

# Safeguarding Overview and Scrutiny Committee

**Dorset County Council**



Date of Meeting	6 July 2017
Officer	<p><u>Local Members</u> All Members <u>Lead Director</u> Sara Tough, Director for Children, Adults and Community Services</p>
Subject of Report	<p><b>Corporate Plan:</b></p> <ul style="list-style-type: none"> <li>• <b>Draft Refresh 2017-18</b></li> <li>• <b>Outcomes Focused Monitoring Report, May 2017</b></li> </ul>
Executive Summary	<p><b>Corporate Plan Draft Refresh 2016-17</b></p> <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 <b>safe, healthy and independent</b>, and that they benefit from a <b>prosperous</b> economy. The Safeguarding Overview and Scrutiny Committee has oversight of the <b>Safe</b> outcome.</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 Safeguarding 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><b>Outcomes Focused Monitoring Report, May 2017</b></p> <p>Data for the “outcome indicators” for the “Safe” outcome 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><b>Equalities Impact Assessment:</b> There are no specific equalities implications in this report. However, the prioritisation of resources in order to challenge inequalities in outcomes for Dorset’s people is fundamental to the Corporate Plan.</p>
	<p><b>Use of Evidence:</b> 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><b>Budget:</b> 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><b>Risk:</b> Having considered the risks associated with this report using the County Council’s approved risk management methodology, the level of risk has been identified as:</p> <p>Current:       Medium</p> <p>Residual:      Low</p>
	<p><b>Other Implications:</b> None</p>

<p>Recommendation</p>	<p><b>That the committee:</b></p> <ul style="list-style-type: none"> <li>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</li> <li>ii) Considers the evidence of Dorset’s position with regard to the outcome indicators in Appendix B and C; and:</li> <li>iii) Identifies any issues requiring more detailed consideration.</li> </ul>
<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"> <li>A. Draft Corporate Plan 2017-18</li> <li>B. Population Indicators Summary May 2017 – <b>Safe</b></li> <li>C. Population Indicators Full Report May 2017 – <b>Safe</b></li> <li>D. Planning and Scoping Template</li> </ul>
<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 Safeguarding Overview and Scrutiny Committee has oversight of the **Safe** outcome.
- 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?
  - 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 Safeguarding 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 “Safe” outcome 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.
- 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 and supported by a senior lead officer, and they will suggest particular areas of concern and future focus.
- 2.4.2 The sponsor for the **Safe** outcome is Sara Tough, the Director for Children, Adults and Community Services. The lead officer for the outcome is Patrick Myers, the Assistant Director for Design and Development in Children’s Services. The current position with all of the “Safe” indicators is summarised in Appendix B and analysed in detail in Appendix C.
- 2.4.3 Lead officers have suggested that the “Safe” indicators which require the most focus and attention are as follows:

**The rate of children subject to a Child Protection Plan** in Dorset increased between 2013 and 2016 and has now begun to reduce. However, the rate remains higher than nationally. Plans are most commonly put in to place due to abuse or neglect. If the plan to reduce the risk of harm does not work then the child may become ‘looked after’ by the local authority. Whole family support and good multi-agency cooperation are therefore important in reducing the rate of children experiencing significant harm.

**The rate of children in care** increased steadily until 2016. The actual numbers in March 2017 were lower than the same time in the previous year, but this has not affected the rate per 10,000 population. However the most recent data for the end of May 2017 suggests that rates are now beginning to slowly fall. The decision about whether a child should enter care is an important one as outcomes for children in care can be poorer than those of their peers. As a result of their early experiences they are more likely to have poor mental health. They are less likely to achieve at GCSEs, are more likely to not be in education, employment or training; are more likely to be involved with the criminal justice system and to be in unsuitable accommodation later in life. The impact of childhood trauma or abuse can last into adulthood. Multi-agency provision of early help is critical to reducing the numbers of children in care through the provision of whole family support.

- 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 “safe” outcome is “The number of people killed or seriously injured on Dorset’s roads”. A performance measure for the County Council that would be likely to have an impact on this would be “The percentage of road safety schemes achieving post project objectives”, since there is a strong likelihood that if our road safety schemes are successful, this will have a positive impact on road safety across Dorset as a whole. An initial set of “Safe” 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 “Safe” delivery strategy later this year, before it is finalised.