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Meeting: Safeguarding Overview and Scrutiny Committee  
Time: 10.00 am  
Date: 14 June 2016  
Venue: Committee Room 1, County Hall, Dorchester, Dorset, DT1 1XJ

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Pauline Batstone (Chairman)	Mike Lovell (Vice-Chairman)	Steve Butler
Mike Byatt	Toni Coombs	Beryl Ezzard
Peter Hall	Susan Jefferies	David Mannings
Daryl Turner		

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## Notes:

- The reports with this agenda are available at [www.dorsetforyou.com/countycommittees](http://www.dorsetforyou.com/countycommittees) then click on the link "minutes, agendas and reports". Reports are normally available on this website within two working days of the agenda being sent out.
- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.

- **Public Participation**

Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.

- (a) **Public Speaking**

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 9 June 2016, and statements by midday the day before the meeting.

- (b) **Petitions**

The Committee will consider petitions submitted in accordance with the County Council's Petition Scheme.

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**Debbie Ward**  
Chief Executive

Contact: Fiona King, Senior Democratic Services Officer  
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Date of Publication:  
Monday, 6 June 2016

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## 1. **Apologies for Absence**

To receive any apologies for absence.

## 2. **Code of Conduct**

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

## 3. **Public Participation**

(a) Public Participation

(b) Petitions

## 4. **Terms of Reference**

1 - 2

To note the terms of reference for the Committee as agreed at the County Council meeting on 21 April 2016.

## 5. **Induction - Part 1**

To receive a verbal update on the roles and responsibilities of the Committee, including the Terms of Reference.

## 6. **Induction - Part 2**

To receive a presentation on Children and Adult's Safeguarding and a review of the recent Ofsted Inspection.

## 7. **The Corporate Plan - Priorities for Safeguarding**

3 - 4

To consider the Corporate Plan and the priorities relating to the Safeguarding Overview and Scrutiny Committee.

## 8. **Outcomes Based Accountability (OBA) Context Report**

5 - 20

To consider a report by the Chief Executive and Corporate Directors.

## 9. **Work Programme**

21 - 22

So as to stimulate debate, the Director for Children's Services (Lead officer) encourages members of the Group (committee) to give some thought as to what they consider the scope of the Group (Committee) to be and the expectations they have for what might be achievable (how this can be put into practice). These can be then given due consideration at the meeting.

## 10. **Questions from County Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 9 June 2016.

## Terms of Reference for the Safeguarding Overview and Scrutiny Committee

Delivering good outcomes for the residents and communities we serve through a constructive, proactive and objective approach to the consideration, scrutiny and review of policies, strategies, financial and performance issues.

### **OVERVIEW**

- To review and develop policy at the Committee's own initiative or at the request of the Cabinet or the Public Health Joint Board and make recommendations to the Cabinet, Joint Committee or the Full Council.
- To oversee major consultations and make recommendations to the Cabinet, Joint Committee or the Full Council.
- To give advice on any matters as requested by the Cabinet or the Joint Committee.

### **SCRUTINY**

- To hold the Executive to account through a process that seeks and considers necessary explanations, information and evidence to ensure good outcomes for our residents and communities.
- Through proactive scrutiny inquiry work, to contribute to improving the lives of our residents and communities, through an active contribution to the Council's improvement agenda.
- To scrutinise key areas of strategic and operational activity and, where necessary, make recommendations to the Full Council, Cabinet or Joint Committee in respect of:-
  - i) Matters which affect the Council's area or its residents.
  - ii) Performance of services in accordance with the targets in the Corporate Plan or other approved service plans.
  - iii) To provide a clear focus on finding efficiency savings in accordance with requirements in the Council's financial strategy.
  - iv) To monitor expenditure against available budgets and, where necessary, make recommendations to the Cabinet or the Joint Committee.
  - v) To consider proposed budget plans, service plans and any other major planning or strategic statements and to make recommendations to the Cabinet or the Joint Committee.

### **Specific responsibilities for the Committees are;**

'To exercise a proactive and effective overview and scrutiny of functions to ensure the effective delivery of those specific outcomes as contained in the Corporate Plan...;'

Outcome: - To ensure that people in Dorset are SAFE

- Everyone should feel safe, wherever they are.....
- Children and vulnerable adults are safe wherever they are;
- Crime, antisocial behaviour and domestic abuse across Dorset is minimised;
- There are fewer accidental injuries and deaths – including those on Dorset's roads;
- People and communities are better able to cope with environmental change and other natural emergencies.

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# Working Together for a Strong and Successful Dorset

## Dorset County Council's Corporate Plan

### Foreword

Dorset is a great place to live, work and visit. We are proud and ambitious for the whole county, from the most rural to the most urban. That is why we must work together to make Dorset even more successful than it is now.

