

Agenda

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Dorset County Council



Meeting: Safeguarding Overview and Scrutiny Committee
Time: 2.00 pm
Date: 30 January 2018
Venue: Committee Room 1, County Hall, Dorchester, Dorset, DT1 1XJ

Pauline Batstone (Chairman)	Katharine Garcia (Vice-Chairman)	Derek Beer
Kevin Brookes	Toni Coombs	Lesley Dedman
Beryl Ezzard	Steven Lugg	Bill Pipe
Kate Wheller		

Notes:

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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 25 January 2018, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

Contact: Fiona King, Senior Democratic Services Officer
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Date of Publication:
Monday, 22 January 2018

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.

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|---|----------------|
| <p>3. Minutes</p> <p>To confirm and sign the minutes of the meeting held on 12 October 2017.</p> | <p>5 - 10</p> |
| <p>4. Public Participation</p> <p>(a) Public Participation</p> <p>(b) Petitions</p> | |
| <p>5. Domestic Abuse - Inquiry Day</p> <p>To consider a report from the Transformation Lead for Adult and Community Services Forward Together Programme.</p> | <p>11 - 24</p> |
| <p>6. Modern Slavery Protocol and Guidance</p> <p>To consider a report from the Transformation Lead for the Adult and Community Services Forward Together Programme.</p> | <p>25 - 40</p> |
| <p>7. Elective Home Education and Attendance Scoping Report</p> <p>To consider a report from the Interim Director for Children's Services.</p> | <p>41 - 46</p> |
| <p>8. The Council's Approach to Social Worker Recruitment and Retention</p> <p>To consider a report from the Interim Director for Children's Services.</p> | <p>47 - 60</p> |
| <p>9. Outcomes Focused Monitoring Report, January 2018</p> <p>To consider a report from the Interim Director for Children's Services.</p> | <p>61 - 94</p> |
| <p>10. Road Collisions Task and Finish Group</p> <p>To receive an oral update on progress from Cllr Weller and Cllr Lugg.</p> | |
| <p>11. Emergency Planning Update</p> <p>To receive an oral update on progress from Cllr Brookes and Cllr Lugg.</p> | |
| <p>12. Work Programme</p> <p>To consider the Work Programme for the Safeguarding Overview and Scrutiny Committee.</p> | <p>95 - 98</p> |

Members are reminded that training on Children's Services matters will be provided for them on the following dates:-

- Thursday 8 February 2018 (2 sessions); and
- Thursday 22 February 2018 in the afternoon.

13. Questions from County Councillors

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Thursday 25 January 2018.

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Safeguarding Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Dorchester, Dorset,
DT1 1XJ on Thursday, 12 October 2017

Present:

Pauline Batstone (Chairman)
Toni Coombs, Kevin Brookes, Beryl Ezzard, Steven Lugg and Bill Pipe

Members Attending

Deborah Croney, Cabinet Member for Economic Growth, Education, Skills and Learning.

Officer Attending: John Alexander (Senior Assurance Manager - Performance), Sarah Baker (Group Finance Manager), Nicholas Jarman (Interim Director - Children's Services), Cathy Lewis (Communications Officer (Internal)), Patrick Myers (Assistant Director - Design and Development), Simon Parker (County Emergency Planning Officer), Michael Potter (Project Engineer), Mark Taylor (Group Manager - Governance and Assurance), Jonathan Wade (Acting Assistant Director for Care and Protection), Sally Wernick (Strategic Lead for Safeguarding and Quality - Adults) and Fiona King (Senior Democratic Services Officer).

(Note: These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Safeguarding Overview and Scrutiny Committee to be held on: **Thursday, 18 January 2018**).

Apologies for Absence

37 Apologies for absence were received from Katharine Garcia and Lesley Dedman.

Code of Conduct

38 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

Minutes

39 The minutes from the meeting held on 6 July 2017 were agreed and signed.

Public Participation

40 Public Speaking

There were no public questions received at the meeting in accordance with Standing Order 21(1).

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

Update on the Inquiry Day in respect of Domestic Abuse

41 The Strategic Lead for Safeguarding and Quality - Adults updated members on the progress with the arrangements for the Inquiry Day in respect of Domestic Abuse which would be held on Tuesday 17 October 2017. All of the invitations had now been sent out and a good response to date had been received.

It was explained that the purpose of the day was to identify key lines of enquiry

around domestic abuse and explore them. Although the County Council had no strategic responsibility for domestic abuse this would be an opportunity for members to hear first-hand from a range of people, partners and providers. There would be opportunities for members to ask questions about important issues and decide on their next steps.

The Chairman felt the day would be looking at 4 main areas of abuse, partner abuse, children being abused by carers, parent abuse and elderly abuse. This would be a day on which to begin to explore these areas further.

The Group Manager for Governance and Assurance added that this was active scrutiny and domestic abuse was a key topic contained in the Corporate plan.

One member highlighted that domestic abuse was not an isolated issue but one that needed to be looked at holistically. Early intervention and multi-agency support was important in this area.

Noted

Update from the Task and Finish Group on Road Traffic Collisions

42 The Task and Finish Group had met and had agreed to review and update the existing Road Casualty Reduction Plan. The Group had highlighted several new interventions which would be investigated. The aim was not to duplicate documents but to identify new opportunities for new interventions, if possible, and to try to make it easier for members of the public to understand. It was anticipated that there would be a review of all the rural routes across the Authority to provide an objective comparison of all routes to assess where the need was greatest. Road signage would also be reviewed.

They had also recently met with Cabinet member for Natural and Built Environment in order for him to be aware of the work going on.

Cllr Steven Lugg, a member of the Task and Finish Group, emphasised that they had to be realistic about what would make a difference in terms of casualties and people killed.

Noted

Emergency Planning Update

43 The County Emergency Planning Manager advised members of the work around member engagement and how this could be improved in times of emergency. He had met with Cllrs Lugg and Brookes and had agreed to offer members the opportunity to have a tour of the Emergency Planning building and receive a short briefing from the officers on their roles and work, following meetings of future overview and scrutiny committee meetings. There would also be an opportunity to offer specialist briefing sessions as required. It was anticipated to create a rolling programme of regular introductory briefs to build on members' knowledge and understanding of emergency planning. The Strategic Lead for Safeguarding and Quality – Adults requested that reference to the Trauma Response Service also be included in the briefings

Cllr Kevin Brookes had been looking at the service from the elected member angle and had found that there were well thought out processes in place for the Leader and Chief Executive but it was a bit patchy at other elected member level. He expressed concern that Senior Officers might not be aware of who their relevant cabinet member was and continued to investigate further. He suggested that a skills audit of members be carried to ensure they had the requisite skills.

Cllr Steven Lugg felt there was a need to not be parochial around this and to ensure that all three levels of members (Town, District and County) were involved to ensure that everyone knew what to do in an emergency situation.

One member highlighted the support of the Communications Team in relation to emergency situations as they can happen anywhere at any time.

The County Emergency Planning Officer added that he would welcome a call from any member if they felt they needed a briefing on a particular area.

The Strategic Lead for Safeguarding and Quality – Adults drew members' attention to the Trauma Centre in respect of modern slavery where a co-ordinated response could be given if required.

Resolved

1. That a rolling programme of member briefings be arranged following the next round of Overview and Scrutiny meetings in January 2018.
2. That updates from the County Emergency Planning Officer be presented to the Committee when required.

Special Educational Needs and Disability - Written Statement of Action

44 The Assistant Director for Design and Development updated members on the weaknesses that were highlighted during a Local Area Inspection by Ofsted and the Care Quality Commission that had led to the Written Statement of Action being produced.

Dorset was now working on a Special Educational Needs or Disabilities (SEND) Strategy and the first meeting of the SEND Delivery Group had recently taken place.

Members were also updated on the progress with Educational Health Plans (EHCPs) and noted that the increase in demand for these Plans had had a direct impact on the ability of casework officers to complete the assessments and plans with the 20 week statutory timescale. Current figures for September 2017 showed that only 6% of new EHCPs were meeting this deadline and as new requests showed no sign of reducing in number, the timelines for finalising further EHCPs was also at risk of not meeting the statutory timescales, on 1 March 2015, there were 1472 EHCPs and this rose to 1597 by March 2016. By March 2017 there were 1832 and at the end of September 2017 there were 1948. Current data predicted a similar trajectory for 2017/18.

Following a question from a member about whether the achievement of 50% of new plans being done by October had been achieved, it was advised that the situation had improved but undertook to circulate this data outside of the meeting.

The impact of this change in legislation affected not just Dorset but nationally and as a result there were now 13 authorities that had written statements of action as they had also not been able to meet the demand.

Members were reminded of the difficulty of recruiting to staff vacancies and made reference to a recent conference that had taken place which highlighted capacity issues. The Cabinet Member for Economic Growth, Education, Learning and Skills added that both herself and the Leader had written to all Dorset MPs highlighting the increase in demand and finding issues around education needs. She was due to meet with Oliver Letwin shortly to discuss this further. Members felt it would be helpful if they could have sight of the Dorset MP letters to keep them in the picture.

Following a question from a member about the turnaround period for each EHCP, the Assistant Director for Design and Development advised that there was a lot of

attention being given to this work and undertook to provide this granular information outside of the meeting.

Noted

Ofsted updates - Children's Homes and Dorchester Learning Centre

45 Members received an update on the action plan in respect of the latest Ofsted findings with regards to Dorset County Council's Children's Homes. The Group Manager for Governance and Assurance highlighted that members needed to be assured that the safeguarding actions in the action plan had been identified and confident that there were actions in place to drive forward the improvements. The Cabinet Member for Economic Growth, Education, Learning and Skills advised members that at the recent Cabinet meeting members took specific details of the young people, where they went, their transition and progression to ensure that each one was safely transferred.

Members were also updated on the Dorchester Learning Centre which included information on the detailed development plan which had started from the previous Ofsted inspection targets and current priorities e.g. improving leadership and management; attainments and progress of pupils; assessment, tracking and achievement. It was noted that the action points from the advisory visit last year had now been met. The new Head Teacher had engaged with induction and Head Teacher briefings. The last general safeguarding update was favourable and also signposted the effectiveness of the new Head.

Noted

Outcomes Focussed Monitoring Report, October 2017

46 The Committee considered a report by the Corporate Director for Children's and Adult and Community Services which was the first monitoring report against the new Corporate Plan. It included Performance measures by which the County Council could measure the contribution and impact of its own services and activities on the Corporate Plan's four outcomes and risk management information.

The Senior Assurance Manager highlighted that the report included an analysis of the Council's contribution towards Corporate Plan outcomes and measured the impact on services and activities. He then gave a detailed presentation as a means of illustrating this. He explained that more detailed information was now available to support scrutiny work and asked members to contact him if there were any areas they believed to be priorities for further development. Value for money information would be provided for the January 2018 meeting.

Members highlighted and discussed the number of killed or seriously injured on Dorset's roads indicator and the number of Looked After Children.

Following a discussion on permanence measures for children, the Acting Assistant Director for Care and Protection undertook to provide members with information relating to the number of children placed with relatives within their family network.

In respect of Looked After Children the Interim Director for Children's Services highlighted the importance of early intervention with families showing signs of distress to prevent a child becoming looked after. He also highlighted the importance of manageable caseloads and attracting good quality social workers in this regard.

One member suggested that if managing caseloads was so critical it should perhaps be one of the performance measures included in the report. She also made reference to the 'grow your own' joint work with Bournemouth University in respect of Social

Workers and asked for a report back to this Committee on the progress of this work.

In response to a question about high caseloads and the need to achieve savings, the Interim Director for Children's Services made reference to opportunities to try to improving commissioning arrangements and to reducing third party payments.

The Senior Assurance Manager welcomed any comments and feedback from members by 30 October 2017 in readiness for the next report in January 2018.

Resolved

That a report on the joint work with Bournemouth University on social workers be prepared for the meeting on 18 January 2018.

Work Programme

47 The Committee considered its work programme and gave consideration to the inclusion of a number of items which had been discussed earlier in the meeting:-

- Update from the Task and Finish Group on road traffic casualties at an appropriate time
- A report on the joint work with Bournemouth University in relation to social workers
- Further work on Population indicators in respect of the Outcomes Focussed Monitoring Report

The Chairman suggested that there might well be workstreams arising from the Domestic Abuse Inquiry Day.

Resolved

That the Committee's Work Programme be updated accordingly.

Questions from County Councillors

48 No questions were asked by members under Standing Order 20(2).

Meeting Duration: 10.00 am - 11.40 am

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Safeguarding Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	30 January 2018
Officer	Helen Coombes – Transformation Lead for Adult and Community Services Forward Together Programme
Subject of Report	Domestic Abuse – Inquiry Day
Executive Summary	<p>On 17 October 2017, The Safeguarding Overview and Scrutiny Committee held an Inquiry Day into Domestic Abuse in Dorset. The objectives of the day were to:</p> <ul style="list-style-type: none"> • Gain insight into the experience of those who use services • Hear views and receive feedback from providers and other stakeholders • Hear from workers on the front line • Understand how partners are working together to tackle domestic abuse • Look at the overall strategy for addressing domestic abuse in Dorset • Identify how members can contribute to the quality of support provided to those experiencing domestic abuse across Dorset <p>Members heard that domestic abuse is persistent and widespread it is a recurrent issue across agency and is the most common factor in situations where children are at risk of serious harm in this country (Child in Need statistics 16-17). In Dorset, as with other areas there has been some success in responding to the volume of cases presented and the next step is to take a long-term approach towards prevention and reduction.</p> <p>However, this is not an individual agency task but one which requires a societal change and a public service message aimed at behaviours and attitudes of</p>

	<p>perpetrators. Evidence on intervention programmes tend to show limited progress, new models therefore need to be developed and more needs to be done to provide an evidence base that is rigorous enough to justify investment. One parallel area of work is Child Sexual Exploitation where significant work has been undertaken around perpetrators and disruption in behaviours; what this inquiry day has shown is that whilst there are pockets of good practice further progress is needed to deliver the change that is required.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment: N/A</p> <p>Evidence:</p> <ul style="list-style-type: none"> • Each year around 2.1m people suffer some form of domestic abuse - 1.4 million women (8.5% of the population) and 700,000 men (4.5% of the population) - Source ONS (2015), Crime Survey England and Wales 2013-14. London: Office for National Statistics. • Each year more than 100,000 people in the UK are at high and imminent risk of being murdered or seriously injured as a result of domestic abuse – Source Safe Lives (2015), getting it right first time: policy report. Bristol: Safe Lives. • Women are much more likely than men to be the victims of high risk or severe domestic abuse: 95% of those going to Marac or accessing an Idva service are women – Source Safe Lives (2015), Insights Idva National Dataset 2013-14. Bristol: Safe Lives. • In 2013-14 the police recorded 887,000 domestic abuse incidents in England and Wales – Source ONS (2015), Crime Survey England and Wales 2013-14. London: Office for National Statistics. • Seven women a month are killed by a current or former partner in England and Wales - ONS (2015), Crime Survey England and Wales 2013-14. London: Office for National Statistics. • 130,000 children live in homes where there is high-risk domestic abuse – Source Safe Lives (2015), getting it right first time: policy report. Bristol: Safe Lives. • 62% of children living with domestic abuse are directly harmed by the perpetrator of the abuse, in addition to the harm caused by witnessing the abuse of others – Source

	<p>Caada (2014), <i>In Plain Sight: Effective help for children exposed to domestic abuse. Bristol: Caada.</i></p> <ul style="list-style-type: none"> • On average high-risk victims live with domestic abuse for 2.3 years before getting help - Source Safe Lives (2015), Insights Idva National Dataset 2013-14. Bristol: Safe Lives. • 85% of victims sought help five times on average from professionals in the year before they got effective help to stop the abuse - Source Safe Lives (2015), Insights Idva National Dataset 2013-14. Bristol: Safe Lives. <p>Budget: N/A</p> <ul style="list-style-type: none"> • Risk Assessment: • 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 Current Risk: MEDIUM • Residual Risk: MEDIUM <p>Other Implications: N/A</p>
<p>Recommendation</p>	<p>The Safeguarding and Overview Scrutiny Committee receive updates on the progress of the Whole Family approach to tackling domestic abuse and the Pan Dorset Domestic Abuse Strategic group action plan.</p>
<p>Reason for Recommendation</p>	<p>To monitor and comment on the work of Adult and Children’s Services and their partner agencies, including the Community Safety Partnership to be satisfied that they are working together effectively to improve the safety of adults and children and to prevent and reduce incidents of violence and domestic abuse.</p>
<p>Appendix 1 Appendix 2 Appendix 3</p>	<ul style="list-style-type: none"> • Day Programme • List of those giving evidence • Current work underway
<p>Background Papers</p>	<ul style="list-style-type: none"> • Domestic Abuse-Key areas of challenge report to scrutiny 19 January 2017. • Pan Dorset Domestic Abuse Strategy 2017 -2020

1. Approach

The committee adopted the Inquiry day model, with question and answer sessions divided into four areas with a final session on future priorities:

- Direct Experience
- Practice
- How we work with others
- Commissioning, provision, quality, services and best practice
- Future priorities

A list of those organisations who attended can be found in Appendix 1. In addition to elected members on panel and those invited to give evidence, colleagues from across agency, cabinet and elected members were also invited to join the audience. Each evidence session included questions and comment from the audience which broadened the debate and enhanced the quality of the information shared.

