are not has increased slightly and is greater than national average, but similar to the regional average, which has remained at 21% for the last 4 years.

Although there has been a small reduction in the proportion of vulnerable 2-year-old children taking up their free entitlement to early years education, this is still in the highest quartile nationally and remains significantly higher than nationally.

**Partners with a significant role to play:** Parents/Carers; early years providers, children's centres, schools, health visitors, Job Centre Plus/Department for Work and Pensions, adult training providers, libraries, leisure providers (including parks and play areas), planning departments and housing developers. There is strong evidence that investment in the early years, including targeted parenting programmes, has a significant return on investment.

**Performance Measure(s) – Trend Lines**

<p><b>% of 2 year old children benefiting from funded early education</b></p> <p>Previous 2016 – 85%</p> <p>Latest 2017 – 81%</p>	
<p><b>Inequality Gap EYFS</b></p> <p>Previous 2016 – 20%</p> <p>Latest 2017 – 22%</p>	

<b>Corporate Risk</b>	<b>Score</b>	<b>Trend</b>
No associated current corporate risk(s)		
<b>Value for Money - UNDER DEVELOPMENT</b>	<b>Latest</b>	<b>Rank</b>

**What are we doing?** Good quality universal health care and childcare for pre-school children promotes school readiness.

Parents and carers can provide a range of experiences and positive reinforcement through good communication, story-telling, and opportunities for play. The proportion of 2-year olds benefiting from funded early education is in the highest quartile nationally and access to high quality early years education is important in closing the inequality gap. Dorset County Council provides a range of early childhood services for children aged 0 to 5 years and their families including children centre activities; parenting support, information, advice and guidance; outreach work in the family home and support with literacy and reading in libraries. We also provide support to early years settings on the quality of education provision and work in close partnership with our health partners who provide maternity services and health visiting services to ensure that children get the best start in life. We are currently reviewing our 0-5 offer to ensure that we make the best use of our resources, respond to emerging need and policy changes.

<b>INDEPENDENT: 02 Population Indicator Percentage of children with good attendance at school</b> - Outcome Lead Officer Sally Longman; Population Indicator Lead Officer Claire Shields			
DORSET – Previous (2014-15) 95.3%; Latest (2015-16) 95.3%			
DORSET - Trend UNCHANGED	<b>A</b>		
COMPARATOR – Benchmark (Statistical Neighbour) SIMILAR 95.5% (Average)	<b>A</b>		
<p><b>Story behind the baseline:</b> Good school attendance is important to ensure that children get the most important start in life. Children who miss school often fall behind and there is a strong link between good school attendance and achieving good results at GCSE. Good attendance at school is also linked to preparing for adulthood and employment opportunities later in life. <b>Total absence from school in Dorset (across all schools) is 4.7%, like levels nationally and regionally.</b> 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. Responsibility for pupil attendance 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. <b>Please note that the next annual absence data will be available for the next cycle of committee reporting as this is collected from school census submissions which are collected in arrears.</b></p> <p><b>Partners with a significant role to play:</b> Schools, school governors, parents/carers, alternative education providers, voluntary and community sector, youth providers, early year’s settings, children’s centres, health visitors, police, youth offending service.</p>			
Performance Measure(s) – Trend Lines			
<b>Total Primary Absence</b> Previous 2014-15 – 4.1 Latest 2015-16 – 4			
<b>Total Secondary Absence</b> Previous 2014-15 – 5.3 Latest 2015-16 – 5.4			
<b>Looked after Children Overall Absence</b> Previous 2014-15 – 3.6 Latest 2015-16 – 4			
Corporate Risk		Score	Trend
No associated current corporate risk(s)			
Value for Money - UNDER DEVELOPMENT		Latest	Rank
<b>What are we doing?</b> <ul style="list-style-type: none"> <li>• Trade an attendance service to schools</li> <li>• Issuing penalty notices to parents</li> <li>• Providing early help through Family Partnership Zones</li> <li>• Providing intensive family support packages through Dorset Families Matter (our local Troubled Families Programme)</li> </ul>			