Dorset has unique environmental assets which underpin our economy and wellbeing. More than 50% of the county is designated as an Area of Outstanding Natural Beauty and the 'Jurassic Coast' between Lyme Regis and Swanage has World Heritage Site status. The richness of our natural environment is matched by our heritage, with an abundance of historic buildings and sites helping to give our towns and villages their distinctive character.

We have always focused our efforts on creating a vibrant economy and making sure that we do all we can for the health and wellbeing of all our residents. Maintaining a healthy and accessible environment is critical for the health, wellbeing and prosperity of current and future generations. The quality of the environment is highly attractive to businesses, employees and visitors and helps our economy to thrive, so we will always work with our partners and communities to ensure that our environment is well managed, enhanced and invested in.

We also need to confront inequality and do more for those people in Dorset who, due to their circumstances, have poorer outcomes in life - and this plan describes how we will support those who need our services the most. Some of our services are under increasing pressure as we take care of vulnerable children and adults, those whose outcomes in life are not as good as they could be. We will do everything we can to make sure people are safe and well but we have to think of different ways to deliver our services as money becomes tighter.

The changes we need to make are already well under way, through our transformation programme (known as Forward Together). The principles of the programme guide how we develop our work in the future. They are:

- **Greater independence** – we'll work hard to support communities and individuals to support themselves
- **Smarter services** – reducing costs and overheads, making sure we deliver cost effective services
- **Empowered people** – ensuring staff, communities and partners are valued, skilled and empowered to work together for a strong and successful Dorset.

We are committed to working together with local people and others to make better use of the money and resources that we have. We want you to have the best outcomes possible, and we will achieve this by constantly checking that we are efficient and effective. We will do this by reviewing evidence to judge whether or not our services have made a difference. This involves regularly scrutinising:

1. How much we do
2. How well we do it

And most importantly:

3. Is anyone better off?

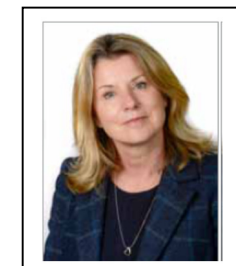
Improving outcomes for our customers contributes to improving outcomes for the whole population of Dorset. For instance, A Highways Service that keeps roads in good condition contributes to reducing road traffic accidents, thereby making Dorset a safer place in which to travel.

Longer term, as we need to keep saving money, we will have to make decisions about the council structures across Dorset. But any changes will be made with the people of the whole county in mind, since whatever we do has to be in the best interests of residents and communities. We will make sure that we find ways to make our Towns and Parishes stronger in any changes that occur. They are the closest level of local government to you and we need to make sure your voice is heard through those organisations.

This plan talks a lot about outcomes. We are focusing on what we do, but more importantly what we achieve *with you*, our residents. We want to make sure that as we join together across the county we continue our efforts to encourage economic growth, and help everyone to be safe, healthy and independent.



**Robert Gould**  
Leader of Dorset County Council



**Debbie Ward**  
Chief Executive

# Working Together for a Strong and Successful Dorset

## Our Outcomes Framework

*Seeking to improve the lives of people in Dorset*

Our outcomes framework is made up of four outcomes, reflecting the county council's commitment to helping residents be **safe, healthy and independent**, with an economy that is **prosperous**. The framework supports a common way of working for a **strong and successful Dorset**, with a relentless focus on making a difference and improving the quality of life of residents. It sets out what "good" looks like but empowers staff to think and behave differently, to show initiative and to innovate.

The aspirational outcome statements below define what the priorities are in Dorset under these four headings. Working together with our communities and our partners, we will use the best evidence available to **challenge inequality** and focus our resources on the people and places in most need of help.

**Everyone should focus more on prevention** – making sure people are supported early on to stop problems from escalating. We will also help and encourage local residents to come up with, and often deliver, their own solutions to improve their quality of life.