2. Evidence Session 1

In the first evidence session members heard from an invited guest who had experienced domestic abuse and practitioners from You First and Waves. Questions were asked about police response, resources, community and professional support from G. P's, other health care providers and social services

2.1 Key themes in Evidence Session 1:

- Reluctance to report by those at risk
- Mixed police and other statutory body responses
- Effect on families
- Control and Coercion and lack of insight by professionals
- Warm bath analogy (warm bath cold dripping tap)
- Financial limits on voluntary agencies who provide key lines of support
- Training and staff skills in tackling domestic abuse issues
- Lack of funding for training
- Experience of statutory agencies and differing approaches to this complex area
- Domestic abuse is often hidden
- Emphasis on the victim to provide protection to children

2.2 Future Areas of focus:

- Training for staff across all agencies on better understanding domestic abuse and issues of coercion and control for a confident and upskilled workforce
- Long term funding.
- Reliance cannot be placed on voluntary agencies to fill the gaps
- Better information sharing, earlier responses to risk by agencies and better flags
- Holistic approach to domestic abuse
- Request that elected members raise the profile of domestic abuse
- Long term strategy required to reduce prevalence

3. Evidence Session 2

Representatives from the police, health, children's and adult services and probation described how they sought to prioritise and respond to incidents of domestic abuse, resources available to them and practice challenges

3.1 Key themes in Evidence Session 2:

- Dependent on willingness of victims to share information
- Dependent on levels of engagement from victims and perpetrators
- Restricted to signposting only
- Some agencies only resourced for high-risk cases
- Reduced opportunity for prevention and early intervention
- Information sharing across agencies sometimes limited
- Agencies, not always aware that DA present
- Limited pathways or programmes when perpetrators not deemed to present high-risk
- Engagement of perpetrators on voluntary basis means dropout rates can be high
- Drugs, alcohol and poor mental health can be a feature and this also needs to be addressed, assessments need to be properly targeted
- Low investment in perpetrator programmes
- Post code lottery around funding exacerbates this
- Absence of a strategic approach makes it harder to see connections between incidents
- MARAC excludes older people and thresholds are exclude some victims
- Coercion and Control laws not yet fully embedded or understood
- Information not routinely shared with Dorset schools unlike Bournemouth and Poole
- Domestic abuse amongst the elderly and those with learning disability is not addressed or understood

3.2 Future Areas of Focus:

- Greater clarity needed around the complexities of information sharing
- Better training around coercion and control
- Long term prevention strategy led nationally
- Perpetrator programmes that target low risk as well as high
- Improved public message from members
- Collective offer across agencies to provide practical, emotional and psychological support to vulnerable adults and children

4. Evidence Session 3

Strategic leads from the statutory agencies, business managers from the Adults and Children's safeguarding Boards and the Chair of the Community Safety Partnership responded to members questions about the key issues raised in earlier sessions.

4.1 Key Areas in Evidence Session 3:

- Recognition that agencies must take collective responsibility/approach to domestic abuse
- A whole family approach is required including victim and perpetrator
- Confusion around available pathways staff not always aware of what resources are available
- Professional curiosity needs to be encouraged and strengthened amongst all staff
- Noted that 92% of all G.P surgeries in Dorset have domestic abuse leads
- Ongoing issues around information sharing consent and capacity
- More training needed for staff across all agencies
- Increased effectiveness of MARAC and review of thresholds needed.
- Children's and adult's services should unite to form one service, community Safety Partnerships could be an ideal vehicle for this

- Insufficient links between organisations and stakeholders
- Needs to be increased investment early on to save money and resource in the long term
- Domestic abuse not always seen within the context of other presenting issues
- Some adult focused agencies did not always consider risks to children and vice versa

4.2 Future Areas of Focus:

- Strengthen Family partnership zones to enable information to be shared that will support all family members
- Better signposting across DCC particularly areas of responsibility and focus for Boards
- Greater clarity around information sharing, proportionate to levels of risk
- Development of an Adult safeguarding MASH or similar be developed to enable early identification and help to vulnerable adults
- Strategies to identify and support hidden victim's-work is underway with police and G. P's around this
- Older people vulnerabilities for example those with dementia-risks from family and carers who may be one and the same
- Teenage abuse and referral to agencies
- Strategies within the acute sector to identify victim and perpetrator need to be strengthened

5. Evidence Session 4:

Commissioners and providers were asked by members what they thought would have the biggest impact on safeguarding vulnerable children and adults and what is currently commissioned to tackle domestic abuse as well as the outcomes from programmes and initiatives

5.1 Key Areas in Evidence Session 4:

- Dorset County Council and You Trust have had success with their isolated communities programme
- Challenge is sustaining funding, volunteers continue to be trained as part of the resilience programme
- Information sharing once again was an issue for agencies and partners
- Unequal treatment between voluntary and statutory agencies-not same levels of respect or recognition
- Commissioning can empower agencies important to work together and utilise the expertise
- Current whole family approach adopted by CMHT appears to be working well
- Information around performance was shared and outcomes from programmes
- Work underway with acute trusts and GP surgeries-separate facilities available to support confidentiality

5.2 Areas of Future Focus:

- Consideration be given to co-location of agencies voluntary and statutory for isolated communities 'one stop shop' Purbeck locality hub is being developed
- Supporting third sector when grant funding ends

- Commissioning and delivery should be joined as cuts in statutory sector impact on voluntary and vice versa
- Learning from DHR's needs to be visible and effective
- Multi agency Pan Dorset Directory should be produced and regularly updated including:
 - What is our offer
 - Who is it aimed at
 - Who can access support and services

6. Conclusion.

The key themes that emerged from the day were:

- The importance of data sharing in a timely and proportionate way. There needs to be a more consistent understanding of what information can be shared, with whom and when it should be shared. There then need to be systems in place to facilitate that.
- Making every contact count-training in awareness across all staff to ensure confidence to identify abuse and respond to issues.
- Corporate parenting role for the council-what can the council do to be aware and protect against manipulation of partners through children?
- A move towards co-location of services such as housing and legal advice, Independent Domestic Abuse Advisors, Children and Adult social care and Third sector providers-a 'one stop shop'
- Better sign-posting of services
- Need for empowerment and better funding for voluntary agencies. The volume of domestic abuse incidents is so great that it requires well designed systems and systems and processes to manage the load. Short term crisis management can make it difficult to see the bigger picture, including elements of coercion and control.
- A good understanding of risk-the focus on immediate crisis leads agencies to consider those people and children at immediate, visible risk. As a result, agencies are not always looking at the right things or focusing sufficiently on the perpetrator of the abuse
- Effective support for those who experience domestic abuse. There is not always sufficient focus on the perpetrator. The focus is often on removing the family leaving the perpetrator to move on to another family and potentially, a repeated pattern of abuse
- Whole family approach-some interventions focus purely on the adult or the child. Domestic abuse can involve multiple forms of abuse that need to be linked together to fully understand the extent of the impact.
- Critically a better focus on prevention as intervention can often be too late. Domestic abuse often starts small yet there is insufficient focus in this area.

Members are requested to consider and reflect upon the priority issues and messages that were identified throughout the Inquiry Day including any which, may have not been fully captured, and identify a set of recommendations and actions for Cabinet to consider. Requesting their support to commit to further targeted activity, with key partners to tackle domestic abuse and improve outcomes for vulnerable adults and children.

Helen Coombes
January 2018

Appendix 1

Safeguarding Overview and Scrutiny Committee

Domestic Abuse – Inquiry Day

17 October 2017 – Committee Room 1

County Hall, Dorchester DT1 1XJ

Programme

9.30 am-**Introduction to the Inquiry Day** – Councillor Pauline Batstone

Scene Setting-Sally Wernick, Ian Grant

10.00 am-**Evidence Session 1-First Accounts**

- Guests
- You First
- Waves

11.00 am **Coffee/Tea Break**

11.15 am- **Evidence Session 2- Front line practitioners**

- Adult Social Care
- Children's Social Care
- Dhuff
- CCG
- Police-representatives of the maple project
- Probation

12.15- **Working lunch**

12.45 Evidence session-3 Strategic leads

- Dhuff
- CCG
- Police
- Adult Social Care
- Children's social care
- Community Safety Partnership Chair

1.45 Evidence session 4 – **Commissioners and providers**

- Office of the police and Crime Commissioner
- Children's social Care
- Adults Social care
- Public Health

- You First
- Waves

2.45pm - Coffee and Tea Break

3.00 pm **Audience participation**

- Opportunity to ask questions and contribute to the overall picture

3.30 pm—**Summing up and recommendations: Cllr Batstone**

Appendix 2

Dorset County Council, Safeguarding Overview and Scrutiny Committee-Domestic Abuse Enquiry Day

Date: 17 October 2017

List of those giving evidence:

Tonia Redvers

Katie Bielec

Katie Chantler

Mel Huxter

Angela Miller

Yvonne Murray

Martin Peterson

Lisa Buckler

Emma Pleece

Sarah Wolfe

Sandra Lambert

Charlie Blythe

Theresa Bradley

Jonathan Wade

Karen Maher

Verena Cooper

Amanda Davis

Michelle Hopkins

Sally Wernick

Kay Wilson White

Cllr Andrew Kerby

Dr Nicky Cleave

John Ferguson

Kaye Elston

Claire Short

Diana Balsom

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Appendix 3

Ongoing work to tackle some of the issues raised currently include:

- The Pan Dorset Domestic Abuse and Sexual Violence Strategy Group (DASVSG) agreed the pan Dorset Domestic Abuse Strategy 2017-2020. As part of this, it was agreed that there would be a pan Dorset Domestic Abuse Steering Group (DASG) which would oversee the delivery of the pan Dorset Domestic Abuse Strategy 2017-2020 action plan. The action plan includes flagging actions where there are opportunities to promote and implement the whole family approach. The DASG consists of core members which will coordinate and help drive actions in the action plan. The DASG is chaired by Andy Frost of the Dorset CSP.
- The pan Dorset MARAC Steering Group (PDMSG) is the local governance partnership that oversees the three MARACs in Bournemouth, Dorset and Poole. It has recently implemented performance and QA work to help steer the work of the group which enables it to monitor the effectiveness of MARACs. The PDMSG has three actions plans which it delivers (although It is proposed combining these actions into one overarching action plan). The PDMSG is also progressing those actions which have come out of recent DHRs / SARs and SCRs (only those which relate to MARAC).
- Ian Grant of Dorset CSP is currently working with partners to progress the idea of looking at domestic abuse as a whole system approach. Whilst this is in its early stages, partners have agreed to map the collective offer around domestic abuse and look at how the pathways work to ensure a seamless approach for those experiencing or who perpetrate domestic abuse.
- Officers from the Community Safety Partnerships, Safeguarding Children's Boards and Safeguarding Adults Boards are currently working together to create a joint proposal to the DASVSG on how to address domestic abuse training.
- The DASVSG implemented the Adolescent to Parent Violence and Abuse task and finish group. The groups aim is to undertake work to help understand the scale of the issue in Dorset along with mapping current support available. The group is also looking at how it can share best practice across the pan Dorset area.
- Dorset County Council supported the national domestic abuse awareness campaign 16 days of action. This included blogs and staff messages via news briefings.
- DCC have also recently reviewed and updated domestic abuse guidance for employees and managers.
- Dorset For You domestic abuse pages have recently been updated. Further updates will take place later next year as Dorset For You moves over to a new platform.

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Safeguarding Overview & Scrutiny Committee

Dorset County Council



Date of Meeting	30 January 2018
Officer	Transformation Lead for the Adult and Community Services Forward Together Programme
Subject of Report	Modern Slavery Protocol and Guidance
Executive Summary	<p>Section 52 of The Modern Slavery Act 2015, places a duty on all local authorities and the police to notify the government if they believe a person may be a victim of human trafficking or slavery.</p> <p>The duty to notify is mandatory even if the victim wishes to remain anonymous and does not want to access specialist support.</p> <p>Officers have worked with partners, including the district and borough councils, to write a Modern Slavery Protocol and Guidance document for use in the Dorset County area.</p> <p>The document provides guidance for staff on how to fulfil the statutory duty to notify central government if they encounter a potential victim of modern slavery. It also sets out how partners will organise themselves in the event of a modern slavery operation.</p> <p>The intention is that the Protocol and Guidance will be adopted by all the local authorities in the Dorset County area.</p> <p>As the Protocol and Guidance is a working document, it will need to be updated regularly by officers to incorporate any changes in legislation or guidance and in light of any practical experience gained whilst using it. Regular updates will also be required to the contacts and services listed in the document.</p>

<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>An EqIA screening assessment was undertaken on the Protocol and Guidance using evidence from the following publications:</p> <p>‘A Typology of Modern Slavery Offences in the UK - Research Report 93’ (Home Office, October 2017)</p> <p>‘Modern Slavery and Public Health’ (Public Health England, December 2017)</p> <p>The screening highlighted the Protocol and Guidance had a positive impact in the following categories:</p> <ul style="list-style-type: none"> • Age - Younger people • Disability • Sex • Other socially excluded groups <p>In addition to the EqIA screening, members of the Corporate Inequalities Group were consulted on the draft Protocol and Guidance.</p>
	<p>Use of Evidence:</p> <p>The Modern Slavery Protocol and Guidance is based on central government requirements, including notification and referral processes.</p> <p>The protocol and guidance has been compiled with the help of relevant partners, including the district and borough councils, Dorset Police, Dorset Clinical Commissioning Group and organisations from the Voluntary and Community Sector.</p> <p>County Council staff have been consulted on the document via the Corporate Inequalities Group and the People & Wellbeing Group and it has been reviewed by colleagues in legal services.</p>
	<p>Budget:</p> <p>Once the Protocol and Guidance has been adopted, it will be important for the Council to raise awareness amongst staff of the statutory duty to notify and provide appropriate training.</p> <p>The aim is to provide training jointly across the Dorset local authorities and in conjunction with other relevant partners to minimise costs.</p>

	<p>Risk Assessment:</p> <p>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: MEDIUM Residual Risk LOW</p>
	<p>Other Implications:</p> <p>None.</p>
<p>Recommendation</p>	<p>That the Modern Slavery Protocol and Guidance be considered and recommended to Cabinet for adoption.</p>
<p>Reason for Recommendation</p>	<p>To ensure the County Council meets its statutory duty to notify central government of any potential victims of modern slavery.</p>
<p>Appendices</p>	<p>Appendix – Modern Slavery Protocol and Guidance</p>
<p>Background Papers</p>	<p>Government Guidance and Leaflets:</p> <p><u>How to Report</u> –</p> <p>https://www.gov.uk/government/publications/how-to-report-modern-slavery/how-to-report-modern-slavery</p> <p><u>Support for Victims of Modern Slavery</u> –</p> <p>https://www.gov.uk/government/publications/support-for-victims-of-human-trafficking</p>
<p>Officer Contact</p>	<p>Name: Andy Frost Tel: 01305 224331 Email: a.frost@dorsetcc.gov.uk</p>

1. Modern Slavery

- 1.1 Modern slavery encompasses slavery, servitude, forced and compulsory labour and human trafficking.
- 1.2 Traffickers and slave drivers coerce, deceive and force individuals against their will into a life of abuse, servitude and inhumane treatment. Victims may be sexually exploited, forced to work for little or no pay or forced to commit criminal activities against their will. Victims are often pressured into debt bondage and are likely to be fearful of those who exploit them, who will often threaten and abuse victims and their families. All these factors make it very difficult for victims to escape.
- 1.3 There is no typical victim of slavery. Victims can be men, women or children of all ages and nationalities.
- 1.4 Modern slavery tends to be a hidden crime which makes it hard to determine its true extent. However, the Home Office estimated there were between 10,000 and 13,000 potential victims of modern slavery in the UK in 2013. In 2016, 3,805 potential victims were referred to the National Referral Mechanism (NRM). This was a 17% increase on 2015 figures. Minor exploitation referrals in the UK increased 30% to 1,278 in 2016, compared to 982 in 2015.
- 1.5 The Government is keen to gather better data about Modern Slavery in England and Wales and, through the Modern Slavery Act 2015, placed a duty on certain public bodies to notify them of suspected victims in order to do this.

2. Partners' Responsibilities

Statutory Responsibility

- 2.1 Section 52 of The Modern Slavery Act 2015, places a duty on the following agencies to notify the government if they believe a person may be a victim of human trafficking or slavery:
 - Police (including the British Transport Police)
 - Local Authorities (including County and District / Borough Councils)
 - National Crime Agency
 - Gangmasters Licensing Authority
- 2.2 The duty to notify is mandatory even if the victim wishes to remain anonymous and does not want to access specialist support.
- 2.3 In this case, if the potential victim is over 18 years old then the notification should not include information that identifies the person or allows the person to be identified.
- 2.4 If the potential victim is under 18 years old, consent is not required and they must be referred to the NRM.
- 2.5 Although not under the same statutory duties, the Government encourages other agencies and organisations to notify them of potential victims of modern slavery.

The National Referral Mechanism (NRM)

- 2.6 The NRM is a victim identification and support process which allows organisations to share information about potential victims of modern slavery and help them access advice, accommodation and support.

- 2.7 If a potential victim is an adult, consents to provide their personal details and would like to receive government funded specialist support, partners should make a referral to the NRM (a referral to the NRM is mandatory for potential victims under 18 years old where consent is not required).
- 2.8 Once referred an initial 'reasonable grounds decision' is taken to determine whether the person should be considered a potential victim of modern slavery. Further work is then undertaken to reach a 'conclusive grounds' decision which determines whether the person is 'more likely than not' to be a victim of modern slavery.
- 2.9 Those identified as potential victims (i.e. where the reasonable grounds decision is positive) are entitled to a minimum recovery and reflection period of 45 days while their case is considered. As part of this, care and support is provided by the Salvation Army. Support can include:
 - Temporary safe accommodation
 - Medical treatment
 - Emotional Support
 - Interpreters / translators
 - Protection
 - Legal advice
 - Financial support
 - Outreach support

3. Local Approach

- 3.1 A Modern Slavery Protocol and Guidance document has been written for the Dorset County area (appended). The document provides guidance for staff on how to notify central government of potential modern slavery victims. It also sets out how partners will organise themselves in the event of a modern slavery operation.
- 3.2 The Protocol and Guidance has been written in conjunction with key partners and was presented, in draft form, to the pan-Dorset Anti-Slavery Partnership in June 2017.
- 3.3 It is known that recruiters of modern slavery deliberately target victims who have limited understanding or high levels of vulnerability. This includes children, people with mental health issues or those with substance dependencies. An Equalities Impact Assessment (EqIA) screening has been undertaken on the Protocol and Guidance which identified positive impacts for a number of groups.
- 3.4 The intention is that the Protocol and Guidance will be adopted by all the local authorities in the Dorset County Council area.
- 3.5 Once adopted, it will be important to raise awareness of issues and provide training for key staff. Ideally, any training will be undertaken jointly with the other local authorities and relevant partners.

Helen Coombes
Transformation Lead for the Adult and Community Services Forward Together Programme
January 2018

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Modern Slavery Protocol and Guidance – Dorset County Area

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What is Modern Slavery?

Modern slavery encompasses slavery, servitude, forced and compulsory labour and human trafficking. There is no typical victim of slavery. Victims can be men, women or children of all ages and nationalities.

The following definitions are encompassed within the term 'modern slavery' for the purposes of the Modern Slavery Act 2015:

- 'slavery' is where ownership is exercised over a person
- 'servitude' involves the obligation to provide services imposed by coercion
- 'forced or compulsory labour' involves work or service extracted from any person under the menace of a penalty and for which the person has not offered themselves voluntarily
- 'human trafficking' concerns arranging or facilitating the travel of another with a view to exploiting them. It is irrelevant whether the person consents to the travel.