<b>INDEPENDENT: 03 Population Indicator Percentage achieving expected standard at KS2 in reading, writing and maths -</b> Outcome Lead Officer Sally Longman; Population Indicator Lead Officer Claire Shiels		
DORSET – Previous (2016) 45%; Latest (2017) 57%		
DORSET - Trend IMPROVING	<b>G</b>	
COMPARATOR - Benchmark (Statistical Neighbour) WORSE 58.7% (Average)	<b>R</b>	

**Story behind the baseline:** Standardised Assessments are undertaken in Year 6 or Key Stage 2. For the first time in 2016 they were used to test the understanding of understanding of the national primary curriculum. Achievement at Key Stage 2 influences pupil’s attainment at GCSE as well as a range of other outcomes. Disadvantaged pupils are less likely to achieve well at KS2. Progress measures were introduced in 2016 which compare pupil’s results with the achievements of other pupils nationally with similar prior attainment. This is important as it ensures that schools can demonstrate progress with all pupils, whether they are low, middle or high attainers as any increase in attainment reflects the school’s work with that pupil. They are fairer to schools in challenging circumstances as they recognise schools that are doing well with pupils that may have had poor prior attainment. A score worth 0 means that pupils on average do about as well at KS2 as those with similar prior attainment nationally. A positive score means pupils in this school on average do better and a negative score means that pupils on average do worse at KS2 than those with similar prior attainment nationally.

A negative score does not mean that pupils are not making progress, rather it means they made less progress than other pupils nationally with similar starting points. Overall the proportion of pupils achieving expected standards in reading, writing and maths (Level 4, RWM) has improved and the proportion of schools with fewer than 65% of children achieving expected levels in reading, writing and maths has reduced significantly. The attainment of Level 4, RWM of disadvantaged pupils remains like previous years. Improvements have been made in progress scores in reading and maths, and progress in reading remains the same as in previous years.

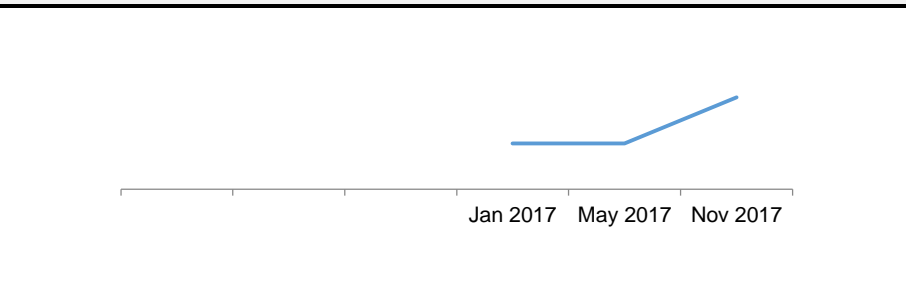
**Performance Measure(s) – Trend Lines**

<p><b>Progress between age 7 and age 11 reading</b></p> <p>Previous 2015-16 = - 0.6 Latest 2016-17 = - 0.6</p>	
<p><b>Progress between age 7 and age 11 writing</b></p> <p>Previous 2015-16 = - 3.4 Latest 2016-17 = 1.6</p>	
<p><b>Progress between age 7 and age 11 Maths</b></p> <p>Previous 2015-16 = - 1.9 Latest 2016-17 = - 1.5</p>	
<p><b>Percentage of schools with fewer than 65% level 4 RWM</b></p> <p>Previous 2015-16 = 18% Latest 2016-17 = 6%</p>	
<p><b>KS2 level 4 RWM disadvantage pupils</b></p> <p>Previous 2016-17 = 23 Latest 2016-17 = 22</p>	

<b>INDEPENDENT: 03 Population Indicator Percentage achieving expected standard at KS2 in reading, writing and maths - Outcome Lead Officer Sally Longman; Population Indicator Lead Officer Claire Shiels (Cont'd)</b>		
<b>Corporate Risk</b>	<b>Score</b>	<b>Trend</b>
No associated current corporate risk(s)		
<b>Value for Money - UNDER DEVELOPMENT</b>	<b>Latest</b>	<b>Rank</b>
<p><b>What are we doing?</b> The Dorset Education Advisory Service engages with all schools, Multi-Academy Trusts, Federations, Academies and colleges to celebrate and promote good practice; monitor performance and challenge standards; identify schools at risk of underperforming through interrogating qualitative and quantitative data; provide advice and support in response to difficult circumstances; identify and remove barriers to ensure best outcomes.</p> <p>The service prioritises schools that are significantly below the Dorset and national average to provide the necessary level of support and advice to improve standards. Dorset County Council works with the regional school's commissioner and a range of teaching school alliances/partnerships across the county to improve standards. Teaching school alliances/partnerships access additional funding; provide training and professional development; and offer school to school support.</p>		