People in Dorset are <b>SAFE</b>	People in Dorset are <b>HEALTHY</b>	People in Dorset are <b>INDEPENDENT</b>	Dorset's economy is <b>PROSPEROUS</b>
<p><b>Everyone should feel safe, wherever they are.</b></p> <p><i>But... sadly, we have seen a significant increase in the number of children and vulnerable adults needing protection. There are areas of Dorset with higher levels of substance misuse and domestic abuse. There are also far too many accidents on our roads.</i></p> <p><b>So we want to help make sure that:</b></p> <ul style="list-style-type: none"> <li>• Children and vulnerable adults are safe wherever they are</li> <li>• Crime, antisocial behaviour and domestic abuse across Dorset is minimised</li> <li>• There are fewer accidental injuries and deaths – including those on Dorset's roads</li> <li>• People and communities are better able to cope with environmental change and other emergencies</li> </ul>	<p><b>Most people are healthy and make good lifestyle choices.</b></p> <p><i>But... unfortunately, this is not the case for everyone. For example, there are many people who suffer from poor mental health, and there are parts of the county where life expectancy is low.</i></p> <p><b>So we want to help make sure that:</b></p> <ul style="list-style-type: none"> <li>• Children and families know what it means to be healthy and happy</li> <li>• People adopt healthy lifestyles and lead active lives</li> <li>• People enjoy emotional and mental wellbeing</li> <li>• People stay healthy, avoiding preventable illnesses as they grow older</li> <li>• people live in healthy, accessible communities and natural environments where waste is minimised</li> </ul>	<p><b>We all want to live independent lives and have a choice over how we live.</b></p> <p><i>But... we have a high number of older people who are isolated and lonely; they need help to live at home for longer and to be in control of the support they receive.</i></p> <p><b>So we want to help make sure that:</b></p> <ul style="list-style-type: none"> <li>• Families are strong and stable and experience positive relationships</li> <li>• Children and young people are confident learners and are successful as they grow into adulthood</li> <li>• People remain happily independent and stay in their own homes for as long as possible</li> <li>• People are part of inclusive communities and don't feel lonely or isolated</li> <li>• People who do need help have control over their own care</li> </ul>	<p><b>A thriving local economy provides us all with more opportunities.</b></p> <p><i>But... there are areas where there aren't as many jobs available or chances for young people to train at work and gain the valuable skills that employers need. Many people also struggle to find good quality, affordable housing.</i></p> <p><b>So we want to help make sure that:</b></p> <ul style="list-style-type: none"> <li>• New businesses thrive and existing businesses become more efficient and productive</li> <li>• More people secure the employment opportunities of their choice</li> <li>• Dorset's residents are well educated, with the skills that Dorset's employers need</li> <li>• Good quality, affordable, healthy homes are available for Dorset's people</li> <li>• The need to travel is reduced, and people and goods are able to move about the county safely and efficiently</li> </ul>

### Our Guiding Principles

We know we need to focus our resources on activities that produce the best outcomes for our residents in the most cost-effective ways possible. This means that we will focus our efforts on those people and communities who need the most help. Where appropriate we will focus on whole families, rather than just individuals, and offer help early so that people remain independent for longer and have less need for more specialist, expensive services.

We know that we're not always the best-placed organisation to solve people's problems. We will always look for opportunities to work with other organisations, as well as people and communities themselves, to reach the best possible outcomes. And we will make systematic use of the best available evidence, to make sure our chosen activities are effective.

We will always try to make sure that what we do improves the wider prosperity of Dorset – for example, by buying goods and services from local businesses whenever we can.

### Our values

- **Fairness** – we are fair in balancing competing demands
- **Openness** – we are clear and honest about what we are doing and why
- **Respect** – we show full and proper respect to everyone we work with
- **Effectiveness** – we ensure local tax-payers get the best value for money
- **Innovation** – we find new ways of working to achieve more for local people

# Overview & Scrutiny Committees

**Dorset County Council**



Date of Meeting	10 June 2016
Officer	Chief Executive / Corporate Directors
Subject of Report	<b>Outcomes Based Accountability (OBA) Context Report</b>
Executive Summary	<p>This report provides background and context in relation to Outcomes Based Accountability and the how the council is using this methodology to ensure a clear focus is maintained on those priority outcomes which have been agreed for inclusion in our Corporate Plan.</p> <p>It sets out the key principles of this approach and summarises some of the key features of the OBA methodology.</p> <p>The appendices to this report also include example documentation to help demonstrate to elected members how the OBA methodology can be actively used to support scrutiny work. <i>(NB: - It should be noted that these examples are for illustrative purposes only.)</i></p>
Impact Assessment:	<i>Equalities Impact Assessment:</i> There are no specific issues associated with this report.
	<i>Use of Evidence:</i> Not applicable.
	<i>Budget:</i> No specific cost implications are associated with this report.

	<p><i>Risk Assessment:</i> Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk LOW</p> <hr/> <p><i>Other Implications:</i> None</p>
<p>Recommendation</p>	<p>That the Committee consider and reflect upon the OBA principles and methodology and, through the sample report provided, reflect on how the OBA methodology will be used to provide focused information to support elected members deliver their overview &amp; scrutiny challenge and assurance responsibilities.</p>
<p>Reason for Recommendation</p>	<p>To provide information to assist the council deliver against its corporate plan commitments and to support us in <i>'Working Together for a Strong and Successful Dorset.'</i></p>
<p>Appendices</p>	<p>Appendix A – Sample documentation <i>(Domestic Abuse – Children who are subject to child protection)</i></p>
<p>Background Papers</p>	<p>None</p>
<p>Report Originator and Contact</p>	<p>Name: Mark Taylor Group Manager – Governance &amp; Assurance Tel: (01305) 224982 Email: <a href="mailto:m.taylor@dorsetcc.gov.uk">m.taylor@dorsetcc.gov.uk</a></p>