Both modern slavery and human trafficking are crimes. Links to the offences, set out in Section 1, 2 and 3 of the Act, can be found below:

- www.legislation.gov.uk/ukpga/2015/30/section/1/enacted
- www.legislation.gov.uk/ukpga/2015/30/section/2/enacted
- www.legislation.gov.uk/ukpga/2015/30/section/3/enacted

Statutory Duty to Notify

Section 52 of The Modern Slavery Act 2015, places a duty on all local authorities and the police to notify the government if they believe a person may be a victim of human trafficking or slavery.

The duty to notify is mandatory even if the victim wishes to remain anonymous and does not want to access specialist support.

Children who are recognised as under 18 years old do not have the option of anonymity and must be referred to the National Referral Mechanism (NRM).

Adults who are considered potential victims can access specialist support and advice by being referred to the NRM. Support can include:

- Temporary safe accommodation
- Medical treatment
- Emotional Support
- Interpreters / translators
- Protection
- Legal advice
- Financial support
- Outreach support

The duty to notify does not act as a safeguard to people at risk and existing safeguarding processes should be followed in tandem with any notification. In the case of a potential adult victim, any notification form (both MS1 and NRM) should be copied to the Adult Safeguarding Triage team.

Any child under the age of 18, transported for exploitative reasons is considered to be a trafficking victim, whether or not they have been forced or deceived. This is partly because it is not considered possible for children in this situation to give informed consent. Even when a child understands what has happened, they may still appear to submit willingly to what they believe to be the will of their parents or accompanying adults. It is important that these children are protected.

Any child identified as at risk of being trafficked should be referred to the Multi-Agency Safeguarding Hub (MASH) through the normal mechanisms. Information will be gathered and a manager will make a 24 hour decision as to how this might be progressed.

A flow chart detailing the modern slavery and human trafficking notification process is provided at appendix 1. Members of staff should liaise with their organisation's Safeguarding Slavery Leads (SSLs) when following the process and completing the notification forms (contact details are provided at appendix 2).

Completed forms should be sent to the National Crime Agency (NCA) Modern Slavery & Human Trafficking Unit (for NRM forms) and the duty to notify email address (for MS1 forms) and copied to your organisation's SSL, Dorset Police's Force Intelligence Bureaux (FIB) and either the Adult Safeguarding Triage Team (in the case of an adult victim) or Children's MASH (for children under the age of 18) (see contact list at appendix 2). It is important to ensure potential victims are aware who their information will be shared with.

Operations

Modern slavery and human trafficking are crimes and any immediate or urgent concerns should be reported to the Police by calling 999.

Less urgent issues can be reported to Dorset Police via their 101 number and intelligence and information shared with the Police by contacting the Force Intelligence Bureaux (FIB) (see appendix 2).

Any operation relating to modern slavery or human trafficking will be led by Dorset Police.

In planning and executing the operation the Police may require the co-operation and support of services within partner agencies. The type of services and support will depend on the nature and scale of the operation.

As a minimum, in the event of a planned operation, the Police will liaise with the SSL in the County Council and relevant district / borough council to ensure they are sighted and the correct interventions and support are in place.

A list of partners' contacts and services is provided at appendix 2.

SSLs will act as the Single Point of Contact (SPOC) within their organisation in the event of any planned operation.

In the event of an unplanned operation, the Police should contact the County Council's Duty Emergency Planning Officer who is available 24/7 via their pager - 07623 544346.

The Emergency Planning team will liaise with colleagues to:

- Identify suitable reception centre premises
- Activate the staffing of premises by social care staff trained in reception centre management (in conjunction with a designated Local Office Incident Manager or Post Trauma Response Coordinator)
- Coordinate emergency transport provision via Dorset Travel and contact transport providers
- Provide documentation at reception centres (if required)
- Co-ordinate voluntary agency support (e.g. practical and emotional support, administrative assistance, first aid, pastoral care, catering and welfare provision)

In the event of an unplanned operation, the Duty Emergency Planning Officer will be responsible for liaising with the district / borough councils' emergency response teams and the County and relevant district / borough council's SSL.

Information for Safeguarding Slavery Leads (SSLs)

Dorset has been part of a South West Pilot where SSLs were able to receive NRM referrals, make a reasonable grounds decision regarding the status of a potential victim and access support for them via the Salvation Army (who deliver the Government's contract to manage support services for adult victims of modern slavery).

The pilot has been on hold since 1st January 2017 and will continue to be on hold for the foreseeable future. Whilst on hold it is not possible for SSLs to make reasonable grounds decisions. All NRM forms must be sent to the National Crime Agency (NCA) who will be responsible for taking both a reasonable and conclusive grounds decision regarding any case.

The NCA endeavour to make a reasonable grounds decision as soon as possible but it can take up to 10 working days. In the interim period, as long as the NRM form has been signed by the potential victim and submitted to the NCA, it should be possible to access support for them through the Salvation Army.

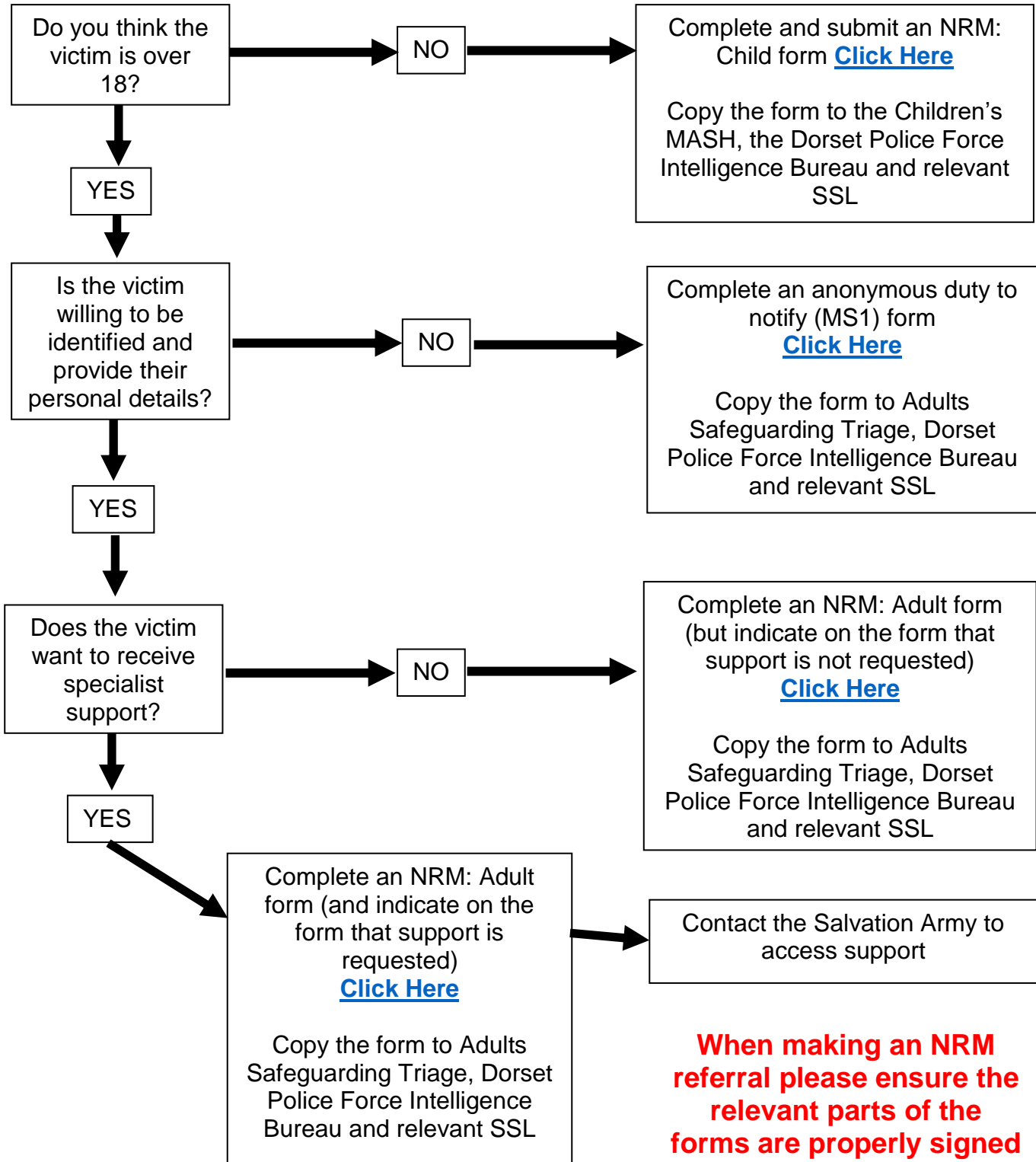
Support is available to potential victims even if they have 'no recourse to public funds'.

The Salvation Army can be contacted on 0300 303 8151.

SSLs should act as a point of advice and information for staff from their organisation and should help them with the completion of MS1 and NRM forms. SSLs have a role to play in ensuring links are made to safeguarding and the Police regarding any notifications and should act as the SPOC for their organisation in the event of a planned operation.

Notification Process

If you think someone may be a victim of modern slavery please liaise with your organisation’s Safeguarding Slavery Leads (SSLs) and follow the steps below.



When making an NRM referral please ensure the relevant parts of the forms are properly signed by the potential victim

It is important to ensure potential victims are aware who their information will be shared with.

Contacts and Services

If there's a crime, emergency or someone is in immediate danger call 999.

Operations relating to modern slavery or human trafficking should be led by Dorset Police. In the event of an **unplanned event or operation** the Police should contact the County Council's Duty Emergency Planning Officer on 07623 544346.

For a **planned event or operation** the Police should contact the appropriate Safeguarding Slavery Lead (SSL) in the County Council and relevant district / borough council.

Contacts

Duty Emergency Planning Officer (Dorset County Council)	07623 544346
Children's MASH	01202 228866 MASH@dorsetcc.gov.uk
Adult Safeguarding Triage	01929 557712 dorsetadultsafeguarding@dorsetcc.gov.uk
Dorset Police SPOC	DS Gavin House - Gavin.House@Dorset.PNN.Police.uk
Dorset County Council SSLs / SPOC -	Adults - Sally Wernick - 01305 216634 s.a.wernick@dorsetcc.gov.uk Children's - Mike Hall - 01305 228375 michael.hall@dorsetcc.gov.uk
Dorset Councils Partnership SSL / SPOC (North Dorset, West Dorset, Weymouth & Portland)	Graham Duggan – 01305 252285 G.DugganProtected@westdorset-dc.gcsx.gov.uk
Christchurch & East Dorset Councils SSL / SPOC	Julia Howlett – 01205 795198 j.howlett.secure@christchurch.gcsx.gov.uk Sean Witney – 01202 795387 swhitney.secure@christchurch.gcsx.gov.uk
Purbeck District Council SSL / SPOC	Rebecca Kirk – 01929 557208 RebeccaKirk@purbeck-dc.gov.uk Karen Graham – 01929 557387 karen.graham@purbeck-dc.gov.uk

Salvation Army	NRM Referral 0300 303 8151
Health Services – Clinical Commissioning Group	Verena Cooper – 01305 213515 Verena.cooper@dorsetccg.nhs.uk
Health Services – Foundation Trust	Keith Fleming – 01202 277131 keith.fleming@dhuft.nhs.uk
Immigration& Enforcement	Command and Control Room (24/7 response) – 03000 134 999 Portcullis House, Poole (9:30 – 17:00) – 01202 634535 or 01202 634530 immigrationenforcementdorset@homeoffice.gov.uk
Dorset and Wiltshire Fire and Rescue	Stuart Grainger - Force Fire Safety Officer – 01722 691317
Health and Safety Executive	Local Office (Bristol) – 01179 886000

Available Services

Dorset County Council	<ul style="list-style-type: none"> - Trauma Response - Adults Safeguarding - Children’s Safeguarding - Emergency Planning - Trading Standards - Communications support
District / Borough Councils	<ul style="list-style-type: none"> - Housing - Revenue & Benefits - Environmental Health
Health – Clinical Commissioning Group	Co-ordinate healthcare services for any pre-planned Modern Day Slavery or Human Trafficking activity
Fire & Rescue	Can arrange inspections of business premises or multi-occupancy homes
Health & Safety Executive	Responsible for inspecting correct storage of chemicals, e.g. at a hand car wash

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Partner agency information Workflow for Modern Day Slavery.



Does the information contain immediate risk to the victim or public?

NO

Information can be emailed direct to Dorset Police Intelligence at FIB@Dorset.pnn.police.uk.

Dorset Police Intelligence will research and risk assess the information and deploy resources if required.

Your information will be sent to the adults at risk desk within the Dorset Multi Agency Safeguarding Hub for assessment.

Partner agencies will receive an update following review of the information and consideration will be given to allocating an investigating officer if appropriate.

YES

Call Police on 999 / 101 as appropriate.

Give the call handler your details / the details of the person at risk and any other useful information.

Dorset Police control room will grade the response and despatch staff if necessary.

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Safeguarding Overview & Scrutiny Committee

Dorset County Council



Date of Meeting	30 th January 2018
Officer	Nick Jarman, Interim Director for Children’s Services
Subject of Report	Elective Home Education and Attendance Scoping Report
Executive Summary	<p>Elective Home Education is a subject which arouses controversy. It is an area which highlights tensions between the rights of the individual and the right of the state to interfere. To date, no government has taken action to amend, extend or clarify the law on this.</p> <p>There are concerns about Elective Home Education in the context of safeguarding and the quality/sufficiency of home-provided education. However, there is very little evidence of significant concerns owing to Elective Home Education, per se. Therefore any recommendations for further action or change must be proportionate to what we know.</p> <p>This report sets out the issues, suggested scope and methodology for the Committee to explore Elective Home Education.</p>
Impact Assessment: <i>Please refer to the protocol for writing reports.</i>	Equalities Impact Assessment: N/A
	Use of Evidence: Guidance contained within report
	Budget: None
	Risk Assessment: N/A 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: Current Risk: LOW

	Residual Risk: LOW
	<p>Other Implications:</p> <p>(Note: Please consider if any of the following issues apply: Sustainability; Property and Assets; Voluntary Organisations; Community Safety; Corporate Parenting; physical activity; or Safeguarding Children and Adults.)</p>
Recommendation	Members are asked to note this report in the context of how they decide to approach the Committee's exploration of Elective Home Education.
Reason for Recommendation	<p>To enable Members to be sufficiently informed in order to decide how best and in what order to approach this subject.</p> <p>To emphasise the need to conduct this work on the basis of what we know or need to know about Elective Home Education.</p>
Appendices	None
Background Papers	None
Officer Contact	<p>Name: Nick Jarman Tel: 710 4166 Email: nick.w.jarman@dorsetcc.gov.uk</p>

1. Background

- 1.1 The Safeguarding Overview and Scrutiny Committee (the Committee) have resolved to investigate Elective Home Education and Attendance.
- 1.2 The purpose of this report is to: -
- Set out the issues on these subjects
 - Suggest a scope for the Committee's work
 - Suggest a methodology

2. Context

- 2.1 All children must attend school from the first September after their fifth birthday. However, the law permits parents/carers to choose to home educate their children. There must be a broad and sufficient curriculum. Whilst there is published advice about home education, breadth, sufficiency etc. there are few regulations or means for checking and inspecting it.
- 2.2 For some years there have been concerns about Elective Home Education. These are principally around:
- Safeguarding; and
 - The quality of education received, including social education
- 2.3 Successive governments have fought shy of changing or clarifying the law on Elective Home Education.
- 2.4 In 2009 for instance, the then Government commissioned the Badman report. Despite the report's recommendations to change the law to strengthen obligations upon parents and public authorities, no government yet has taken action.
- 2.5 This seems to be because of historic tensions between the rights of the individual and the right of the state to interfere in them. The arguments for greater intervention are based loosely on:
- Education provision whose quality and sufficiency (indeed that it takes place) being known
 - The possibility that children not attending school may experience safeguarding risks which go unnoticed.
- 2.6 It has to be said that there is actually very little evidence of unnoticed/unmet safeguarding needs because of elective home education. The main exception is a Serious Case Review in Wales (Pembrokeshire) in 2014 where there had been harm and abuse inter alia in the context of elective home education.
- 2.7 It should be remembered that in 2004 the government of the day commissioned a national database of all children under 18 (Contact point). This project which would have enabled identification of home educated children was ceased by government in 2010. There is no evidence that this has led to increased risks or concerns about the safeguarding of home educated children. The cessation of Contact point is an illustration of the conflict between privacy and state intervention.

2.8 There are other concerns about Elective Home Education beyond safeguarding and quality. For instance:

- There is rudimentary evidence that parents/carers withdraw their children from school because of bullying
- That parents/carers do not want the trouble and routine of getting to and from school
- To a very minor extent, failure to secure a place at a school of their choice
- There is some concern about children who may be educated at alternative provision or unregistered schools. In the latter case it may be possible that this is disguised as home education

2.9 Elective Home Education is not a complete “blind spot”. Custom and practice have played a large role. For instance:

- Many local authorities in the past paid annual visits from their school inspectors/advisors to home education settings. (In the case of Cheshire, the report author believed that this was a statutory power dating from the 1944 Education Act and was surprised quite recently to learn that it is not).
- Local Authority Attendance Services visited to ensure that home education was legitimate and not ‘disguised compliance’ with the duty to send school age children to school

2.10 Summary and conclusions

- Parents/carers can elect to home educate their children
- Statutory minima are loosely prescribed but powers of access and enforcement are very limited
- There are tensions between the rights of the individual and the rights of the state
- There is only very limited evidence of safeguarding concerns because of Home Education per se
- Successive governments have for one reason or another been reluctant to change the law
- Therefore, any proposals to change the status quo must be evidence based; cogent; and proportionate

3. Scope

3.1 There are numerous informal or collateral opportunities to increase our knowledge and oversight of Elective Home Education. For instance: -

- Formal and informal inter agency exchange of information
- Attendance Service follow up where a pupil or pupils leave a school roll and no destination has been given
- Where families have registered with GPs but not with other public services especially schools
- The Dorset Safeguarding Children Board (DSCB)
- The Strategic Alliance for Children and Young People (SACYYP)

3.2 The Committee may wish to explore all of these “contact points” in order to:

- See how they work now in the context of Elective Home Education
- Are they effective? How do we know?
- How could these arrangements be improved?

The Committee will of course want to ensure that it has a reliable baseline. So, it is suggested that the Committee explores: -

- How many children/families in Dorset currently home educate?
- How many, if any, exist that we don't know about?
- What actual evidence is there of harm, abuse, poor quality education resulting from Elective Home Education?
- What further action if any, would be effective and at the same proportionate to any established risks?