**INDEPENDENT: 04 Percentage of 16-18 year olds not in education, employment or training (NEET) - Outcome Lead Officer Sally Longman; Population Indicator Lead Officer Claire Shiels**

DORSET – Previous (May 2017) 2.7%; – Latest (Nov 2017) 3%	
DORSET - Trend WORSENING	<b>R</b>
COMPARATOR – WORSE Benchmark (South West) 2.6%	<b>R</b>



**Story behind the baseline:** The number and proportion of (academic age) 16 and 17-year olds who are NEET has increased slightly since May, however variation throughout the year is to be expected as people are more likely to change courses or drop out in the first term. Although the Dorset figure would suggest that Dorset has more young people you are NEET than regionally, it is important to note that perform extremely well at tracking young people, with a much lower proportion young people who are ‘not known’ (2.7%) than regionally (5.3%) and nationally (5.9%). This will impact on the proportion who are NEET.

The Department for Education now report on the combined figure of the % 16-17 year olds NEET and whose activity is not known and on this indicator measure Dorset performs better (5.7%) than the south west region (5.3%) and nationally (8.4%). It is suggested that the committee replaces the current population indicator with the combined indicator of % NEET and % Not Known as it better reflects the issue and is in line with DfE thinking, enabling us to benchmark more effectively. The highest concentrations of NEET young people remain in Purbeck, Christchurch and Chesil areas of Dorset. There has been a slight increase in the proportion of care leavers who are NEET, which we will continue to monitor.

**Partners with a significant role to play:** Young people, parents, schools, FE Colleges and educational institutions, VCS sector, Family Partnership Zones, LEP and ESB, Economic Development roles in District Councils, Ansbury Guidance (Provider of Information, Advice and Guidance to Vulnerable young people).

**Performance Measure(s) – Trend Lines**

<p><b>Percentage of offers of education or training made to 16-17 year olds</b></p> <p>Previous – NEW</p> <p>Latest – Qtr 3 17-18 – 93.6%</p>	<table border="1"> <caption>Percentage of offers of education or training</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4 16-17</td> <td>93.6%</td> </tr> <tr> <td>Q1 17-18</td> <td>93.6%</td> </tr> <tr> <td>Q2 17-18</td> <td>93.6%</td> </tr> <tr> <td>Q3 17-18</td> <td>93.6%</td> </tr> </tbody> </table>	Quarter	Percentage	Q4 16-17	93.6%	Q1 17-18	93.6%	Q2 17-18	93.6%	Q3 17-18	93.6%
Quarter	Percentage										
Q4 16-17	93.6%										
Q1 17-18	93.6%										
Q2 17-18	93.6%										
Q3 17-18	93.6%										
<p><b>Percentage of 16-17 year olds in jobs without training</b></p> <p>Previous May 2017 – 2.7%</p> <p>Latest Nov 2017 – 2.3%</p>	<table border="1"> <caption>Percentage of 16-17 year olds in jobs without training</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>May 2017</td> <td>2.7%</td> </tr> <tr> <td>Nov 2017</td> <td>2.3%</td> </tr> </tbody> </table>	Month	Percentage	May 2017	2.7%	Nov 2017	2.3%				
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May 2017	2.7%										
Nov 2017	2.3%										
<p><b>Percentage of care leavers that are NEET</b></p> <p>Previous May 2017 – 14.5%</p> <p>Latest Nov 2017 – 15.7%</p>	<table border="1"> <caption>Percentage of care leavers that are NEET</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>May 2017</td> <td>14.5%</td> </tr> <tr> <td>Nov 2017</td> <td>15.7%</td> </tr> </tbody> </table>	Month	Percentage	May 2017	14.5%	Nov 2017	15.7%				
Month	Percentage										
May 2017	14.5%										
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Corporate Risk	Score	Trend
CS04 Performance targets for young people in jobs without training are not in line with national average	<b>MEDIUM</b>	<b>UNCHANGED</b>
<b>Value for Money - UNDER DEVELOPMENT</b>	<b>Latest</b>	<b>Rank</b>