## 1. What is Outcomes Based Accountability?

- 1.1 Outcomes Based Accountability (OBA) is a structured approach to thinking, assessing and taking action to improve the life conditions of residents and communities.
- 1.2 It starts from the end result – or outcome – and works backwards to identify those actions that actually make a difference. In other words we work from ‘Ends’, backwards to clearly identify the ‘Means’ that have got us there and assess whether the resultant outcome is good, bad or indifferent.
- 1.3 It is designed to get from ‘talk to action’ as quickly, as the methodology actively encourages appropriate, timely, evidence based action to deliver improvement.
- 1.4 It works well if done by directly involving those that have a role to play in improving the outcome. It therefore starts by getting colleagues and partners talking about a particular problem and discussing the ‘causes and forces’ at work behind the issue. Once these are properly understood clear actions can then be agreed and assigned to help tackle and address any gaps.
- 1.5 OBA tries to use plain language and common sense methods that everyone can understand.

## 2. So how does OBA work?

- 2.1 Firstly we identify which ‘life condition’ we are actively seeking to assess and, if necessary, improve – in doing so we establish a clear focus on a specific ‘outcome’.
- 2.2 Dorset County Council has articulated those priority ‘life conditions (outcomes)’ that we believe are important in our Corporate Plan. These are set out under our four key outcomes SAFE; HEALTHY; INDEPENDENT; and PROSPEROUS.
- 2.3 An example from our Corporate Plan would be that ‘People in Dorset are SAFE’. Within this outcome the council has agreed that we are committed to ensuring that:
  - Children and vulnerable adults are safe wherever they are;
  - Crime, antisocial behaviour and domestic abuse across Dorset is minimised;
  - There are fewer accidental injuries and deaths – including those on Dorset’s roads.
  - People and communities are better able to cope with environmental change and other emergencies.
- 2.4 In seeking to assess whether we are achieving these, we would select a particular aspect, and we would then select some trends – these are called:
  - i) **Population Indicators** – *A measure that helps quantify the achievement of an outcome. Indicators answer the question “How would we recognise this result if we fell over it?”*  
(E.g. The crime rate helps to quantify whether we are living in a safe community).
  - ii) **Performance Measures** – *A measure of how well a programme, organisation or service is working*  
(E.g. The percentage of crimes that have been solved).

- 2.5 We can then take the most important indicators and measures to understand the reasons why the current situation is as it is.
- 2.6 We identify who should play a role in making a difference and then decide what action to take to improve the outcome.
- 2.7 Significantly this enables the County Council to take an objective view of its own contribution and performance and thus assess what specific improvement(s) it could make. This is either through aspects of its own of service delivery, or through its influence with others.
- 2.8 We can then analyse to try to find out those things that are contributing to the current situation, identify who should play a part in improving the situation and decide what action should be taken to make a difference.

### **3. What questions do we need to ask?**

- 3.1 OBA takes a structured approach to ensure focus, clarity and objectivity is maintained during the assessment process.
- 3.2 In seeking to assess the current situation we must first consider outcomes at the at 'population' level. This stage uses seven specific questions, normally referred to as 'The 7 Population Accountability Questions'. These are as follows;
  - 1. What are the quality of life conditions we want for our children, adults and families who live in our community?
  - 2. What would these conditions look like if we could see them?
  - 3. How can we measure these conditions?
  - 4. How are we doing with the most important of these measures?
  - 5. Who are the partners that have a role to play in doing better?
  - 6. What works to do better, including no-cost and low-cost ideas?
  - 7. What do we propose to do?
- 3.3 In assessing 'population outcomes' we also need to be clear that the council will not have sole accountability for outcomes. For example, if we again consider the example of seeking a reduction in crime. Responsibility for this is also shared by others as it requires local people, partners and partnerships (e.g. the Community Safety Partnership) to come together to bear down over time on the causes of crime. *(This is reflected by question 5.)*
- 3.4 Having reflected on the answers to these 7 population accountability questions we are better able to understand the current situation and assess where any challenges may be.
- 3.5 Then in order to assess whether we as a county council are in a position to be able to influence and hopefully improve these outcomes, we can then also drill down further to look at the 'performance accountability' level.
- 3.6 Whilst 'The 7 Performance Accountability Questions' are similar, as can be seen, these specifically look to assess the council's own contribution:
  - 1. Who are our clients / customers?
  - 2. How can we measure if they are better off?
  - 3. How can we measure if we are delivering services well?