3.3 In terms of bodies in scope the Committee is advised that the following are material:

- Schools
- The Local Authority (variously)
- Health (especially Health Visitors and GPs)
- The Police
- District Council Housing Services/Registered Social Landlords
- Job centres
- Opportunities for citizens to report school age children who are not/do not appear to be attending provision
- Intelligence/data sources maintained individually or collectively by partner agencies
- DSCB
- SACYP

4. Methodology

4.1 It is of course, for the Committee to decide how it conducts this work. These suggestions may be helpful: -

- Establish first the scale of Elective Home Education in Dorset and what we know about it
- Arrive at an estimate of what, if anything, we do not know
- Based upon evidence (e.g. how many SCRs have been related to Elective Home Education identify accurately what if any risks arise from what we do or do not know
- In relation to the scope and scale of any identified, real risks, what is a proportionate response?
- Once the above are completed, make a Call for Evidence from those agencies within suggested scope (Section 3.3) individually and collectively about the contribution they make or can make to our knowledge about Elective Home Education
- Prepare a report with any recommendations considered necessary

Nick Jarman
Interim Director for Children's Services
January 2018

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Safeguarding Overview & Scrutiny Committee

Dorset County Council



Date of Meeting	30 th January 2018
Officer	Nick Jarman, Interim Director for Children’s Services
Subject of Report	The Council’s Approach to Social Worker Recruitment and Retention
Executive Summary	This brief report has been submitted to provide the Committee with an overview of the approach and activities which have been put in place to ensure the delivery of our strategy for the effective recruitment and retention of social workers within Children’s Services.
Impact Assessment: <i>Please refer to the protocol for writing reports.</i>	Equalities Impact Assessment: N/A Use of Evidence: Within the report. Budget: None Risk Assessment: N/A 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: Current Risk: MEDIUM Residual Risk MEDIUM <i>(i.e. reflecting the recommendations in this report and mitigating actions proposed)</i> (Note: Where HIGH risks have been identified, these should be briefly summarised here, identifying the appropriate risk category, i.e. financial / strategic priorities / health and safety / reputation / criticality of service.)

	<p>Other Implications:</p> <p>(Note: Please consider if any of the following issues apply: Sustainability; Property and Assets; Voluntary Organisations; Community Safety; Corporate Parenting; physical activity; or Safeguarding Children and Adults.)</p>
Recommendation	Members are requested to note the contents of this report.
Reason for Recommendation	In order to inform Members of the action being taken to recruit and retain children’s social workers, why it is so important and to explain the collateral benefits of the approach being adopted.
Appendices	Children’s Services Recruitment and Retention Plan
Background Papers	None
Officer Contact	<p>Name: Nick Jarman Tel: 710 4166 Email: nick.w.jarman@dorsetcc.gov.uk</p>

1. Background

1.1 The Safeguarding Overview and Scrutiny Committee (the Committee) requested a report on social worker recruitment and retention.

1.2 This report relates to Children's Social Workers.

2. Context

2.1 For some years now Children's Services social work has become a "sellers' market". This is mainly because:-

- Demand for services has been rising
- Demand for Children's social workers exceeds supply
- The profession has become less attractive in the wake of e.g. Victoria Climbié, Baby P

2.2 The problem has become particularly acute for Councils located in areas where housing and living costs are relatively high.

2.3 Until recently also supply or the cost of supply was hampered by the number of social workers who were attracted to agency work. In Councils with significant vacancies, the need to employ agency staff can be £24K a year or more than a permanent worker. Agency work recently has become less attractive owing to IR35; which means that it is becoming slightly easier to recruit.

2.4 In terms of Dorset's situation, at the time of writing we have 20 vacancies plus cover for 18 staff on maternity or long term sick leave.

2.5 In terms of recruitment and retention money is not the exclusive attraction; as it is roughly the same everywhere. What matters most is the "offer". This means becoming the employer of choice. Because:-

- Caseloads are manageable
- Workers have the time to do the quality work with children and families that makes a difference
- Critically, social workers feel safe and supported
- Critically also, social workers tell their friends and colleagues elsewhere that this is a good, safe place to come and work

2.6 The benefits do not stop there. By a combination of attracting the best social workers and manageable caseloads, the time available for quality work with families will reduce the number of children being taken into care and on child protection plans. In turn, this will reduce the huge costs associated with looked after children.

2.7 Cabinet on 6th December approved £1M to employ another 20 social workers; deliberately to reduce caseloads and so forth, as described above. To help make us an employer of choice.

2.8 From 6th January 2018 the biggest, most sophisticated recruitment campaign for children's social workers, in its history. Not only must we have the right/best "offer" we must make sure our target market knows about our response to it.

2.9 As well as recruiting it is equally vital to retain social workers. To this end the Council has secured £2M of funding from the Department for Education to run the Reinvigorating Social Work Programme. This will mean that all social workers in tranches, will be coursed in order to refresh and deepen their skills.

2.10 It is also important not to forget the very important effect that recruitment and retention have upon the quality, consistency and responsiveness of children’s social work services. Where there are extensive vacancies/agency workers continuity for children and families will be interrupted. For instance a child or family may see three or more social workers, which can be disruptive.

2.11 In addition we are developing and implementing:

- Sector specific job descriptions and person specifications
- Improved career progression and a fast track programme for career development
- Strategies to ensure that our caseloads are reasonable and that we provide a safe and supported working environment through high quality supervision and management

4. Assisted and Supported year in Employment (ASYE) Recruitment

4.1 We have been successful in recruiting ASYE Level 1 social workers who receive first class support during their first year with us, giving them a great start to their future career with Dorset Children’s Services.

4.2 We have a career development pathway to progress from Level 1 to Level 2 on successful completion of the ASYE year.

5. Additional Frontline Resources

5.1 We are focusing our efforts in not only targeting talented and experienced people, but also increasing our baseline numbers. To this end, Members agreed an additional **£1m** into frontline social worker services, creating an **additional 20 social worker posts**. These extra posts will:

- Reduce caseloads to a manageable number of no more than 1:15
- This will enable social workers to do the quality work with families and children
- In turn, this will enable us to manage risk, safely leading to fewer children on Child Protection plans and to fewer children being taken into care and families able to stay together safely
- Provide manageable caseloads which make social workers feel safe.

6. Policy Changes

6.1 We are updating our relocation policy to ensure that we are able to support people who want to move into the Dorset area, but who are unable, or who do not wish to purchase a property. The updated scheme will enable us to offer relocation assistance based on property rental rather than purchase.

6.2 We are applying the key worker recruitment and retention bonus scheme for Level 2 and Level 3 social worker appointments, effective from 1 April 2018.

6.3 The scheme is payable to the sum of £2000 for each employee who remains in the same Children’s social worker Level 2/3 position for a continuous period of 24 months.

6.4 The first payments would be due in April 2020.

7. Recruitment & Retention Plan

7.1 The full range of interventions and activities are contained within the Children’s Services Recruitment and Retention Plan 2017/18 (see Appendix 1)

7.2 The plan will be updated for 2018/19 to include a review of the new recruitment campaign, impact and effectiveness of the key skills bonus and the improved relocation package

8. Summary and conclusions

- Children’s social work is a “sellers’ market”
- Councils have to compete for the supply and for the best quality social workers
- It is important therefore to have and maintain a competitive “offer” and to become an employer of choice.
- Manageable caseloads reduce third party costs (<25% of the cost of children’s services is social work)
- Continuity and consistency of relationships between workers and children/families is essential
- The County Council has taken action to become an employer of choice

Nick Jarman
Interim Director for Children’s Services
January 2018

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Children's Services Social Worker Position Statement – December 2017

The Children's Workforce Development strategy 2017-20 highlights the aims and objectives and the future approach to developing a talented and skilled workforce which delivers on our aspirations for enabling children and their families to be safe, healthy and have access to good quality education so they go on to have happy and fulfilling lives. The **aims** of our corporate plan are that people in Dorset are:

- Safe
- Healthy
- Independent
- Prosperous

These aims underpin the focus of all our work with children, young people and families and are core to the development of the workforce. The **objectives** of the workforce development strategy are to:

- Ensure there is a sufficient, confident and stable workforce with the appropriate skills and competency to deliver good outcomes for children, young people and families
- Develop a strategic approach to workforce planning, learning development and recruitment in Children's Services
- Ensure that professional work effectively in partnership with children, young people and families and across the wider workforce
- Offer appropriate qualification, training and progression routes for the workforce
- Ensure that the workforce has the skills, knowledge and confidence to work with the most vulnerable children, young people and families
- Ensure the workforce has the skills, knowledge and confidence to work effectively with children and young people with Special Educational Needs and Disabilities

Alongside many local authorities both across the South West and nationally, we have struggled to recruit to social worker vacancies, particularly those who are highly experienced and knowledgeable, with the ability to undertake complex casework. As at December 2017, we are carrying a total of **46 full time equivalent** posts as vacancies. These vacancies are across all areas of Children's social work, but prevalent across the area teams where we are experiencing acute skills shortages. We have a total of **33 full time social worker posts** vacant across the service.

We currently spend around £1.1 m on agency staff covering vacancies, long term sickness absence and maternity leave and we need to reduce this. To address this issue we have:



- A dedicated social work microsite
- An advertising campaign to attract social workers to Dorset
- A programme of developing social workers and 'Grow our Own' career pathways
- An ongoing participation in the DfE 'Step Up to Social Work' programme

In addition, we are developing and implementing:

- Sector specific job descriptions and person specifications
- Improved career progression and a fast track programme for career development
- Ensuring that there are reasonable caseloads

We are proud to be a partner with the DfE in developing and launching our 'Reinvigorating Social Work' (RSW) programme. RSW an evaluated training and action learning programme that develops direct work skills around appreciative enquiry and evidence informed practice. It includes ways of establishing and maintaining effective relationships with children, families and partners to improve assessment, planning, doing and reviewing skills. At its heart, RSW is a relentless focus on outcome focused practice and being able to identify what 'good' outcomes look like for individual children and answer how we will know we have made a difference. We have a plan for all our social workers and managers to participate in the RSW programme by Summer 2019 and this forms part of our unique offer to new recruits into the service.

We fully recognised that we need to do more to attract and retain experienced social workers. We have been successful in recruiting ASYE Level 1 social workers who get first class support during their first year with us, giving them a great start to their future career with Dorset Children's Services. We now need to focus our efforts in not only targeting talented and experienced people, but also increasing our baseline numbers. To this end, Members agreed an additional **£1m** into frontline social worker services, creating an **additional 20 social worker posts**. These extra posts will:

- Reduce caseloads to a manageable number of no more than 1:15
- This will enable social workers to do the quality work with families and children
- In turn, this will enable us to manage risk, safely leading to fewer children on CP plans and to fewer children being taken into care and families able to stay together safely
- Manageable caseloads make social workers feel safe. This makes councils an attractive employer of choice and vice versa
- We know from experience that this approach works



Children's Services

Social Worker Recruitment and Retention Plan 2017-18

Activity	Activity is designed to close this gap	Description	Possible interventions	Next Steps	Responsible	Timeline
Ensure 'Our Offer' supports our aim to be an employer of choice	Need to improve our employment offer to ensure it is competitive.	Review our employment offer so that we can attract and retain high calibre candidates	<ul style="list-style-type: none"> Review the relocation package Introduce a key skills retention bonus for L2/3 vacancies Map out career progression routes and criteria 	Recommendations to committee Full costing based on current vacancy levels and sign off Promote career pathways	HRBP HRBP CS Leaders CS L&D team and Comms	31.01.2018 31.12.2017 31.01.2018
	Need to ensure we create an environment where social workers feel safe and supported	Ensure a consistent approach to high quality supervision and management throughout all teams Career progression routes are clearly defined	<ul style="list-style-type: none"> Managers and leaders provide high quality reflective supervision Managers and leaders provide support for resources, performance management, wellbeing Managers and leaders support CPD in ensuring staff are developing their skills, knowledge and experience RSW programme is accessible 	Directors and AD identify areas where additional support is needed Draw up a development plan to support managers Link into RSW programme for all staff	CS L&D team with CS Leaders CS Leaders RSW Project Lead	28.02.2018 31.03.2018 31.03.2018



Attend* Campus Recruiting and Career Fairs	Need to improve overall applicant pool	Both qualified and part qualified students can be effectively recruited and introduced to DCC employment offer. Raises the profile of the authority and flags the opportunities available to graduates, post graduates and undergraduates	<ul style="list-style-type: none"> Send team of HR and experienced/frontline social workers to fairs Use RSW pop-up banners (comms have these) Provides an opportunity for job seekers to ask both job specific and hiring process/benefit questions 	CS Recruitment lead and HR to organise	HRBP	31.12.2017
Develop provider partnerships	Need to improve overall applicant pool	Develop a variety of recruitment strategies with area universities, colleges and schools to encourage students to understand and pursue careers in social work	<ul style="list-style-type: none"> Collaborate with local training providers to generate interest in social work in general and DCC in particular Promote DCC career pathways offering and showcase varied learning routes 	CS Lead to approach local providers	CS Recruitment Lead	31.12.2017
Targeted Recruitment	Improve diversity in social worker employee profile	Consider whether specialisms are required and/or a more diverse workforce recruited from different ethnicities	<ul style="list-style-type: none"> Target career fairs to increase diversity amongst new recruits Promote specialist areas in our recruitment campaigns and showcase what we are doing in these areas to make the employment offer attractive 	Comms to help provide materials	Comms with HR	31.01.2018

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Placements	Need to improve overall applicant pool	Target social work returners through offering a paid placement pending full registration. Although officer time is required in supervising and training, the potential payoff is having a known applicant who is familiar with the role	<ul style="list-style-type: none"> • Support from LGA initiative to promote returners to Social Work • Offer flexible working options to make the employment offer attractive • Recruitment banner to promote returners to social work 	Comms to help promote this Use CommCare features to promote returners in line with LGA January 2018 campaign	Comms with HR	30.01.2018
Word of Mouth	Need to improve overall applicant pool	If current employees are happy in their jobs, they become one of the best sources of recruitment. We need to understand what makes DCC social care directorates a great place to work	<ul style="list-style-type: none"> • Improve casework ratio • Increase no. of posts • Use snap surveys to get employee feedback following specific interventions • Improve and put in place consistent level of supervision and management • Make sure the full employment offer is understood • Use the staff survey insights to understand where we can improve • Encourage staff to promote DCC as a great place to work • Proactively manage and support sickness absence 	Comms and HR to work on internal messages to staff via email, mosaic, animations, newsletters, etc. Internal comms campaign for DCC social workers – including about Reinvigorating Social Work DCS to secure funding for additional posts	Comms and HR DCS	31.03.2018 Start Dec 2017



Employees as Recruiters	Need to improve overall applicant pool	The next step beyond word of mouth recruiting is encouraging and incentivising employees to recruit others	<ul style="list-style-type: none"> Promote the Friends and Family referral scheme on Sharepoint and at team meetings Issue periodic reminders to staff of the current vacancies and their referrals are appreciated 	Comms and HR to work on internal comms messages to staff	Comms and HR	31.03.2018
Page 58	Too many unfilled vacancies and potential future vacancies	We need to ensure that we can not only manage our current vacancy rate, but also anticipate future vacancies through natural attrition. It is critically important to keep positions filled. Vacant positions increase the workload of all employees and add to the stress of already stressful jobs.	<ul style="list-style-type: none"> Social Work BA (Hons) OU 3 year degree course OU – PG Dip in Social Work – 18 month post grad diploma for candidates with min 2:1 degree No relevant or degree – 3 yrs p/t study to achieve Social Worker degree Introduction to Health & Social Care (K101), no entry qualifications required Step up to Social Work – national 14 month programme for candidates with min 2:1 degree in a relevant subject. DfE funded Social Work apprenticeship possibly due out next year 	<p>CS L&D team to survey staff with relevant entry qualifications</p> <p>CS L&D team to identify potential costs</p> <p>CS L&D team to identify potential candidates based on current qualification base</p>	CS L&D team and HR	31.03.2018
			<ul style="list-style-type: none"> Ensure that RTW interviews are always completed and that we use the information collected 	CS Line Managers supported by CSLT to ensure this is done	CS Line Managers with HR	
Use our Insights to our best advantage	Too many applicants refusing interviews, job	We have the ability to collect information from our staff to help us to improve the working environment and the role.	<ul style="list-style-type: none"> Ensure that RTW interviews are always completed and that we use the information collected 	CS Line Managers supported by CSLT to ensure this is done	CS Line Managers with HR	31.12.2017



	offers and employees resigning from the role	Often this information isn't collected and if it is, we do not analyse it or use it in an insightful way.	<ul style="list-style-type: none"> Ensure that exit interviews are always offered, where appropriate and that we feed relevant information through to inform future developments 			
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*List of area educational institutions offering Social Worker qualifications:

- Bournemouth University – Social Work BA (Hons)
- University of Gloucestershire – Social Work BSc (Hons)
- Plymouth University – Social Work BA (Hons)
- University of the West of England – Social Work BSc (Hons)
- University of Bath – Social Work and Applied Social Studies BSc (Hons)
- Southampton Solent University – Social Work BA (Hons)
- University of Winchester – Social Work BSc (Hons)
- University of Portsmouth – Social Work BSc (Hons)

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Safeguarding Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	18 January 2018
Officer	<p><u>Local Members</u> All Members <u>Lead Directors</u> Nick Jarman, Interim Director for Children’s Services</p>
Subject of Report	Outcomes Focused Monitoring Report, January 2018
Executive Summary	<p>The 2017-18 Corporate Plan summarises, on a single page, the four outcomes towards which the County Council is committed to working, alongside our partners and communities: to help people in Dorset be Safe, Healthy and Independent, with a Prosperous economy. The Safeguarding Overview and Scrutiny Committee has oversight of the SAFE corporate outcome.</p> <p>The Corporate Plan includes objective and measurable population indicators by which progress towards outcomes can be better understood, evaluated and influenced. No single agency is accountable for these indicators - accountability is shared between partner organisations and communities themselves.</p> <p>This is the second monitoring report against the 2017-18 corporate plan. As well as the most up to date available data on the population indicators within the “Safe” outcome, the report includes:</p> <ul style="list-style-type: none"> • Performance measures by which the County Council can measure the contribution and impact of its own services and activities on the outcomes; • Risk management information, identifying the current level of risks on the corporate risk register that relate to our outcomes and the population indicators associated with them. <p>The Safeguarding Overview and Scrutiny Committee is encouraged to consider the information in this report, scrutinise the evidence and commentaries provided, and decide if it is comfortable with the trends. If appropriate, members may wish to</p>

	consider and identify a more in-depth review of specific areas, to inform their scrutiny activity.
Impact Assessment:	Equalities Impact Assessment: There are no specific equalities implications in this report. However, the prioritisation of resources in order to challenge inequalities in outcomes for Dorset’s people is fundamental to the Corporate Plan.
	Use of Evidence: The outcome indicator data in this report is drawn from a number of local and national sources, including the Adult Social Care Outcomes Framework (ASCOF) and the Public Health Outcomes Framework (PHOF). There is a lead officer for each outcome whose responsibility it is to ensure that data is accurate and timely and supported by relevant commentary.
	Budget: The information contained in this report 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.
	Risk: Having considered the risks associated with this report using the County Council’s approved risk management methodology, the level of risk has been identified as: Current: Medium Residual: Low However, where “high” risks from the County Council’s risk register link to elements of service activity covered by this report, they are clearly identified.
	Other Implications: None
Recommendation	That the committee: i) Considers the evidence of Dorset’s position with regard to the outcome indicators in Appendix 1; and: ii) Identifies any issues requiring more detailed consideration through focused scrutiny activity.
Reason for Recommendation	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.