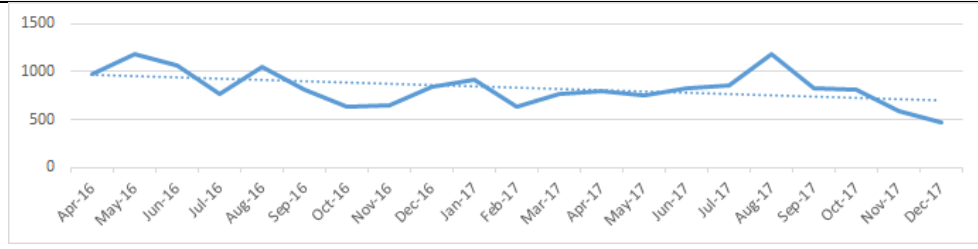
**What are we doing?** We use data to identify and work with young people who are more likely to become NEET and offer them support through both our contracted Information, Advice and Guidance Service, provided by Ansbury Guidance as well as through offering support through Family Partnership Zones. We have and will continue to target resources to support children in care and carer leavers and children and young people with special educational needs/disabilities as well as support to help support young people who are NEET back into education, employment and training. We work with and facilitate education and training providers to come together to ensure that there are a range of opportunities available for 16 and 17 year olds to enable them to participate in education and training.



**INDEPENDENT: 05 Population Indicator Delayed transfers from hospital care (number of days – Social Care and Both attributable) - Outcome Lead Officer Sally Longman; Population Indicator Lead Officer Harry Capron**

DORSET – Previous (Qtr 2 2017-18) 2,875; Latest (Qtr 3 2017-18) 1,871

DORSET - Trend IMPROVING

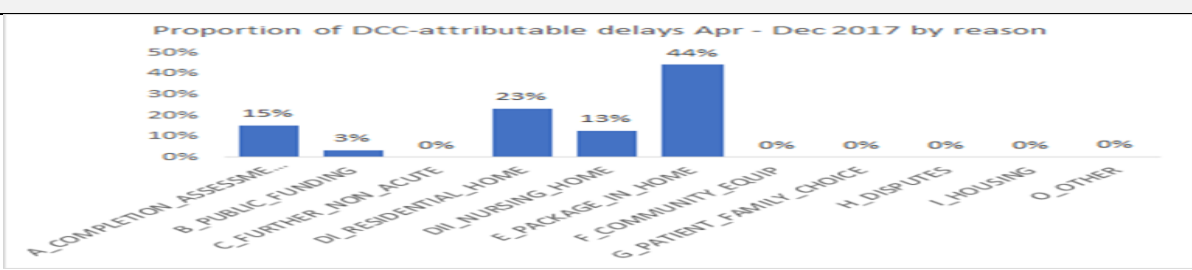


COMPARATOR – National Ranking based on Dec 2017 published data = 103rd (Compared to 128<sup>th</sup> in September) – Trend IMPROVING

**Story behind the baseline:** Following the spike we recorded in Q2, and our year to date performance at the half year being above our BCF target, lots of work has been undertaken operationally and administratively to ensure that client flow, partnership working and management of data is as effective as possible. Since then, we have seen a considerable decrease in the number of days delayed. The in-quarter improvement has resulted in us being around 302 days over our BCF quota at the end of December for Social Care-attributable days. However, this is before we reclaim approximately 730 days that have been agreed with trusts as being miss-recorded earlier in the year. Taking that reclaim into account, we are approximately 428 under our BCF target up to the end of December. As at the end of December 2017 (the latest official data available), we are ranked 126<sup>th</sup> out of 152 local authorities for Social Care attributable delays. In December alone (345 Social Care attributable days), we ranked 103<sup>rd</sup> nationally, which put us in the third quartile. As reported previously, "Awaiting package in own home" is by far the biggest reason for delay in Dorset (44%). This is 10 percentage points higher than the rest of England (34%). For Q3, the top three reasons were Awaiting package in own home (646 days), Awaiting residential home placement (390) and Completion of assessment (182).