4. How are we doing on the most important of these measures?
  5. Who are the partners that have a role to play in doing better?
  6. What works to do better including no-cost and low-cost ideas?
  7. What do we propose to do?
- 3.7 This provides us with a clear indication of what impact we are having on the outcome and what we are doing to change the behaviour, attitude, knowledge, skills or circumstances of clients or a group of people.
- 3.8 At this stage the OBA methodology also allows us to use and apply information we have gleaned to actively look to influence the outcomes. This is known as 'Turning the Curve', which seeks measurable improvement and moves us from 'Talk to Action' i.e. What are we actually going to do to deliver better outcomes?
- 3.9 This aspect of the process is similarly supported through a structured assessment process, which again is organised around seven key questions. We refer to these as 'The 7 Killer Questions':
1. If we do nothing where is the trend heading, is this OK?
  2. What's helping and hindering the trend ('causes and forces')?
  3. Are local service sand partnership working making a difference and providing value for money?
  4. What additional information / research do we need to properly understand the 'causes and forces'?
  5. Who are the key partners we need to be working with (including local residents)?
  6. What could work to turn the trend in the right direction, including 'low cost and no cost solutions'? Additional information/research around 'what works'?
  7. What is the Council's and Members role and specific contribution?
- 3.10 To be effective turning the curve exercises need to be clear on their purpose, properly scoped and carried out in accordance with a strict time limit. Routinely only 55 minutes is allocated. This is to ensure that the discussions remain focused and lead to the identification of clear actions, which are agreed and allocated to lead individuals to ensure clear ownership and accountability.
- 3.11 These help to inform us whether our own contribution is effective and/or whether improvements could be achieved and, if so, which aspects of our work could deliver these.
- 3.12 The process supports the council to reach clear conclusions and recommendations for change, focusing on priority outcomes and monitoring and evidencing progress towards those desired outcomes.

#### **4. Conclusion**

- 4.1 The County Council has adopted the OBA approach to help ensure we maintain a clear focus on the priority outcomes (life conditions) for the residents and communities we serve, constantly striving to do better.
- 4.2 Appendix A provides an example committee scrutiny scoping document and report, which has been included for illustrative purposes only.
- 4.3 The particular example relates to one of the council's corporate plan stated outcomes that Dorset People are SAFE. It considers Domestic Abuse and specifically reviews

the 'rate of children subject to child protection where domestic abuse is a feature'.

- 4.4 This example document has been specifically drafted to help to demonstrate how the OBA approach could be used to support the work of all of the Overview and Scrutiny Committees in scrutinising progress against delivery of those priority outcomes contained in our Corporate Plan.

**Debbie Ward**  
Chief Executive  
June 2016

## Scrutiny Review - Planning & Scoping Document

### **DOMESTIC ABUSE**

#### **(Rate of children subject to Child Protection where Domestic Abuse is a feature)**

<p><b>What is the Purpose of the Review?</b></p> <ul style="list-style-type: none"> <li>• Specify exactly which Outcome(s) the review is examining?</li> <li>• Also being clear what the review is <u>not</u> looking at</li> <li>• What is the Scrutiny Review seeking to achieve?</li> <li>• Where possible refer to VFM issues of service cost, service performance and/or customer satisfaction.</li> </ul>	<p><b><u>Corporate Plan Outcome &amp; Priority:</u></b></p> <p>OUTCOME = <b>SAFE</b>          PRIORITY = <b>Crime, antisocial behaviour and domestic abuse across Dorset in minimised.</b></p> <p><b><u>Outcome Indicator / Measure:</u></b></p> <ul style="list-style-type: none"> <li>- Rate of children subject to a Child Protection where domestic abuse is a feature.</li> </ul> <p><b><u>Supporting Rationale for the review:</u></b>          From a recent audit completed by Children’s Services, 97% of children subject to a Child Protection Plan showed that domestic abuse was a concern. The evidence suggests locally and nationally that incidents of domestic abuse is rising and is impacting significantly on outcomes for children, young people and carers.</p> <p>If we do nothing then the trend is likely to continue locally and hence this matter requires specific attention.</p>
<p><b>What are the Criteria for Selection?</b></p> <ul style="list-style-type: none"> <li>➤ Why has this particular topic been considered to be a priority issue for scrutiny?</li> <li>➤ Which of the principle criteria promoted by the Centre for Public Scrutiny does it satisfy?</li> </ul>	<p><b><u>Scrutiny review prioritisation assessment criteria:</u></b></p> <ol style="list-style-type: none"> <li>1. Is the topic/issue likely to have a significant impact on the delivery of council services? <b>YES</b></li> <li>2. Is the issue of included in the Corporate Plan (e.g. of strategic importance to the council or its partners/stakeholders), or have the potential to be if not addressed? <b>YES</b></li> <li>3. Is a focused scrutiny review likely to add value to the performance of its services? <b>YES</b></li> <li>4. Is a proactive scrutiny process likely to lead to efficiencies / savings? <b>Potentially - but not main aim.</b></li> <li>5. Has other review work been undertaken which is likely to result in duplication? <b>NO</b></li> <li>6. Do sufficient scrutiny resources already exist, or are readily available, to ensure that the necessary work can be carried out in a timely manner? <b>YES</b></li> </ol> <p style="text-align: right;"><b>Assessed Priority = HIGH</b></p>