Outcomes focused monitoring report

Appendices	<ol style="list-style-type: none">1. Population and Performance October 2017 – Safe2. Financial benchmarking information: Adult Social Care3. Value for Money: Economy and the Environment4. Value for Money: Children's Services
Background Papers	<p><i>Dorset County Council Corporate Plan 2017-18</i>, Cabinet, 28 June 2017</p> <p>https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework</p>
Officer Contact	<p>Name: John Alexander, Senior Assurance Manager</p> <p>Tel: (01305) 225096</p> <p>Email: j.d.alexander@dorsetcc.gov.uk</p>

1. **Corporate Plan 2017-18: Dorset County Council's Outcomes and Performance Framework**

- 1.1 The corporate plan includes a set of "population indicators", 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.
- 1.2 The October Overview and Scrutiny Committee reports moved forwards with the next, fundamental step in the development of our performance framework – the identification of **service performance measures**, which 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 who are killed or seriously injured on Dorset's roads". A performance measure for the County Council on this is "The percentage of roads in need of maintenance", since one of the ways we improve road safety is to ensure that roads are kept in good condition.
- 1.3 Unlike with the population indicators, the County Council is directly accountable for the progress (or otherwise) of performance measures, since they reflect the degree to which we are making the best use of our resources to make a positive difference to the lives of our own customers and service users.
- 1.4 Where relevant, this report also presents **risk management** information in relation to each population indicator, identifying the current level of risks on the corporate register that relate to our four outcomes.
- 1.5 Efforts continue to present an analysis of the **value for money** of County Council services to sit alongside the performance information in this report. In the interim, Appendix 2 of this report provides financial benchmarking information for Adult Social Care, Appendix 3 provides a value for money analysis of some key areas of work for the Environment and the Economy Directorate, and Appendix 4 provides equivalent information for Children's Services.
- 1.6 Since October, outcome lead officers have focused on ensuring that the commentaries on each page of these monitoring reports reflect the strategies the County Council has in place in order to improve each aspect of each outcome for residents. So for example, with the road traffic accidents indicator discussed above, the commentary seeks to explain the strategies we have in place to make improvements – including highway maintenance – and then report on the success of those strategies. It is therefore hoped that members will find the information in the reports even more accessible and meaningful this quarter, and as such, more helpful in informing scrutiny of progress towards outcomes.
- 1.7 Members are encouraged to consider all of the indicators and associated information that fall within the remit of this committee at Appendix 1, 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 developed last year will facilitate this process, should the decision be made to undertake a more detailed scrutiny exercise.
- 1.8 All of the information for each population indicator is summarised on a single page, and is now in a portrait rather than landscape orientation following feedback that previous reports have been difficult to read on mobile devices.

2. **Suggested area of focus**

At the beginning of Appendix 1, there is a summary of progress with all of the population indicators and performance measures, and some suggestions for areas

upon which the committee might wish to focus its consideration and scrutiny. These areas have been highlighted because they are currently showing a worsening trend. They are briefly summarised below, and full commentaries are provided within the body of the main reports, including the strategies currently in place to drive improvement.

Indicator	Summary of issues
<p>SAFE 06: Rates of crime, antisocial behaviour and domestic abuse in Dorset</p>	<p>The 3 year trend is an increase in total crime both in Dorset and nationally, including total crime, anti-social behaviour and domestic abuse crime. Although this is partly due to improvements in Police recording standards and an increased willingness by people to report crime, it is generally understood that in some categories crime is increasing. Partners including Dorset Police and the local authorities are exploring the issues through their partnership groups (including the Dorset Community Safety Partnership) with the aim of putting interventions and solutions in place.</p>
<p>SAFE 07: Number of people killed or seriously injured on Dorset's roads</p>	<p>Performance measures: There has been a slight decline in the performance of some of our highway maintenance measures, by which we seek to enhance road safety:</p> <ul style="list-style-type: none"> • Road condition in need of maintenance • % inspections completed on time • Skid resistance - principal
<p>SAFE 01: Rate of Children in Care</p>	<p>Performance measure: There is a slight downward trend in the number of Looked After Children ceased as a result of a special guardianship order.</p>

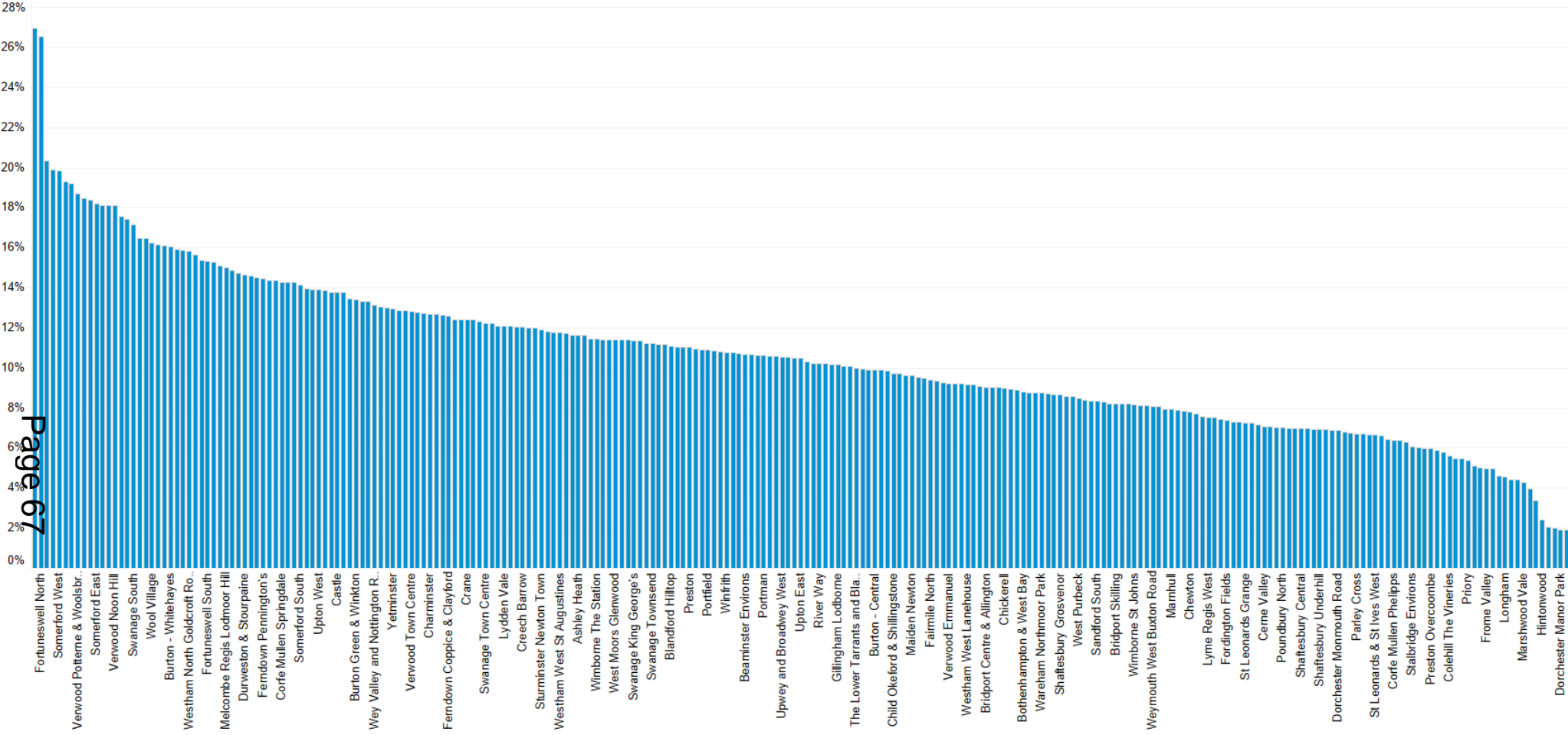
3. Towards more granular data: Persistent absence case study

- 3.1 The definition of persistent absence is pupils who have an overall absence rate of 10% or over. Persistent absence from school creates serious problems for children. There are known links between persistent absenteeism, truancy, street crime and anti-social behavior, and children who are missing from school are more vulnerable to exploitation. There is also clear evidence of a link between poor attendance at school and low levels of achievement.
- 3.2 Primary responsibility for pupil absence primarily rests with the parent or carer, with schools responsible for monitoring and encouraging attendance where there are problems. The local authority trades an attendance service to schools, and provides early help and intensive family support packages through [Dorset Families Matter](#) (our local Troubled Families Programme), and through Family Partnership Zones. We also

- provide an enforcement role regarding parents and carers who fail to ensure that their children attend school regularly, where necessary issuing penalty notices to parents.
- 3.3 Good early years provision also has an early and significant impact, helping to engender good relationships with education providers and positive habits around attendance. School design, school admissions, and home to school transport services also have an influence in encouraging good attendance.
- 3.4 The “whole of Dorset” figure, showing 11% of pupils persistently absent from school, allows us to track the issue at a strategic level, which is useful in highlighting any trends. What is missing is the story behind the headline figure: where do children’s services need to be focusing their efforts to reduce absenteeism, which schools or areas of the county have higher levels, and for what reason?
- 3.5 To gain a greater insight and provide an accessible analytical tool, the County Council’s Policy & Research team has developed an [interactive dashboard looking at pupil absenteeism across Dorset](#).
- 3.6 The dashboard allows the user to drill down to small geographic areas – known as “lower super output areas (LSOAs)” to look at persistent absence at a more detailed level across the County. Potential causal factors including deprivation, distance from school, special educational needs, ethnicity and a range of other socio-economic measures are also considered alongside this. On the following page is an example of how levels of persistent absence can be ranked by LSOA using the dashboard. Please note that it is not possible to show all 249 LSOAs on a single page, but they can all be viewed by clicking on the link above.
- 3.7 This analysis allows the user to establish that areas with higher proportions of these causal factors are linked to higher levels of absenteeism. For example: Fortuneswell North in Portland has levels of pupil absenteeism of 27% - the second highest in the County. It is also ranked as one of the most deprived areas in the County. However this is not a uniform pattern, and there are a number of areas which deviate from this trend which prompt consideration of what additional influences may be reducing these rates. For instance, the Bridport Skilling and Court Orchard areas of West Dorset have significant levels of deprivation but do not have high levels of persistent absence. This has led to further discussion about distance and ease of access to schools. This also offers the opportunity to investigate if particular schools have adopted absence policies that are proving effective, or a range of other potential factors.
- 3.8 Other interesting insights that can be derived include where levels of absenteeism for a particular area are high but causal factors are low for example: Verwood Noon Hill in East Dorset has the 14th highest levels of absenteeism in the county but interestingly has no obvious causal factors. This inconsistency offers an opportunity for further analysis.
- 3.9 The ability to interrogate the data that sits behind the headlines highlights the power of the dashboard as an analytical tool for officers, managers and councillors to gain a much greater insight and ask questions into how absence levels can be tackled across Dorset.

Outcomes focused monitoring report

LSOA by % Persistent Absenteeism



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Dorset County Council

Safe

Outcome Sponsor – Nick Jarman
Interim Director for Children’s Services



Outcomes Focused Monitoring Report
January 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 'Safe' 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](#).

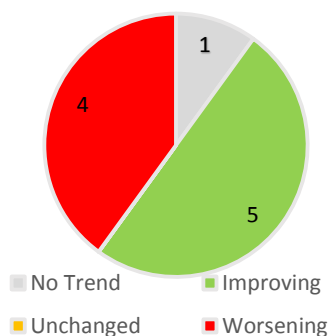
Contents	
Population Indicator	Page No
Executive Summary	3
01 Rate of children subject to a child protection plan	4
02 Rate of children in care	5
03 Number of children being admitted to hospital due to injury (aged 0 to 14 years)	6
04 The rate of children who are persistent absentees from school	7
05 The number of adult safeguarding concerns	8
06 Rates of crime, antisocial behaviour and domestic abuse in Dorset	9 & 10
07 Number of people killed or seriously injured on Dorset roads	11 & 12
Corporate Risks that feature within Prosperous but are not assigned to a specific Population Indicator	13
Key to risk and performance assessments	13
Content	14



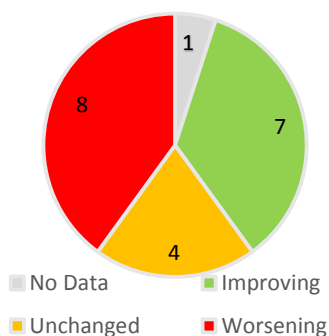
Corporate Plan 2017-18: Dorset County Council's Outcomes and Performance Framework

SAFE - Executive Summary

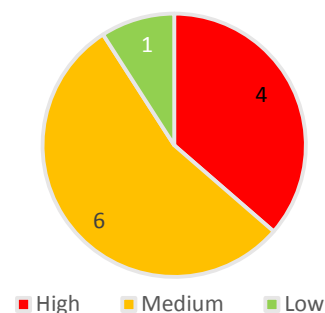
**Population Indicator
(10 in total)**



**Performance Measure
(Currently 20 in total)**



**Risk
(Currently 11 in total)**



Suggested Indicators for Focus

Total Crime

Total Anti- Social Behaviour

Domestic Abuse Crimes

Suggested Measures for Focus

No. of LAC ceased because of a special guardianship order

No. of children centre registrations

No. of individuals who have completed support (domestic abuse)

No. of assaults

1st time entrants into the criminal justice system

Road condition in need of maintenance

% inspections completed on time

Skid resistance - principal

Suggested Risks for Focus

04a – Health and Safety risks associated with occupation of premises

09b - Inability to maintain the highways infrastructure to an acceptable standard in the face of changing circumstances (e.g. budget reductions; climate change)

14b - Inability to attract and retain suitably qualified specialist safeguarding staff within Children's Services

01d – A lack of sufficiency (placements/ residential/ foster care) impacts negatively on the demands led budget for children in care

SAFE: 01 Population Indicator - Rate of children subject to a child protection plan - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Claire Shiels

DORSET - Latest (March 2017) 51 per 10,000		
DORSET - Trend IMPROVING	G	
COMPARATOR - Benchmark (England) WORSE 43.1 (Average)	R	

Story behind the baseline: When there is a continuing risk of harm to a child or young person, groups of professionals work together with the family to put a plan in place to try to reduce the risk of harm and keep the child or young person safe. Although the County Council has a statutory duty to investigate, assess and provide a plan to support families to keep their children safe from harm, it is not their sole responsibility. The rate of children subject to a child protection plan in Dorset is reducing and was 39.8 per 10,000 at the end of Q2 17-18. Reducing the number of children subject to a child protection plan is supported through high quality social work and there are several key indicators that can help us understand if we are achieving that. Social worker caseload is important there is strong evidence that lower caseloads improve the quality of work with families resulting in more needs being met at an earlier phase, reducing the % of re-referrals into social care as well as the % of children who become the subject of a plan for a second or subsequent time. With the introduction of a new social care case management system, we are working on the development of an indicator that helps us to understand and monitor average caseload. To reduce the rate of children subject to a child protection plan, it is also important to understand if early help services are working effectively. If early help services are working successfully, then we should see also expect to see a reduction in the number of 'children in need' as needs are met earlier.

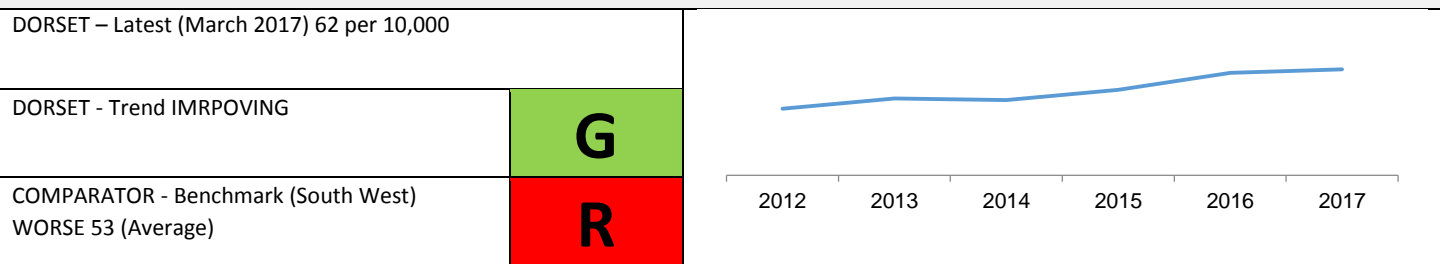
Partners with a significant role to play: Any professional working with a child, young person or family should be able to identify possible signs of abuse and neglect and work together to safeguard children. Key professionals in the police, the health service (including GPs and A&E), health visitors, schools and early years settings, adult's services (including mental health services and substance use treatment providers), youth services, criminal justice agencies need to share intelligence and work together to safeguard children and young people. Domestic abuse features in over 95% of all child protection plans in Dorset. Also common are poor parental mental health and or parental substance misuse. Whole family support and good multi-agency working are therefore important in reducing the rate of children experiencing significant harm.