**Performance Measure(s) – Trend Lines**

The rate of delayed transfers from hospital care (DCC attributable) analysed by reason for delay



Corporate Risk	Score	Trend
01b Poor performance of the Better Care Fund	HIGH	UNCHANGED
<b>Value for Money - UNDER DEVELOPMENT</b>	<b>Latest</b>	<b>Rank</b>

**What are we doing?** From 15 February 2018, all councils have been asked to complete a weekly 'Winter data and Intelligence' form issued by ADASS. The form asks for weekly data around delay numbers, reasons and any issues being experienced that week. Due to our robust reporting, we are able to provide the majority of data requested each week. They do however also ask for NHS-attributable delays each week, which is something we are currently unsighted on. The covering email received from ADASS stated that, "This collection is intended to be locally, regionally and nationally useful for social care and systems during the winter period. Above all, this is to help DASSs and local councils to ensure that local intelligence is fed into winter rooms to inform an understanding of the data, and that shared data is signed off by them, timely and usable to spot issues. This in turn should enable more confidence in the data at a regional and national level". On 17 January 2018 a 'DToC stocktake' workshop was held with key DCC staff (and invites to CCG colleagues who were unable to attend). The session covered performance data and analyses, discussions around operational and partnership working and an update on High Impact Changes. The session resulted in an action plan being drawn up and a follow-up meeting being arranged to track progress against those actions. Additional resource has been allocated within the localities to enable Assessment Support Coordinator Link Workers to work directly with the Community Hospital to ensure timely assessments and discharges. As part of the induction process all new staff in Adult Social Care will receive a training session on Delayed Transfers of Care which will assist the worker to ensure they are dealing with and recording DToC's in the correct way. There is now an increased engagement with weekly calls to provide mutual support and unblock specific problems. All localities and Mental Health services participated in the latest call on 30 January 2018. Work is being undertaken with Dorset Healthcare to ensure ongoing accurate and consistent reporting from all community hospitals and compliance with Care Act requirements to allow greater assurance to the Quality Team at DCC. High Impact Change Documents now agreed; signed off and in place between DCC and:

- Dorset County Hospital NHS Foundation Trust
- Dorset HealthCare NHS University NHS Foundation Trust
- Poole Hospital NHS Foundation Trust
- Royal Bournemouth and Christchurch Hospitals NHS Foundation trust

Assigned actions against each high impact change area in place. The first report on implementation and impact are pending. A DToC, HIC and Reablement Project Group led by DCC with key stakeholder representation is in place. This is the coordination point for HIC implementation and impact monitoring.