<p><b>What are the Indicators of Success?</b></p> <ul style="list-style-type: none"> <li>➤ <i>What factors / outcomes will demonstrate that this Scrutiny Review has been a success?</i></li> </ul>	<p>We aim to identify opportunities to improve outcomes:</p> <ul style="list-style-type: none"> <li>○ To help to ‘turn the curve’ to minimise the impact of domestic abuse on children, adults and communities.</li> <li>○ Arrive at clear conclusions and recommendations to deliver tangible outcome improvements.</li> </ul> <p><b><u>Good Scrutiny Principles</u></b></p> <p>Will the review actively:</p> <ul style="list-style-type: none"> <li>○ Tackle issues of direct relevant to local people? <b>YES</b></li> <li>○ Tackle issues where, through the unique perspective of elected members, it can add the most value? <b>YES</b></li> <li>○ Talk to wide range of people, drawing them together and building consensus? <b>YES</b></li> <li>○ Challenge the accepted ways of doing things and acting as a champion for developing a culture of improvement in an area? <b>YES</b></li> </ul>
<p><b>What Methodology / Approach is to be followed?</b></p> <ul style="list-style-type: none"> <li>➤ <i>What types of enquiry will be used to gather evidence.</i></li> </ul> <p><i>Following a structured and proportionate review process, which is likely to involve the active consideration of evidence, direct representation(s), a review of financial, performance and risk data to arrive at an objective opinion against some Key Lines of Enquiry;</i></p>	<p>An Outcomes Based Accountability (OBA) methodology will be used to conduct and structure the scrutiny review process. This will involve provision and consideration of:</p> <ul style="list-style-type: none"> <li>- Context, performance, financial and risk information</li> <li>- Evidence will be collated and assessed (incl. consideration of previous work, reports &amp; data, verbal representations etc.</li> <li>- Other specific contributions from relevant organisations, agencies and individuals...list these e.g. Chairman Dorset Children’s Safeguarding Board, Domestic Abuse Forum, Police &amp; Crime Commissioner etc.</li> </ul> <p><b><u>Supporting Key Lines of Enquiry (KLOE)</u></b></p> <p>Turning the Curve – the 7 Killer Questions:</p> <ol style="list-style-type: none"> <li>1. If we do nothing where is the trend heading, is this OK?</li> <li>2. What’s helping and hindering the trend (‘causes and forces’)?</li> <li>3. Are local services and partnerships making a difference and providing value for money?</li> <li>4. What additional information / research do we need to properly understand the ‘causes and forces’?</li> <li>5. Who are the key partners we need to be working with (including local residents)?</li> <li>6. What could work to turn the trend in the right direction including ‘low cost and no cost solutions’? Additional information/research around ‘what works’?</li> <li>7. What is the Council’s and Members role and specific contribution?</li> </ol>



<p><b>What specific resources &amp; budget requirements are there?</b>  <i>What support is required for the review exercise?</i></p> <ul style="list-style-type: none"> <li>• <i>specialist staff</i></li> <li>• <i>any external support</i></li> <li>• <i>site visits</i></li> <li>• <i>consultation</i></li> <li>• <i>research</i></li> </ul>	<p>In anticipation of voluntary support and assistance from external agencies, we do not anticipate any significant additional costs being incurred by the council in conducting this review.</p> <p>At this stage we do not envisage a need for any specific external support costs, or extensive research or consultation exercises.</p> <p>A summary of the main costs associated with the review will therefore be:</p> <ul style="list-style-type: none"> <li>- Prioritising council officer support time</li> <li>- Minor expenses relating to elected member, external agencies and officer travel &amp;/or subsistence</li> </ul>
<p><b>Are any Corporate Risks associated with this Review?</b>  <i>Identify any weaknesses and barriers to success</i></p>	<p>The Corporate Risk Register currently identifies the following risks that are relevant to this review exercise:</p> <ol style="list-style-type: none"> <li>1. Failure to protect vulnerable children and young adults from abuse or neglect in situations that could have been predicted and prevented - <b>HIGH RISK</b></li> <li>2. Failure to protect vulnerable adults from abuse or neglect in situations that could have been predicted and prevented – <b>MEDIUM RISK</b></li> </ol>
<p><b>Who will receive the review conclusions and any resultant recommendations?</b></p>	<p>The outcomes from this review exercise, which will be presented as clear and structured conclusions and recommendations, will be presented to the Cabinet for their consideration and action as appropriate.</p> <p>The final report will also be shared with those external agencies who have been actively engaged in and supported the review exercise.</p>
<p><b>What is the Review Timescale?</b></p> <p>➤ <i>Identify key meeting dates and any deadlines for reports or decisions.</i></p>	<p><b>Review Start Date:   OCTOBER 2016</b></p> <p><b>Target End Date:     DECEMBER 2016</b></p> <ul style="list-style-type: none"> <li>- Final report agreed by Committee - January 2017</li> <li>- Final report to Cabinet - February 2017</li> </ul> <p><b>Follow-up Review:    JANUARY 2018</b></p> <ul style="list-style-type: none"> <li>- To review the impact of agreed changes and assess the degree of improvement achieved on resultant outcomes.</li> </ul> <p><i>(A detailed plan for the review will also be developed to clearly set out the various stages, necessary actions and timescales)</i></p>