Performance Measure(s) – Trend Lines	
Children in need rate per 10,000 Latest Q2 17-18 – 156.5	
% of re-referrals to children's social care within 12 months Latest Q2 17-18 – 17.6%	
% of children who become the subject of a plan for a second or subsequent time Latest Q2 17-18 – 18.1%	

Corporate Risk	Score	Trend
02a - Failure to consider the impacts that vulnerable adults have on children and families	MEDIUM	UNCHANGED
02b - Unsuitable housing results in an increased risk to vulnerable children and adults	MEDIUM	UNCHANGED
11c - Inefficient commissioning processes and monitoring of contracts to support delivery of Directorate and Children & Young People Priorities	LOW	IMPROVING
14b - Inability to attract and retain suitably qualified specialist safeguarding staff within Children's Services	HIGH	UNCHANGED
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

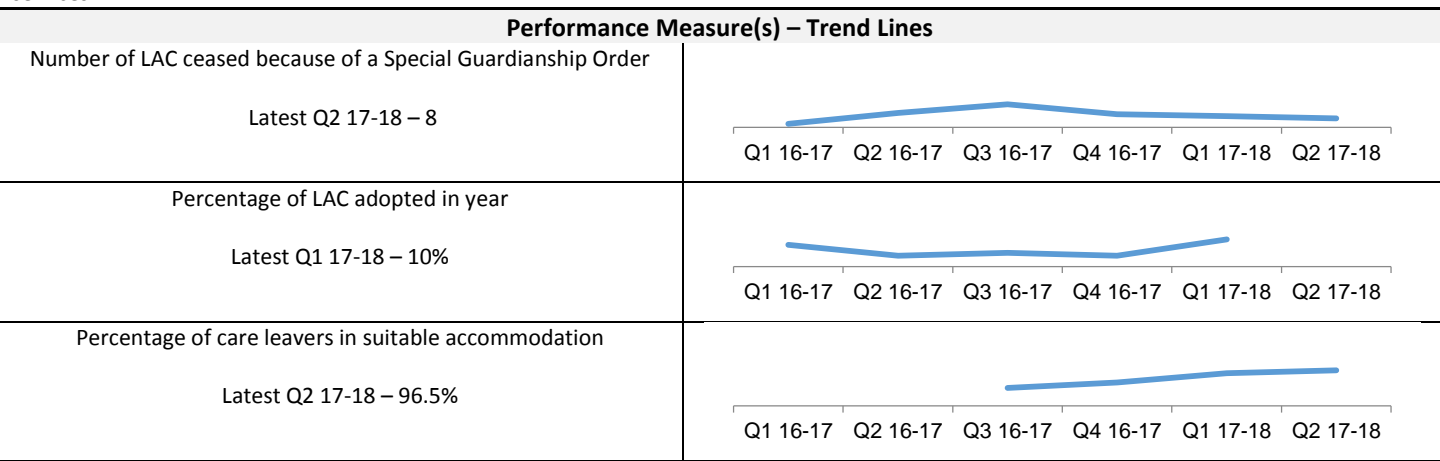
What are we doing? This is an obsession for the Dorset Safeguarding Children's Board and partners continue to work together on it on the [2017-2020 Business Plan](#). Introduction of Family Partnership Zones to coordinate and improve early help. Continue to strengthen the role of the Child Protection Conference Chairs through training, support and geographical alignment with area social work teams. Increasing the number of social workers to reduce social work caseloads and audit work to ensure that the right children are subject to child protection plans

SAFE: 02 Population Indicator - Rate of children in care - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Claire Shiels



Story behind the baseline: Children come into care when parents are unable to care for them adequately or because they are at risk of significant harm. We have a statutory duty to provide a safe, alternative “family” home. 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 and the cost of providing care is increasing. The rate of children in care in Dorset is reducing and was 57.2 per 10,000 at the end of Q2 17-18, which is lower than the national rate. Reducing the number of children in care involves not only reducing the number of children entering the care system through high quality social work and early help, but also in increasing the number of children who cease to be looked after. For some, this can mean returning home, or for others this can be through securing alternative permanence arrangements such as adoption or through Special Guardianship Orders. Social worker caseload is important as there is strong evidence that lower caseloads improve the quality of work with families resulting in more needs being met at an earlier phase, reducing the need for care and supporting children to return home or have permanent alternative arrangements. With the introduction of a new social care case management system, we are working on the development of an indicator that helps us to understand and monitor average caseload. When children leave care, it is also important for us to ensure that they can find suitable accommodation that is safe, secure and affordable and that there is a sufficient level of support available to enable them to live independently.

Partners with a significant role to play: The following partners will be critical to delivery: Dorset Clinical Commissioning Group (CCG), Dorset Healthcare University Foundation Trust (providers of CAMHs, community mental health services, health visiting), Dorset County Hospital, Poole Hospital, The Royal Bournemouth and Christchurch Hospital, Schools and colleges, GP practices, Voluntary and Community Sector providers, Pan-Dorset Youth Offending Service and Residential children’s homes/foster carers; schools and education settings, adult services, police, probation services.



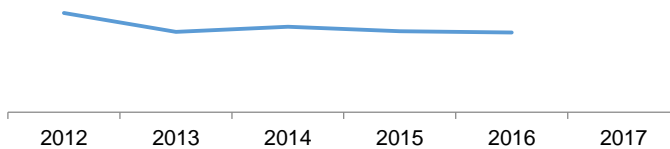
Corporate Risk	Score	Trend
01d – A lack of sufficiency (placements/ residential/ foster care) impacts negatively on the demands led budget for children in care	HIGH	UNCHANGED
02c - Failure to keep children safe that are known to, or in the care of, DCC	MEDIUM	IMPROVING
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

What are we doing? This is an obsession for the Dorset Safeguarding Children’s Board and partners continue to work together on it on the [2017-2020 Business Plan](#). Introduction of Family Partnership Zones to coordinate and improve early help. Increasing the number of social workers to reduce social work caseloads. Continuing to work with [Aspire](#), the newly introduced Regional Adoption Agency for Dorset, Bournemouth and Poole. Offering intensive family support to try to prevent children coming into care or to help them return home (including Family Group Conferences). Modernising our fostering service and gap analysis of current and future accommodation needs and working with partners to plan to meet these.

SAFE: 03 Population Indicator - Number of children being admitted to hospital due to injury (aged 0 to 14 years) - Outcome

Lead Officer Patrick Myers; Population Indicator Lead Officer David Lemon

DORSET – Latest (2015-16) 115.3	
DORSET - Trend IMPROVING	G
COMPARATOR - Benchmark (England) WORSE 104.2 (2015-16)	R

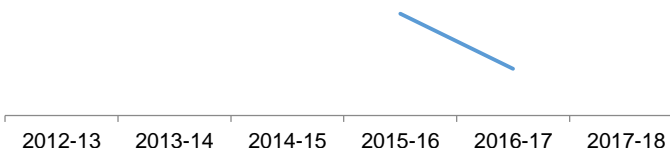


Story behind the baseline: Injuries are a leading cause of hospitalisation and represent a major cause of premature mortality for children and young people. They are also a source of long-term health issues, including mental health related to experiences. However, some of these cases may only represent admissions for observation due to observed symptoms following an external cause event. There may be also be differences in admission thresholds between areas, as well as variation between hospitals in the way injury admissions are coded. Additionally, whilst the injury rate has been consistently higher than the England average since around 2012, this may be in part related to the rural nature of the area. For example, Somerset, an arear like Dorset, shows a comparable pattern in admissions.

Partners with a significant role to play: Health and social care, and education services, as well as the voluntary sector all key partners in this at both strategic and operational levels.

Performance Measure(s) – Trend Lines

Number of children centre registrations (universal offer of advice) Latest Q2 16-17 – 581
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Corporate Risk	Score	Trend
No associated current corporate risk(s)		
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

What are we doing? Offering information and advice to families around safety at home through undertaking safe at home assessments and helping parents to reduce hazards in the home.

SAFE: 04 Population Indicator - The rate of children who are persistent absentees from school - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Claire Shiels

DORSET – Latest (2016) 11%		
DORSET - NEW INDICATOR INTRODUCED 2016	No Trend	
COMPARATOR – Benchmark (South West) SIMILAR 10.7% (Average)	A	

Story behind the baseline: In 2016, the definition of persistent absence changed. Up until 2015, persistent absentees were defined as those who have an overall absence rate of 15% of school sessions. From 2016 this definition has changed to include those who have an overall absence rate of 10%. This means that data for 2016-17 is not comparable. Persistent absence is a serious problem for pupils. 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. Children who are missing from school are more vulnerable to exploitation.

Responsibility for pupil absence 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.

Partners with a significant role to play: Schools, school governors, parents, alternative education providers, voluntary and community sector, youth providers, early year’s settings, children’s centres, health visitors, police, youth offending service.

Performance Measure(s) – Trend Lines

Number of families who have successfully completed support and seen attendance improve (Dorset Families Matter) Latest Q2 17-18 – 14	
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Corporate Risk	Score	Trend
No associated current corporate risk(s)		
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

What are we doing? Trade an attendance service to schools. Issuing penalty notices to parents. Providing early help through Family Partnership Zones. Providing intensive family support packages through [Dorset Families Matter](#) (our local Troubled Families Programme)

SAFE: 05 Population Indicator - The number of adult safeguarding concerns - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Sally Wernick

DORSET – Latest (Q2 17-18) 960		
2016-17 3,553		
DORSET - Trend Unchanged	A	
COMPARATOR – Benchmark (England) BETTER per 100K pop = 928 (compared to England rate of 704)		R

Story behind the baseline: The longer term (2+ year) trend is an increase in the number of safeguarding concerns however, the numbers dropped from Q4 2016-17 to Q1 2017-18. Generally, the trends remain consistent in terms of quarterly patterns. Most concerns are managed through the provision of information and advice (53%) or require no further action (38%) with only 10% leading to a Section 42 enquiry. Of those leading to a S42 enquiry this year 81% have been concluded and outcomes continue to show that risks have been reduced and that feedback from Service Users shows that 89% felt safer because of the safeguarding intervention. ADASS (South West) are currently undertaking a review of data in relation to variances in the numbers converted to S42 enquiries across Local Authorities. Qualitative work will be completed to understand the differences and this also links with the Pan Dorset Audit aimed at understanding the differentiation in relation to the proportion of concerns that proceed to a S42 enquiry. Primary referral routes to the service are from Residential Care Staff and Emergency Services and through on-going data analysis we have identified a notable shift in the number of concerns received from these referral routes and how these are responded to. There is still work required to support Residential providers. An increase in this area is noted due to the substantial ongoing whole home enquires during the last 3 quarters where there have been 2 whole home investigations resulting in loss of nursing registration in one case and closure in another. There are also currently blocks on 2 large nursing providers impacting on the availability of nursing beds both in the East and West of the County. 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. The rate of concerns per 100k pop is “Higher” than the England rate, however the age standardised rate of individuals involved in safeguarding enquiries per 100k pop is 67 for Dorset compared to 250 for the whole of England. Which demonstrates that recording a high number of “concerns” does not equate to a higher number of investigations, as in Dorset we have a robust process for reporting and recording all levels of concerns and respond to all concerns with a decision in a timely / proportionate way.

Partners with a significant role to play: Local Safeguarding Teams, Children’s Social services, Prison service, Youth Offending service, Courts, Probation, Immigration, Community Rehabilitation, Fire and Rescue, Charities, Educational establishments and workplaces, Day centres, Housing, Ambulance service, Care Quality Commission, social workers, mental health staff, Police, primary and secondary health staff, domiciliary staff, residential care staff.

Performance Measure(s) – Trend Lines

Proportion of people who use services who say that those services have made them feel safe and secure	
Latest 16-17 (Annal Measure) – 81.8%	
Percentage of assessments of new clients completed within 4 weeks	
Latest Apr-Oct 17-18 – 74%	

Corporate Risk	Score	Trend
03e - Failure to meet primary statutory and legal care duties - Adult Safeguarding	MEDIUM	UNCHANGED
14c - Recruitment, development and retention of a suitably qualified workforce (internal and external) in key areas of the Adult & Community Services Directorate	MEDIUM	UNCHANGED
Value for Money	Latest	Rank
UNDER DEVELOPMENT		

What are we doing? There is a national shortage of nursing staff across the NHS and Acute providers and therefore there are National (Skills for Care) / Regional and Local initiatives to improve capacity and quality of the external workforce as we need to support improvements in this sector. About the current blocks on providers, action plans have been formulated for improvement and we are supporting and monitoring them with tight timescales. Proactive work continues to be undertaken with the Emergency Services to improve the quality of information received. Dorset Police have engaged positively with this work and following a recent meeting they are also keen to work with us to reduce the number of inappropriate concerns raised and identify alternative referral / support routes.

SAFE: 06 Rates of crime, antisocial behaviour and domestic abuse in Dorset - Outcome Lead Officer Patrick Myers;
Population Indicator Lead Officer Andy Frost

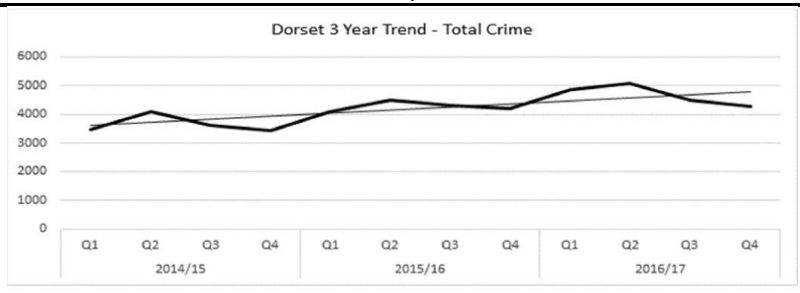
Partners with a significant role to play: The County Council is one of many organisations with a statutory responsibility to work in partnership to tackle crime in their area. Those partners include: Dorset Police, the Dorset district and borough councils, Dorset Clinical Commissioning Group, Dorset & Wiltshire Fire Authority, The National Probation Service and The Dorset, Devon and Cornwall Community Rehabilitation Company. Many other partners including the Youth Offending Service, Public Health Dorset and Dorset Fire & Rescue Service also contribute to this work on a wider scale at a pan-Dorset level.

DORSET – Population Indicator Total Crime - Latest (Q2 2017-18) 5,694 crimes for the quarter equating to 12.9 per 1,000 population

DORSET - Trend WORSENING

R

COMPARATOR - No comparable data provided by lead officer



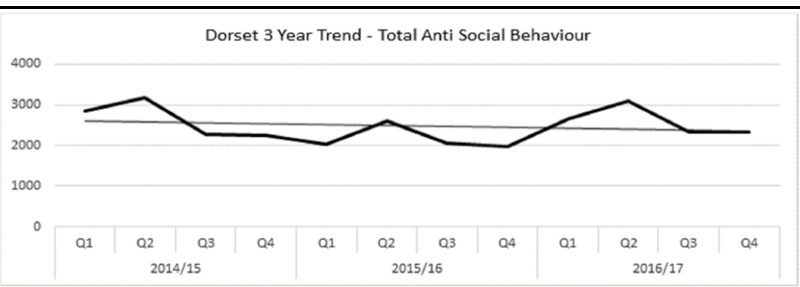
Story behind the baseline: TOTAL CRIME - 5,694 crimes for the quarter. The longer term (3 year) trend is an increase in total crime both in Dorset and nationally. Although this would appear to a large extent to be due to improvements in Police recording standards and an increased willingness by people to report crime, it is generally understood that in some categories crime is increasing. Partners including Dorset Police and the local authorities are exploring the issues through their partnership groups (including the Dorset Community Safety Partnership) with the aim of putting interventions and solutions in place.

DORSET – Population Indicator Total Anti- Social Behaviour Latest (Q2 2017-18) 3,592 incidents for the quarter equating to 7.7 per 1,000 population

DORSET - Trend WORSENING

R

COMPARATOR - No comparable data provided by lead officer



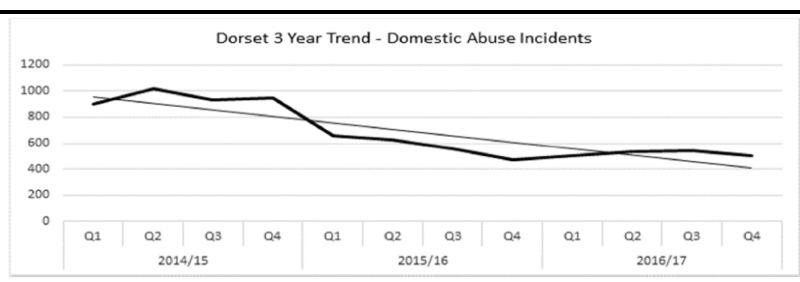
Story behind the baseline: ANTI SOCIAL BEHAVIOUR – 3,592 incidents in Q2. Following many years of reductions, the number of ASB incidents has been increasing since 2016-17. The County Council and its partners through the Dorset Community Safety Partnership are exploring the detail behind the figures to better understand issues and put effective measures in place. These include developing a common policy for dealing with long running neighbour disputes and ensuring the use of Multi-Agency Risk Management Meetings (MARMs) for those victims and perpetrators that do not meet the thresholds for statutory service intervention.

DORSET – Population Indicator Domestic Abuse Incidents - Latest (Q2 2017-18) 562 incidents for the quarter

DORSET - Trend IMPROVING

G

COMPARATOR - No comparable data provided by lead officer



Story behind the baseline: DOMESTIC ABUSE INCIDENTS - 562 incidents in Q2. The longer-term trend has been a reduction in the number of domestic abuse incidents though the numbers started to increase in 2016-17. Although an increase in the number of incidents could be positive, due to known under-reporting of domestic abuse, the County Council and its partners are undertaking work to understand the nature of the increases and reasons for it.

The County Council delivers against domestic abuse issues through the pan-Dorset Domestic Abuse and Sexual Violence Strategic Group. Officers co-ordinate a pan-Dorset Domestic Abuse Operational Group and have recently finalised an action plan with partners to deliver against domestic abuse issues.

SAFE: 06 Rates of crime, antisocial behaviour and domestic abuse in Dorset - Outcome Lead Officer Patrick Myers;
Population Indicator Lead Officer Andy Frost (Cont'd)

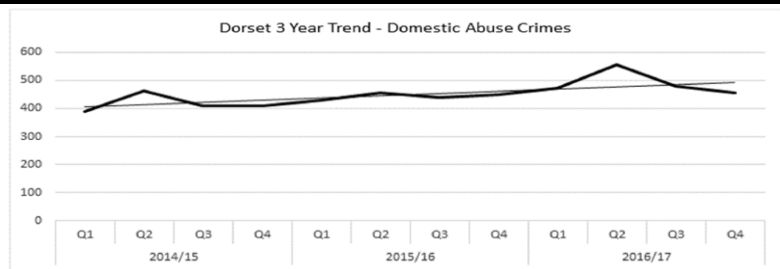
Partners with a significant role to play: The County Council is one of many organisations with a statutory responsibility to work in partnership to tackle crime. Those partners include: Dorset Police, the Dorset district and borough councils, Dorset Clinical Commissioning Group, Dorset & Wiltshire Fire Authority, The National Probation Service and The Dorset, Devon and Cornwall Community Rehabilitation Company. Many other partners including the Youth Offending Service, Public Health Dorset and Dorset Fire & Rescue Service also contribute to this work.