<b>INDEPENDENT: 06 Population Indicator Proportion of clients given self-directed support - Outcome Lead Officer Sally Longman; Population Indicator Lead Officer Harry Capron</b>		
DORSET – Previous (Q2 2017-18) - 96%; Latest (Q3 2017-18) - 96%		
DORSET Trend UNCHANGED	<b>A</b>	
COMPARATOR – Benchmark (England) BETTER – 86.9% (Average)	<b>G</b>	
<p><b>Story behind the baseline:</b> Work is still being undertaken to keep the strong focus on personalisation, Individual Service Funds (ISF's) are being offered as an alternative delivery mechanism to direct payments. New care pathways / interventions are also being designed by partner organisations and once established the impact of the changes on this indicator are to be assessed. 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. We will also be monitoring the impact of the implementation of the Dorset Care Framework (DCF) on the uptake of direct payments as in previous changes to frameworks we have seen a slight uptake in direct payments where individuals wish to stay with existing providers. A public consultation carried out in Dorset in February 2017 identified that only 18% of respondents could easily find information and advice they trust about adult social care and their general well-being. Over 35% found it difficult to find this information and advice. The “my Life, My Care” website, other websites and leaflets were the most popular ways for people to find information.</p> <p><b>Partners with a significant role to play:</b> Early Help Services, Residential and Domiciliary Care Providers, Clinical Commissioning Group, Primary &amp; Secondary Health Services, Voluntary and Community Sector, Telecare providers.</p>		
Performance Measure(s) – Trend Lines		
<b>Proportion of people who use services, and carers, who find it easy to find information about services</b>  Previous 2015-16 (Annual Measure) – 74% Latest 2016-17 (Annual Measure) – 72.1%		
<b>Proportion of clients given direct payments</b>  Previous Q2 16-17 – 22% Latest Q3 17-18 – 22%		
Corporate Risk	Score	Trend
03c Failure to meet primary statutory and legal care duties -Mental Capacity Act/Deprivation of Liberty Safeguards	<b>MEDIUM</b>	<b>IMPROVING</b>
03d Breach of the Deprivation of Liberty Safeguards (Community DOLs)	<b>MEDIUM</b>	<b>UNCHANGED</b>
07g Failure to develop Sustainability and Transformation Plans to achieve place based commissioning as part of the integration with health	<b>MEDIUM</b>	<b>IMPROVING</b>
11e Market failure (supply chain) with negative effect on service delivery within Adult and Community Services	<b>LOW</b>	<b>UNCHANGED</b>
Value for Money - UNDER DEVELOPMENT	Latest	Rank
<p><b>What are we doing?</b> A public consultation carried out in Dorset in February 2017 identified that only 18% of respondents could easily find information and advice they trust about adult social care and their general well-being. Over 35% found it difficult to find this information and advice. The “my Life, My Care” website, other websites and leaflets were the most popular ways for people to find information. The positives about “my Life, My Care” will be taken forward in the development of a new information website and engagement with users is taking place to shape this. One of the responses we are developing is a new self-funder pathway to help people of independent means to make better informed choices about their care and costs involved – and to reduce the financial consequences for the council of them running out of money whilst still receiving care.</p> <p>The 2017 – 18 Adult Social Care Survey is now out. Each year we take part in the national user survey designed by NHS Digital and over 1200 surveys have been sent to a random sample of service users accessing long term care and support. The survey asks questions about satisfaction with care and support services, their quality of life, feeling safe and social isolation. It is the best tool we have to hear the customer's voice and the difference care and support services make to their daily lives. The Directorate has also implemented an initial six-month campaign “Prepare to Live Better” which aims to educate people about the changing landscape of social care and encourage them to make financial provisions for their future care needs. Our key message is “Promoting Independence” so people become fitter and healthier. The campaign encourages people to start planning earlier so they and their families are prepared for the future. A carers workshop has been held to review the structure and type of information carers feel that they need. The outcome of this will be used to develop a new carers information hub on Dorset for You. Feedback about the current “My Life, My Care” carers hub was largely positive, particularly the way information is written. Most carers felt that they had little or no information about medical conditions and the impact this would have on the person they care for, at the point of diagnosis.</p>		

**Corporate Risks that feature within INDEPENDENT but are not assigned to a specific POPULATION INDICATOR (All risks are drawn from the)**

01a - Overspend to the Adult & Community Services Directorate Budget and meet the structural deficit	<b>HIGH</b>	UNCHANGED
01c Failure to ensure that learning disability services are sustainable and cost-effective	<b>HIGH</b>	UNCHANGED
02e Failure to meet statutory and performance outcomes for young people in transition	<b>HIGH</b>	UNCHANGED
02d - Failure to deliver Education, Health and Care Plans (EHCP) within Statutory Timelines	<b>HIGH</b>	UNCHANGED
01k Negative financial impact as we reshape our services to ensure they are care act compliant	<b>MEDIUM</b>	UNCHANGED
07c Failure of the Early Help partnership	<b>MEDIUM</b>	UNCHANGED
07h Lack of momentum in agreeing the joint funding protocol with the CCG	<b>MEDIUM</b>	UNCHANGED
12e - Good quality management / financial information is not clear enough or properly utilised to support decision making within Adult & Community Services	<b>MEDIUM</b>	IMPROVING
12f - Failure to meaningfully consult, engage and communicate with children & young people and other stakeholders (including staff and other sector groups) as part of service redesign within the FT for Children's Services programme	<b>MEDIUM</b>	UNCHANGED

**Key to risk and performance assessments**

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

**Responsibility for Indicators and Measures**

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

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