<p><b>Who will lead the Review Exercise?</b></p> <ul style="list-style-type: none"> <li>➤ <i>Identify a nominated:</i> <ul style="list-style-type: none"> <li>- Elected Member</li> <li>- Lead Officer</li> </ul> </li> </ul>	<p>Lead Elected Member: <i>(To be agreed)</i></p> <p>Lead Officer: <i>(To be agreed)</i></p>
<p><b>Media Interest / Publicity</b></p> <ul style="list-style-type: none"> <li>➤ <i>Communications Plan</i></li> <li>➤ <i>Do we need to publicise the review to encourage community involvement?</i></li> <li>➤ <i>What sort of media coverage do we want? (E.g. Fliers, leaflets, radio broadcast, press release, etc.)</i></li> </ul>	<p>There is a clear desire to raise the profile of this proactive scrutiny work with the public and, hopefully, achieve their direct engagement and representations.</p> <p>Internal communications will also ensure a council wide knowledge of the review and its purpose, which will help to ensure any relevant contributions can be captured.</p> <p>Communications Lead - Elected Member:: <i>(To be agreed)</i></p> <p>Communications Lead – Officer: <i>(To be agreed)</i></p> <p>Communications Officer: <i>(To be agreed)</i></p> <ul style="list-style-type: none"> <li>• <i>Will this review be subject to a press embargo? <b>NO</b></i></li> </ul>
<p><b>Completed by:</b></p> <p><b>Date:</b></p>	<p>Mark Taylor Group Manager – Governance &amp; Assurance June 2016</p>
<p><b>Approved by Scrutiny Committee:</b></p> <p><b>Date:</b></p>	



# Safeguarding Overview & Scrutiny Committee

## Scrutiny Review

*Seeking to improve the lives of people, communities  
and businesses in Dorset*

### ***Domestic Abuse***

***'Rate of children subject to Child Protection where  
domestic abuse is a feature'***

*Working Together for a Strong and Successful Dorset*



## 1. INTRODUCTION

- 1.1 The Council is committed to a process of regular and objective assessment of its services and the contribution that it makes to improving outcomes for the residents and communities we serve.
- 1.2 This is achieved through a focused and structured assessment of those areas which have been identified as priorities in our Corporate Plan.
- 1.3 This ensures that the Executive (Cabinet) is held to account for the delivery of positive outcomes through an appropriate and proportionate process of independent scrutiny.
- 1.4 The scrutiny process is therefore welcomed as constructive mechanism through which the Council can seek to provide assurance, or identify areas where it is felt that improvements can be made.
- 1.5 Any identified areas for improvement will be captured and recommended to the Executive (Cabinet) for consideration and, where agreed, implemented.

## 2. SCRUTINY REVIEW- THE APPROACH

- 2.1 To support the Committee in a structured approach to scrutiny, a small number of 'Key Lines of Enquiry (KLOE)' have been developed to provide a framework to the assessment process.
- 2.2 These KLOE's are based on the Outcomes Based Accountability (OBA) principles and methodology. They are purposefully focused to ensure a clear rationale and scope is in place to support the review process.
- 2.3 These are not intended to restrict the Committee in its collection of evidence, nor to limit representations or attendance that members feel are necessary to give due consideration to a topic. They simply look to ensure that a consistent and constructive approach is taken to the scrutiny of topics.
- 2.4 The framework of KLOE's set out below are to help the Committee in their identification of those areas where it is considered that improvements could be achieved for the benefit of residents, communities and businesses in Dorset.

## 3. TOPIC SELECTED FOR SCRUTINY – Domestic Abuse

### Corporate Plan Outcome Priority: - SAFE

- *Crime, antisocial behaviour and domestic abuse across Dorset is minimised*

### Outcome Indicator

- Rate of children subject to a Child Protection where domestic abuse is a feature

*(A simple trend line would be inserted here – if not available then Data Development Plan would be agreed. Alternatively a proxy indicator could be used in the interim e.g. rate of*

children subject to a Child Protection Plan, crime rate and domestic abuse. As it will take some time to “Turn the Curve” it is helpful to have some proxy measures to indicate progress in the right direction or not).

#### **4. KEY LINES OF ENQUIRY – A Structured Approach to Scrutiny**

We need to actively look to ‘Turn the Curve’ – Using 7 “Killer” Questions

##### **1. If we do nothing where is the trend heading, is this OK?**

- From a recent audit completed by Children’s Services, 97% of children subject to a Child Protection Plan showed that domestic abuse was a concern.
- The evidence suggests locally and nationally that incidents of domestic abuse is rising and is impacting significantly on outcomes for children, young people and carers. If we do nothing then the trend is likely to continue locally and hence this situation is not OK.
- A study into Domestic Abuse (undertaken in 2009 by Professor Sylvia Walby) estimated that nationally the total cost to services in dealing with the impacts of domestic abuse were £4.57 Billion. In Dorset alone this was estimated as an overall cost to agencies involved as being in the region of £35 Million.