DORSET – Population Indicator Domestic Abuse Crimes Latest (Q2 2017-18) 605

DORSET - Trend WORSENING

R

COMPARATOR - No comparable data provided by lead officer

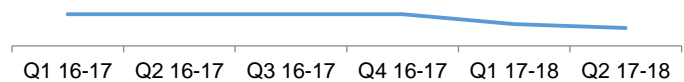


Story behind the baseline: DOMESTIC ABUSE CRIMES – 605 crimes in Q2. The longer-term trend is an increase in the number of domestic abuse crimes. Although an increase could be positive due to known under-reporting of domestic abuse, the County Council and its partners are undertaking work to understand the nature of the increases and reasons for it. The County Council delivers against domestic abuse issues through the pan-Dorset Domestic Abuse and Sexual Violence Strategic Group. Officers co-ordinate a pan-Dorset Domestic Abuse Operational Group and have recently finalised an action plan with partners to deliver against domestic abuse issues.

Performance Measure(s) – Trend Lines

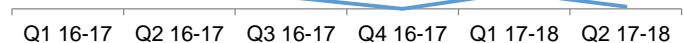
Number of individuals who have completed support (via the Dorset Integrated Domestic Abuse Service)

Latest Q2 17-18 - 192



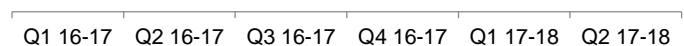
Number of safeguarding enquiries related to domestic abuse

Latest Q2 17-18 – 1



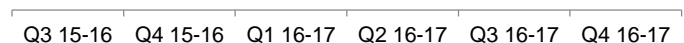
Number of assaults – Cardiff Model Data DCH

Latest Q2 17-18 – 72



First time entrants aged 10 to 17 into criminal justice system

Latest Q2 2016-17 - 257



Corporate Risk

Score

Trend

No associated current corporate risk(s)

Value for Money

Latest

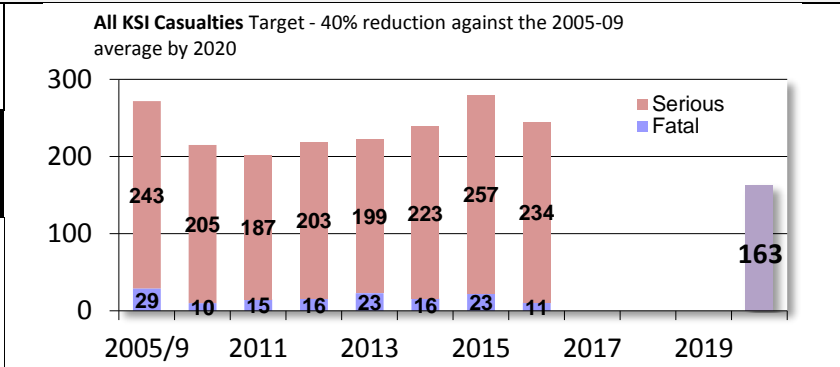
Rank

UNDER DEVELOPMENT

What are we doing? Partners including Dorset Police and the local authorities are exploring the issues through their partnership groups (including the Dorset Community Safety Partnership) with the aim of putting interventions and solutions in place. Officers co-ordinate a pan-Dorset Domestic Abuse Operational Group and have recently finalised an action plan with partners to deliver against domestic abuse issues.

SAFE: 07 Population Indicator - Number of people killed or seriously injured on Dorset roads - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Michael Potter

DORSET Latest (QTR 2 2016) 245	
DORSET Trend IMPROVING	G
COMPARATOR - No comparable data provided by lead officer	



Story behind the baseline: The number of people killed or seriously injured in 2016 was 245, during 2015 there was a total of 280. The figure for 2016 is lower than the 2005-09 baseline figure of 271. In 2016 there were 11 fatalities and 234 serious injuries, this compares to 23 fatalities and 257 serious casualties in 2015. Despite a reduction during 2016, the number of people killed or seriously injured on Dorset’s roads is still higher than in previous years. This replicates the longer term regional and national trend. It is important to consider the wide variety of factors that influence the number of road traffic casualties, many being outside the direct control of the County Council. Responsibility for improving road safety is shared with key partners including Dorset Police, Dorset & Wiltshire Fire & Rescue and the South West Ambulance Service as well as individual road users. During 2017-18 we will continue to analyse collision data to identify locations or routes that we as the highway authority could improve to reduce the likelihood of a road traffic casualty. During 2016 all road user groups apart from older (65yrs+) car drivers had fewer casualties than in 2015. The number of cyclists killed or seriously injured despite being lower in 2016 compared to 2015 remained higher than the 2005/9 baseline. Casualty data is provided to the County Council monthly by Dorset Police. A more detailed overview of road traffic casualty figures can be found at dorsetforyou.gov.uk/road-safety/engineering-statistics. Safeguarding Committee have established working group focusing on what the County Council is doing to improve road safety. A refreshed Road Casualty Reduction Plan is underway with new interventions being investigated. Worsening performance for road condition linked a reduced investment in road maintenance. Defects repaired on time have improved since 2016/17 and remained relatively level throughout 2017/18. Performance to be reported quarterly in future to more clearly show longer term trends. More information can be found at <https://www.dorsetforyou.gov.uk/article/423063/Dorset-Highways-management-and-performance>. Data for 2017 will be signed off by Dorset Police in the Spring of 2018.

Partners with a significant role to play: Highways, Transport Planning, Trading Standards, Health & Wellbeing, Children Services, Dorset Police, Dorset & Wiltshire Fire & Rescue, South West Ambulance Service, charities, media, local communities, and (perhaps most importantly) the road users themselves.

Performance Measure(s) – Trend Lines

<p>Percentage road condition in need of maintenance</p> <p>Principal Latest Q2 17-18 – 4%</p> <p>Non Principal Latest Q2 17-18 – 5%</p>	
<p>Percentage of defects made safe on time</p> <p>28 days Latest Sept 2017 – 83.6%</p> <p>32 hours Latest Sept 2017 – 94.4%</p>	
<p>Percentage of inspections completed on time</p> <p>Latest Sept 2017 – 88.3%</p>	
<p>Percentage roads with skidding resistance below investigatory level</p> <p>Principal Latest 17-18 – 28.72%</p> <p>Non Principal Latest 17-18 – 40.15%</p>	

SAFE: 07 Number of people killed or seriously injured on Dorset roads - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Michael Potter (Cont'd).		
Corporate Risk	Score	Trend
09b - Inability to maintain the highways infrastructure to an acceptable standard in the face of changing circumstances (e.g. budget reductions; climate change)	HIGH	UNCHANGED
Value for Money	Latest	Rank
UNDER DEVELOPMENT		
What are we doing? Responsibility for improving road safety is shared with key partners including Dorset Police, Dorset & Wiltshire Fire & Rescue and the South West Ambulance Service as well as individual road users. During 2017-18 we will continue to analyse collision data to identify locations or routes that we as the highway authority could improve to reduce the likelihood of a road traffic casualty.		

Corporate Risks that feature within SAFE but are not assigned to a specific POPULATION INDICATOR

(All risks are drawn from the [Corporate Risk Register](#))

04a – Health and Safety risks associated with occupation of premises	HIGH	IMPROVING
04l – Serious injury or death of staff, contractors and the public	MEDIUM	UNCHANGED
04o – Limited supervision results in an injury to a service user / Dorset Travel driver	MEDIUM	WORSENING
05b – Response to a major event that could impact on the community, the environment and or/ the council	MEDIUM	IMPROVED
04b – Serious injury or death of a Children’s Services employee, including assault	LOW	UNCHANGED
04d – Injury or death of a service user, third party or employee	LOW	UNCHANGED
06d – Failure to fulfil our statutory ‘Prevent’ duty to combat radicalisation	LOW	IMPROVING

Key to risk and performance assessments

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

Responsibility for Indicators and Measures

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

Demographic change and financial constraints may create significant pressures for adult social care services. The information below was taken from the recently launched LG Inform Value for Money platform. <http://vfm.lginform.local.gov.uk/about-vfm>

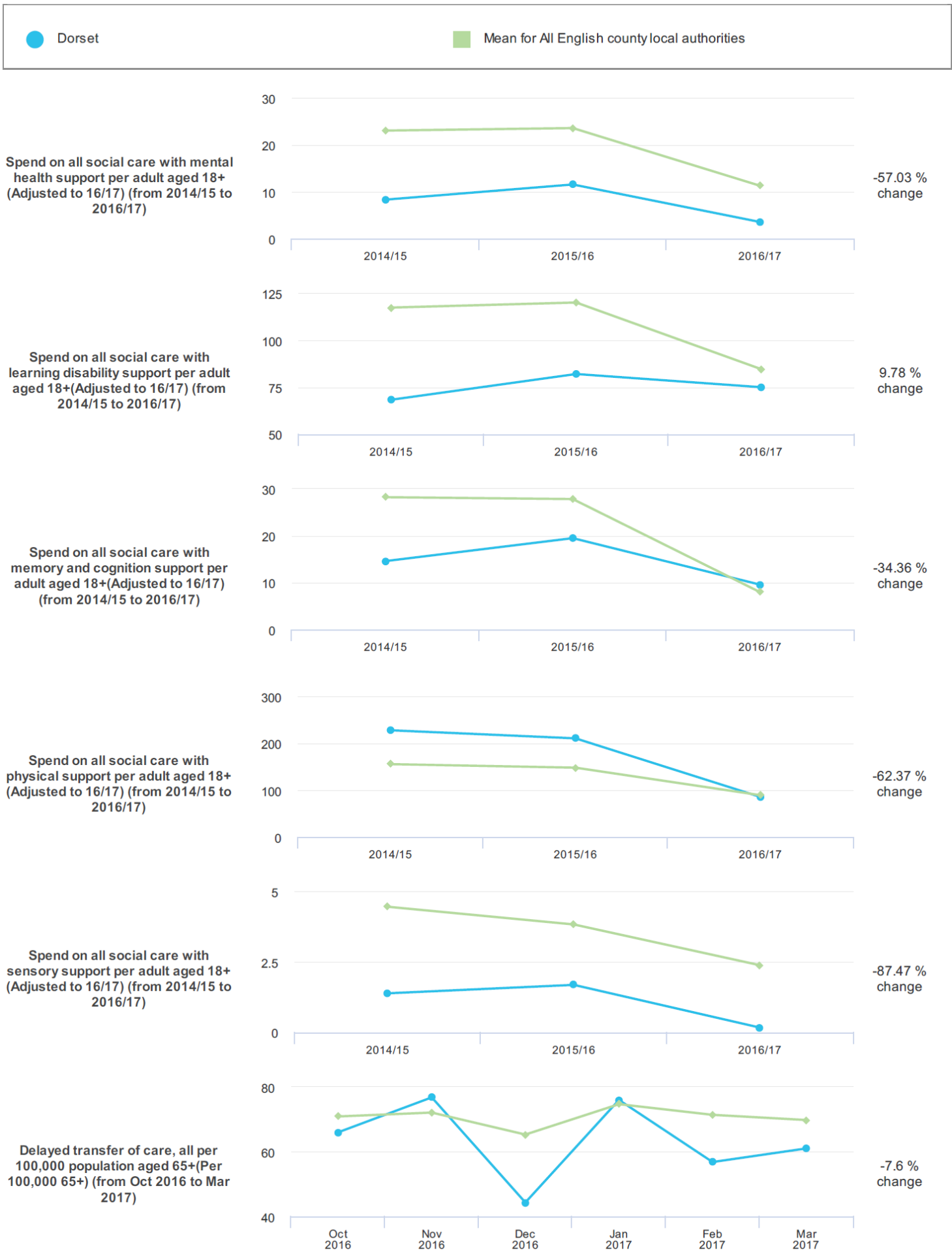
The platform provides information about spending on, and performance for, one of the five client groups (mental health, learning disability, memory and cognition support, physical support and sensory support).

Please note that from 2014-15 onwards data for adult social care is collected in a new data return, Adult Social Care Finance Return (ASCFR). Comparable data is not available for earlier years.

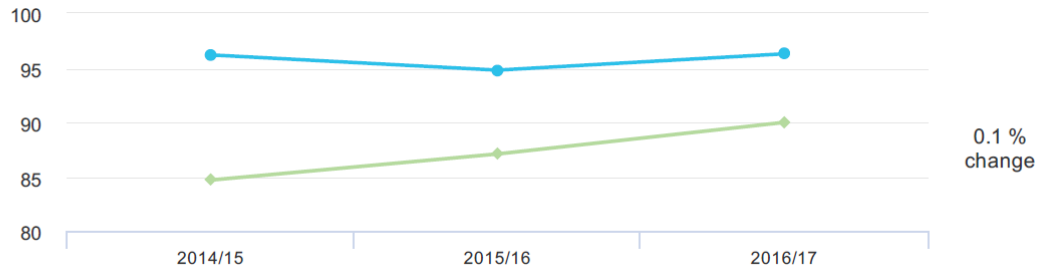
About LG Inform Value for Money profiles: The Local Government Inform (LG Inform) Value for Money (VfM) profiles is the sister tool of LG Inform, and brings together data about the costs, performance and activity of local councils and fire and rescue authorities. The profile can be used by anyone who has an interest in local public services including service users and residents. The data has been presented in a series of theme based reports that provides overview of a given organisation and the services it delivers. For example, in the adult social care section of the council profile there are further sections relating specifically to each of the five different client groups. In Children and Young People there are further sections including education services, schools, Sure Start and early years, looked after children, etc. The content of these detailed sections is designed to allow users to focus on discrete aspects of a service or area of financial management, bringing together measures that provide a focused, but balanced, view of spend and performance.

The VfM profiles use data published by government department and other organisations, much of which are official statistics, and the source of each indicator is included in the detailed metric report.

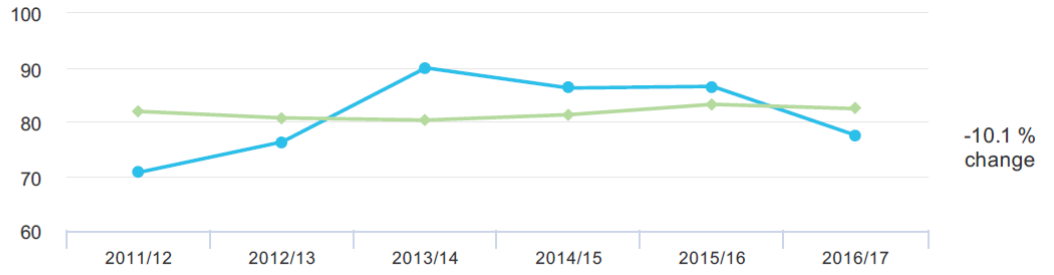
Adult Social Care (Value for Money – Benchmarking)



Adults using social care who receive self-directed support(%)
(from 2014/15 to 2016/17)



Proportion of over 65s who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service).(%)
(from 2011/12 to 2016/17)



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DRAFT Value for Money Measures

Environment and Economy – January 2018

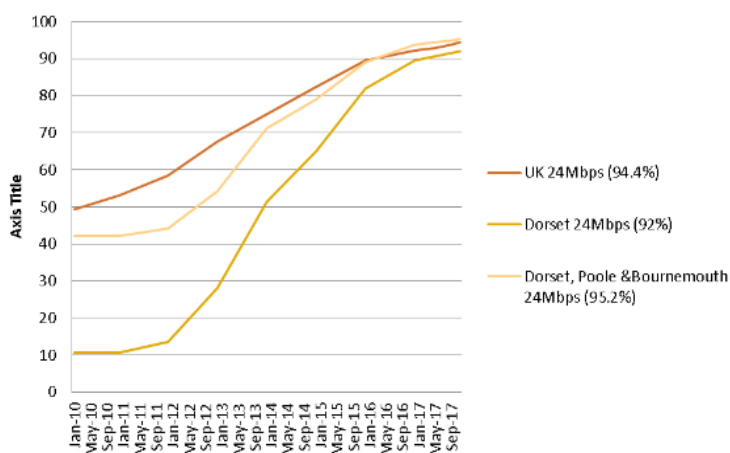
Coverage of Superfast Broadband

What it tells us: The impact of investment in high levels of fixed line broadband access over 24 Megabits per second (Mbps)

What it doesn't tell us: Benefits come from take up and skilled use of advanced digital services, data is only available for take up on subsidised network infrastructure not across the whole of Dorset

What it means: Digital infrastructure is an enabling infrastructure from which other sectors benefit.

Percentage of fixed line superfast broadband coverage (Nov 2017)

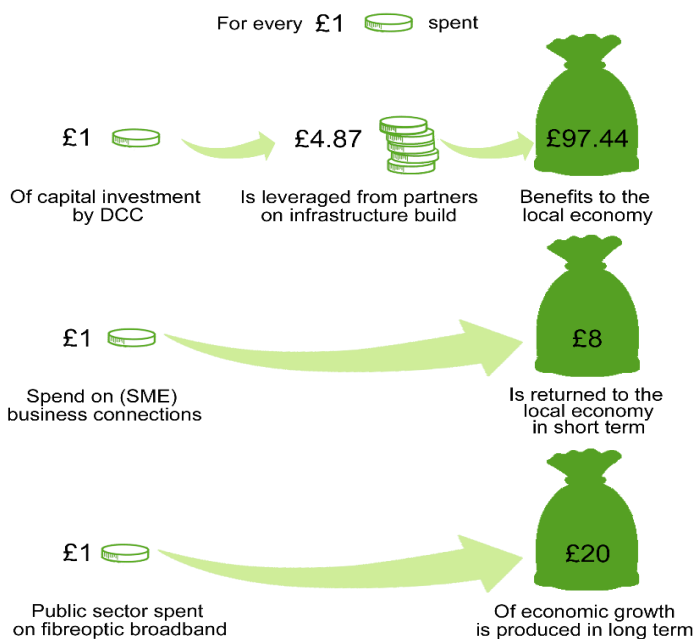


Impact of investing in Superfast Broadband

What it tells us: That the money (£8.6m) invested by DCC levers in a huge investment from other partners and significant benefits to the local economy.

What it doesn't tell us: How many businesses may have been lost because connection is poor. How much demand is still unmet.

What it means: The County Council is making a significant contribution towards making Dorset more productive, more competitive, and better able to attract and grow new businesses.



Dorset Highways Efficiency (Carriageway Maintenance)

What it tells us: How efficiently we deliver our carriageway maintenance function compared to approx. 90 other authorities (on an annual basis – used for DfT Self-Assessment programme for incentivised funding). Rating shows how close an authority is to their theoretical minimum cost, represented by 100%. To aid comparison ratings are categorised into Bands (A top quartile, D bottom quartile).

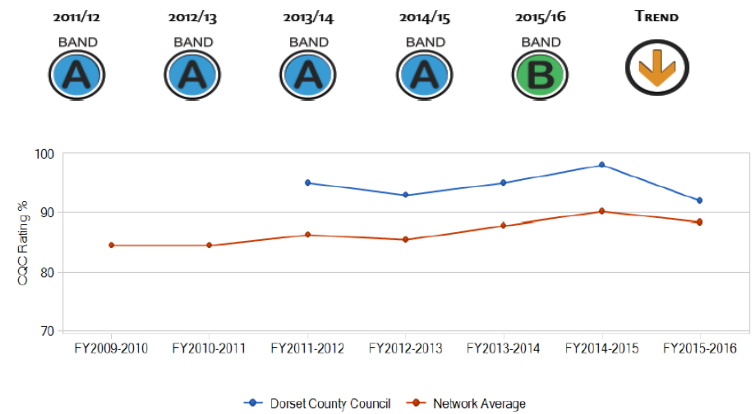
What it doesn't tell us: The statistical model for this exercise is administered by Leeds University. There is still further work to be done to refine the model and methodology to help understand the reasons for change and difference between authorities. Whilst the model considers various factors and statistically adjusts them to compare authorities against an "average minimum cost" to allow fair cost comparisons (such as, network size, traffic, rural/urban split, etc.) it may also still include some factors outside of our control, which may impact on the efficiency score. Once finalised, looking to roll out to other asset groups within Highways. The final 2016-17 report is due in January.

What it means: Comparing expenditure (capital & revenue) with highway condition and customer satisfaction it shows that Dorset is above average for delivery of our carriageway maintenance function. Slight drop in 2015-16 due to drop in customer satisfaction.

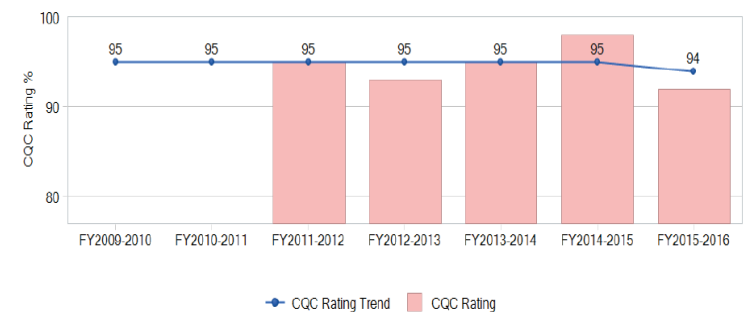
For information – Dorset Highways takes part in many benchmarking exercises. Therefore, further comparisons against our peers is available on request. Further work is also ongoing looking at the correlations between different performance measures (e.g. defects/claims/customer satisfaction).

CQC – Cost, Quality, Customer

Bandings and line chart below represent Dorset's efficiency score when compared to other authorities and the network average.



Graph below shows change in CQC rating over time using a statistical trend line.



DMG Benchmarking Headlines

The top-level headlines below may also help explain our efficiency in delivering our carriageway maintenance function for 2016/17.

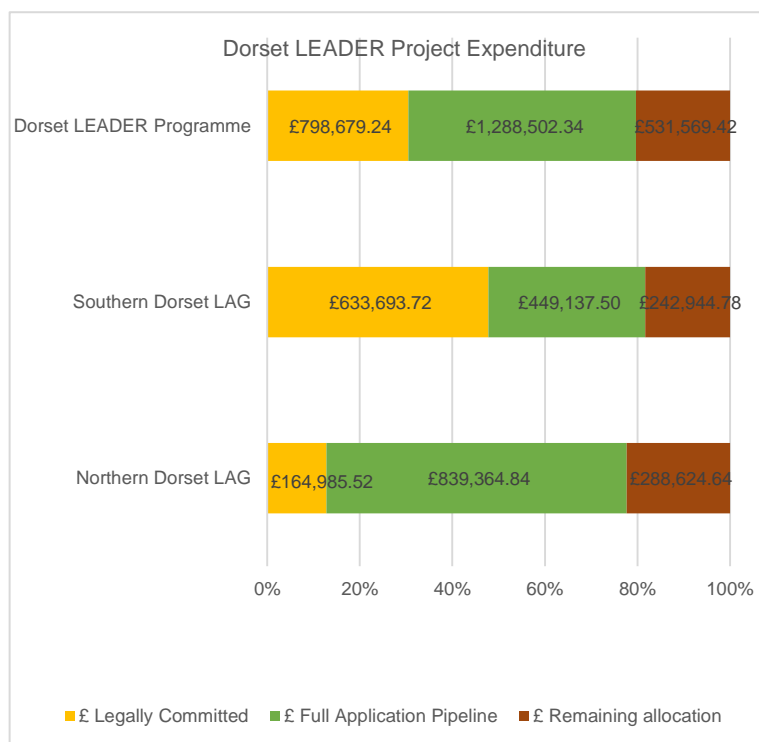
- 2nd lowest revenue works budget (per km) of 18 authorities.
- 9th lowest structural maintenance budget (per km), of 18 authorities, and below average.
- Ranked 15/19 for principal road in need of maintenance (although data range is quite close between authorities).
- 8/19 for non-principal roads in need of maintenance.
- 8/19 for unclassified roads in need of maintenance.
- 10/18 for public satisfaction with road condition and 7/18 for satisfaction with the quality of repair to roads.

Dorset LEADER

What it tells us: LEADER is an EU funded rural development programme, focussed on investment to achieve economic growth. The chart illustrates the amount of funding contracted to projects, the amount tentatively allocated to projects in the pipeline, and the remaining budget to be allocated to projects.

What it doesn't tell us: That all projects are assessed against value for money criteria as part of the assessment process. Neither does it show the impact of the investment in projects. This is being reported and monitored, though most projects are still in the early stages of delivery.

What it means: The proportion of funds committed has increased from £656,000 in Q2 to £799,000 in Q3. The increase in projects in the pipeline reflects a concerted effort to bring projects forward and has reduced the overall remaining allocation to 20% of budget.

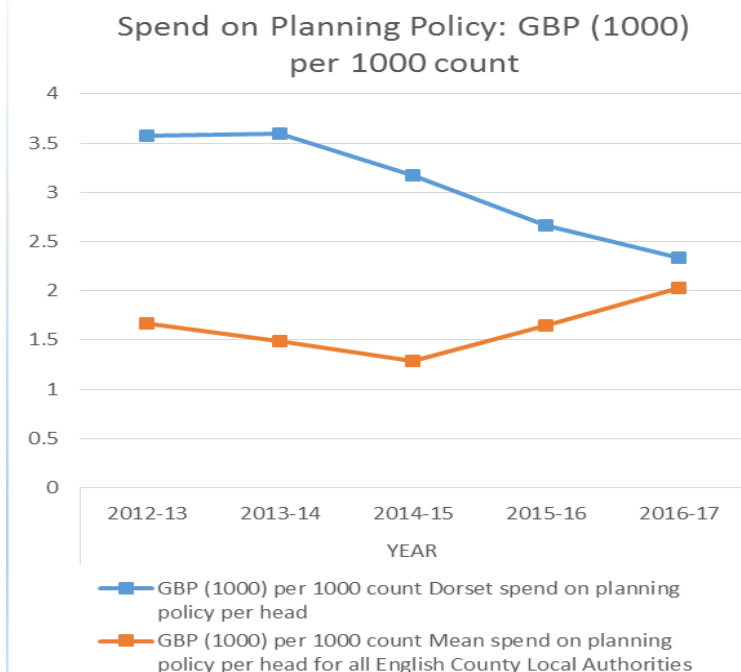


Spend on Planning Policy

What it tells us: Dorset has seen a reduction in spend on planning policy per head of population. Nationally there has been an upturn so the gap has narrowed significantly.

What it doesn't tell us: Dorset has one of the most diverse range of minerals in the country which places a demand upon planning resources. Dorset also receives income from Bournemouth and Poole for delivering the planning policy function on their behalf.

What it means: The planning policy function represents good (and improving) value for money in real terms. However, the benchmark group does also include unitary authorities which have a wider range of planning powers.



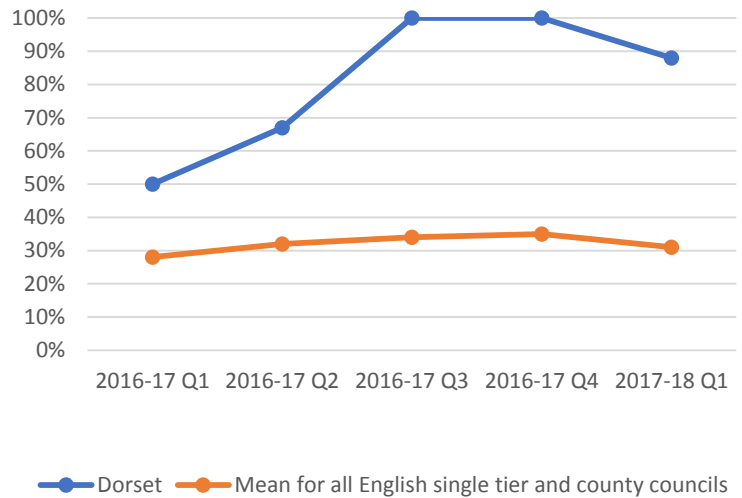
County Matters Applications Determined in a Timely Manner

What it tells us: Dorset is currently performing better than the national average for in the determination of county matters planning applications.

What it doesn't tell us: County matters applications are relatively low in number but high in complexity so performance can be affected by small variations in determination rates.

What it means: The County Council has seen actual and relative improvements in the determination rate of 'major' county matters planning applications. However, the benchmark group does also include unitary authorities which have a wider range of planning powers.

County Matters Planning Applications Determined in a Timely Manner



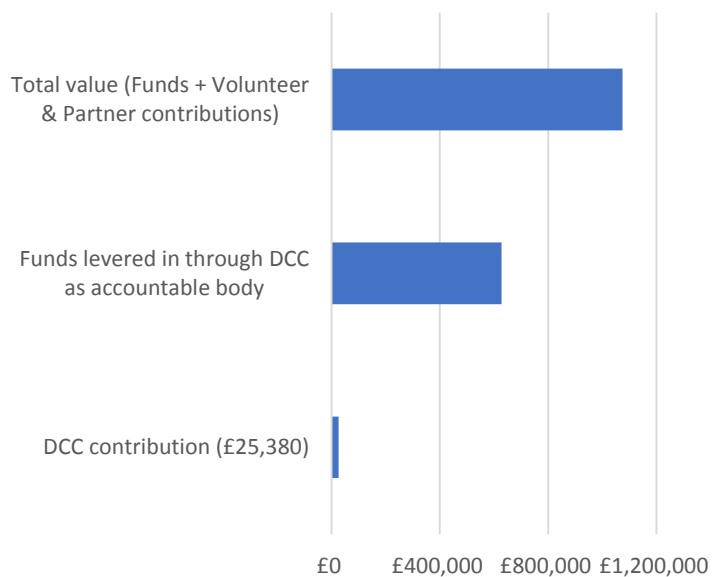
Economic Leverage of County Council contribution to Dorset AONB in 2016-17

What it tells us: The AONB is an effective vehicle for drawing external funds into Dorset for environmental management - each £1 committed by DCC generates £24 in direct spend or £43 in total value.

What it doesn't tell us: The AONB influences £65M in economic output annually (source: Ash Futures, *Dorset's Environmental Economy*, 2015). This broader study cannot be repeated regularly but illustrates the wider value of the AONB's designated landscape.

What it means: The County Council's contribution to the AONB is modest but enables a much higher level of investment in Dorset's landscape which in turn contributes to corporate outcomes on health, wellbeing and prosperity.

Economic Leverage of Dorset AONB in 2016-17

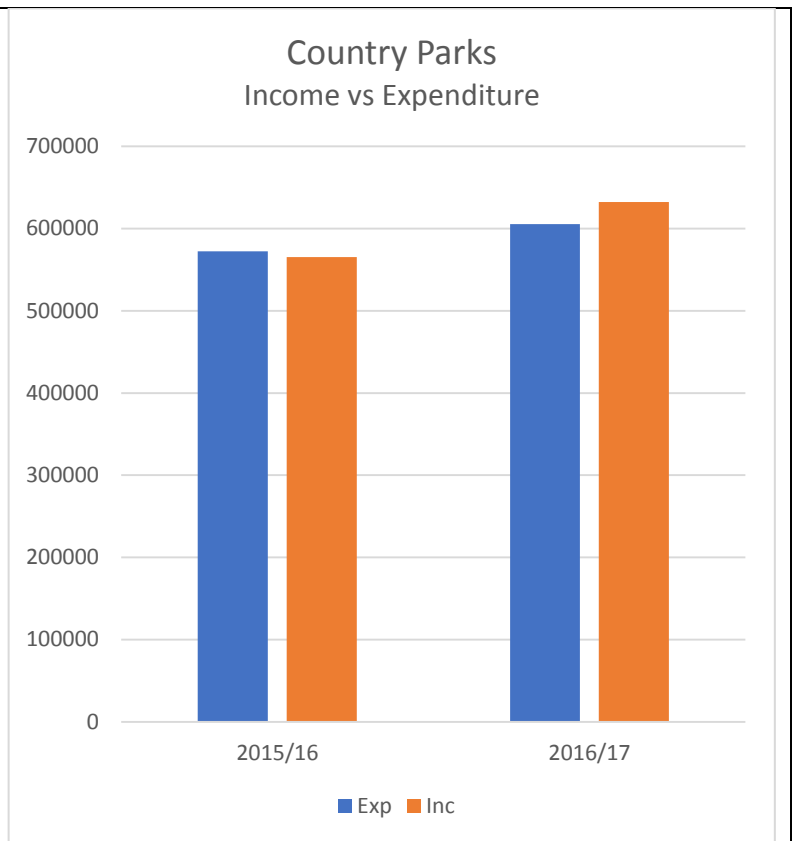


Income and Expenditure at the County Council's Country Parks

What it tells us: The portfolio of Country Parks operated by DCC (Durlston, Avon Heath and Hardy's Visitor Centre) is budgeted to recover above the line costs, with diverse income sources (including catering, events, habitat management and car parking) offsetting expenditure whilst maintaining valued public services.

What it doesn't tell us: As well as being financially sustainable, the Country Parks contribute to corporate outcomes on health and wellbeing (e.g. providing recreational opportunities, access to nature/greenspace) and prosperity (e.g. supporting local businesses and the visitor economy), attracting over 800,000 visitors p.a.

What it means: The modest operating surplus achieved in 2016-17 reflects the continuing focus on maximising income, enabling a high quality public service to be offered at low/no cost to the public purse.



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Statistical Neighbours

Outcomes vs Spend

Local authority name	Overall judgement (OE)	Children who need help and protection	Children looked after and achieving permanence	Children in need – Spend per Head	Looked after children – Spend per Head
Devon	Requires improvement	Requires improvement	Requires improvement	£12,666	£60,834
Devon	Requires improvement	Requires improvement	Requires improvement	£12,033	£46,509
East Sussex	Good	Good	Good	£13,163	£52,698
Gloucestershire	Inadequate	Inadequate	Requires improvement	£10,413	£43,426
North Somerset	Requires improvement	Requires improvement	Requires improvement	£7,631	£36,075
Shropshire	Good	Good	Requires improvement	£9,025	£63,603
Somerset	Inadequate	Inadequate	Inadequate	£12,827	£64,831
Suffolk	Good	Requires improvement	Good	£12,094	£38,946
West Sussex	Requires improvement	Requires improvement	Requires improvement	£14,037	£57,526
Wiltshire	Requires improvement	Requires improvement	Requires improvement	£11,710	£63,448
Worcestershire	Inadequate	Inadequate	Inadequate	£12,870	£57,489

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Safeguarding Overview & Scrutiny Committee Work Programme

Chairman: Pauline Batstone
Vice Chairman: Katharine Garcia

Specific issues previously discussed by the Panel for potential further review:

Topics currently under Scrutiny Review

- Looked after Children (080916)
- Personal Independence Payments (Motion to County Council 200717)
- EHCPs (update 121017)
- Domestic Abuse (Inquiry Day 171017)
- Emergency Planning (update 300118)
- Road Traffic Collisions (update 300118)

For all items listed to the left members are asked to:

- **Complete the prioritisation methodology**
- **Identify lead Member(s) and lead Officer(s)**
- **Provide a brief rationale for the scrutiny review**
- **Indicate draft timescales**
- **Assign the item to a meeting in the work programme**

Topics identified for possible Review

- Elective Home Education and Attendance (Scoping report 300118)
- Youth Service Provision – post decision scrutiny (050718)
(being dealt with by the Children’s FT EAP)

Other topics identified for Review

- Child Sexual Exploitation and missing children
- Child Protection
- Deprivation of liberty
- Hate Crime Safe Places
- Neglect
- Person Centred Care
- SEN Improvement Plan
- Safeguarding - Making it personal
- Rogue Trading

Scrutiny Review Prioritisation Methodology:

Q1 - Is the topic/issue likely to have a significant impact on the delivery of council services?

NO

YES

Q2 - Is the issue included in the Corporate Plan (e.g. of strategic importance to the council or its stakeholders / partners), or have the potential to be if not addressed?

NO

YES

Q3 - Is a focussed scrutiny review likely to add value to the council to the performance of its services?

NO

YES

Q4 - Is a proactive scrutiny process likely to lead to efficiencies / savings?

POSSIBLY

NO

YES

Q5 - Has other review work been undertaken which may lead to a risk of duplication?

YES

NO

Q6 - Do sufficient scrutiny resources already exist, or are available, to ensure that the necessary work can be properly carried out in a timely manner?

NO

YES

**INCLUDE IN THE SCRUTINY WORK PROGRAMME
(HIGH PRIORITY)**

**CONSIDER
(LOWER PRIORITY)**

**DO NOT
INCLUDE**

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
13 March 2018 (10.00am)		Outcomes Focussed Monitoring Report Early Intervention and Prevention		John Alexander Nick Jarman		
5 July 2018 (10.00am)		Outcomes Focussed Monitoring Report Post Scrutiny Review – Youth Service Provision		John Alexander Nick Jarman		
11 October 2018 (10.00am)		Outcomes Focussed Monitoring Report		John Alexander		

Nick Jarman

Interim Director for Children's Services (Lead Officer for the Safeguarding Overview and Scrutiny Committee)

Date: 30 January 2018