##### **2. What’s helping and hindering the trend (“causes and forces”)?**

- Domestic abuse is clearly associated with parental substance misuse and mental health problems (known collectively as the “toxic trio”)
- Hostility, intimidation and violence within families are significantly associated with poor attachments and poor outcomes resulting in children not reaching their potential. We know from Serious Case Reviews that domestic abuse is linked to serious harm and death of children and female carers.
- Evidence has also confirmed that perpetrators of domestic abuse are predominantly male.
- Victims of domestic abuse can be children and also both female and male carers (around 20%). It affects whole families and communities.
- Early Help and prevention work can reduce the risk of domestic abuse e.g. Dorset Families Matter.
- There is a lack of local provision for both victims and perpetrators.

##### **3. Are local services and partnership working making a difference and providing value for money?**

- Data suggests we have a significant journey to travel to make more of a difference in providing effective and efficient services.

- Evidence on specific services is patchy and requires further interrogation re. provision for victims and perpetrators, specialist programmes and impact of early help and prevention.
- There is a need for more of a whole family and community approach with partners (cross council, multi-disciplinary and closer working/integration of services). No one service can solve the problem alone!
- Local people need to be better communicated with on the scale of the problem, impact on lives and how they could be part of the solution.

**4. What additional information / research do we need to properly understand the “causes and forces”?**

- *See above*
- Need to task relevant officers and partnerships to complete an analysis to ensure we are able to properly understand the ‘causes and forces’ at work around domestic abuse.
- Need to learn from existing national research and other Councils e.g. Hertfordshire who have done a significant amount of work in this area
- There is a need to better understand the costs of late intervention and domestic abuse.

**5. Who are the key partners we need to be working with (including local residents)?**

- Dorset Safeguarding Children’s Board.
  - *One of the key priorities or “obsessions” for the Board is to significantly reduce rising numbers of children subject to a Child Protection Plan*
- Adult Safeguarding Board
- Health and Wellbeing Board
- Community Safety Partnership
- Dorset Families Matters
- Dorset CC Research and Information
- Women’s Refuge
- Domestic Abuse Forum
- Police and Crime Commissioner / Dorset Police

**6. What could work to turn the trend in the right direction including “low cost and no cost solutions”? Additional information/research around “what works”?**

- Multi-disciplinary and co-location of services / teams.
- Strengthening families and communities around domestic abuse prevention.

- Frontline services better understanding risks and impact of domestic abuse (joint training).
- Learn from examples of best practice e.g. Family Assessment Support Service (FASS) programme in Newport, South Wales and Department for Education Innovation Programme evaluation, adult perpetrator programmes etc.

## **7. What is the Council's and Members role and specific contribution?**

### **- Up to 4 key (SMART) actions that could be worked on from tomorrow:**

1. Commission further work on properly understanding the local 'causes and forces' at work around domestic abuse, costs and its impact on people lives.  
*(Lead person to be identified)*
2. Identify local opportunities to build on encouraging practice - linked to "what works" and learning from other places.  
*(Lead person to be identified)*
3. Start discussion with Dorset Safeguarding Children's Board on joint working opportunities around domestic abuse.  
*(Lead person to be identified)*
4. Start a Dorset wide public education campaign on the extent of Domestic Abuse, its impact and encouraging a call to action to 'turn the curve'.  
*(Lead person to be identified)*

## **OTHER SUPPORTING INFORMATION**

In supporting the scrutiny review the Committee could also be provided with some specific data to provide some additional background and context as follows;

- i) Financial information**  
*(3-year budget & expenditure profile etc.)*
- ii) Performance information**  
*(Related outcome statement(s); Population Indicators and Performance Measures)*
- iii) Risk information**  
*(Relevant risks and their respective rankings on the Corporate Risk Register)*

Dorset County Council  
June 2016

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# Safeguarding Overview & Scrutiny Committee Work Programme

Chairman: Cllr Pauline Batstone  
Vice Chairman: Cllr Mike Lovell

**Agreed Items** (yet to be scoped and/or scheduled)

All items that have been agreed for coverage by the Committee have been scheduled in the Forward Plan accordingly.

Date of Meeting		Item/Purpose	Key Lines of Enquiry (KLOE)	Lead Member/Officer	Reference to Corporate Plan	Target End Date
5 October 2016						
5 October 2016						
5 October 2016						
5 October 2016						
5 October 2016						
<b>Other draft items / issues identified for potential review;</b>						

**Debbie Ward**  
 Chief Executive  
 Date: 6 June 2016