

# Agenda

## Public Document Pack

Dorset County Council



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Meeting: Safeguarding Overview and Scrutiny Committee  
Time: 10.00 am  
Date: 13 March 2018  
Venue: Committee Room 1, County Hall, Dorchester, Dorset, DT1 1XJ

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Pauline Batstone (Chairman)  
Kevin Brookes  
Beryl Ezzard  
Kate Wheller

Katharine Garcia (Vice-Chairman)  
Toni Coombs  
Steven Lugg

Derek Beer  
Lesley Dedman  
Bill Pipe

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### 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 8 March 2018, and statements by midday the day before the meeting.

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**Debbie Ward**  
Chief Executive

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Date of Publication:  
Monday, 5 March 2018

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## 1. **Apologies for Absence**

To receive any apologies for absence.

## 2. **Code of Conduct**

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

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

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

## 3. **Minutes**

3 - 8

To confirm and sign the minutes of the meeting held on 30 January 2018.

## 4. **Public Participation**

## 5. **Early Intervention and Prevention**

9 - 20

To consider a report by the Interim Director for Children's Services.

## 6. **Recruitment and Retention Work in Adult Social Care**

21 - 30

To consider a report by the Transformation Lead for the Adult and Community Forward Together Programme.

## 7. **Traffic Collisions Update**

To receive an oral update from the Task and Finish Group on Road Traffic Collisions.

## 8. **Outcomes Focused Monitoring Report, March 2018**

31 - 62

To consider a report from the Chief Executive.

## 9. **Work Programme**

63 - 66

To consider the Work Programme for the Safeguarding Overview and Scrutiny Committee.

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

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Thursday 8 March 2018.



## Safeguarding Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Dorchester, Dorset,  
DT1 1XJ on Tuesday, 30 January 2018

### Present:

Katharine Garcia (Vice-Chairman in the Chair)  
Katharine Garcia, Toni Coombs, Beryl Ezzard, Steven Lugg, Bill Pipe and Kate Wheller

Officers Attending: John Alexander (Senior Assurance Manager - Performance), Sarah Baker (Group Finance Manager), Andy Frost (Community Safety and Drug Action Manager), Cathy Lewis (Communications Officer (Internal)), Nick Jarman (Interim Director for Children's Services), Mark Taylor (Group Manager - Governance and Assurance), Mary Taylor (Designated Safeguarding Manager), 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:  
**Tuesday, 13 March 2018**

### Apologies for Absence

1 Apologies for absence were received from Derek Beer, Kevin Brookes and Pauline Batstone (Chairman).

In the absence of Cllr Batstone the Vice-Chairman took the Chair.

### Code of Conduct

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

### Minutes

3 The minutes from the meeting held on 12 October 2017 were agreed and signed.

### Public Participation

4 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.

### Domestic Abuse - Inquiry Day

5 The Committee considered a report by the Transformation Lead for Adult and Community Services Forward Together Programme which highlighted the objectives of the recent Inquiry Day that had been held and showed that whilst there were pockets of good practice further progress was needed to deliver the changes that were required.

Members noted the importance of having a robust approach with the right strategies

in place and were pleased to see a concerted effort being made to achieve a joined-up approach to domestic abuse. The Community Safety and Drug Action Manager highlighted work being undertaken with partners to develop a whole family approach and the mapping of service pathways for victims. Officers were working closely with partners including those from the voluntary sector.

One member, whilst recognising the importance of being joined-up, highlighted how at times when discretionary spend was dropped, for example bus services, this impacted on areas such as domestic abuse as abuse was usually contained in a whole package of issues. He would like to see the County Council joined up in policy in respect of domestic abuse.

Following a discussion about data protection and the sharing of information, the Interim Director for Children's Services noted members' comments and concerns and advised that there was now a multi-agency safeguarding hub in place where information, data and intelligence could be shared and which had made major strides forward.

The Strategic Lead for Safeguarding and Quality – Adults, undertook to provide members with an update from the Pan Dorset Domestic Abuse Strategic Group on their Action Plan to understand how different agencies were working together and how successful they were.

### **Recommended**

That the Cabinet be asked to support to commit to further targeted activity, with key partners to tackle domestic abuse and improve outcomes for vulnerable adults and children.

### **Reason for Decision**

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 were working together effectively to improve the safety of adults and children and to prevent and reduce incidents of violence and domestic abuse.

## **Modern Slavery Protocol and Guidance**

- 6 The Committee considered a report by the Transformation Lead for Adult and Community Services Forward Together Programme which notified members of the County Council's duty to notify the Government of any potential victims of human trafficking or slavery.

The Community Safety and Drug Action Manager highlighted to members that this was a complex and fast evolving area and that officers had worked with partners to develop a Modern Slavery Protocol and Guidance. The document provided guidance for staff on how to fulfil the statutory duty to notify Central Government if they encountered a potential victim of modern slavery. It also set out how partners would organise themselves in the event of a modern slavery operation. The Protocol and Guidance was a working tool for practitioners and would 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 would also be required to the contacts and services listed in the document.

One member was concerned that the UK Border Force was not included in the list of agencies under a duty to notify the Government of any suspected victims of human trafficking or slavery. The Community Safety and Drug Action Manager advised that Home Office staff within UK Visas and Immigration, Border Force and Immigration Enforcement were required to comply with this duty. They were also engaged in various partnership work to tackle modern slavery. Members felt it was important to

mention in the Protocol and Guidance that other agencies, in addition to those referenced in the covering report, needed to make a notification.

The Lead for Safeguarding and Quality – Adults advised members that she was the nominated slavery lead for the Authority and confirmed that the Border Force did sit on the Anti-Slavery Partnership. Following a concern from a member about an issue in his division, the officer undertook to discuss it further outside of the meeting.

In response to a concern about a minor being deported as a result of slavery, the Interim Director for Children’s Services advised that if there were young people that were immigrants, they were by definition looked after children and therefore were the responsibility of the local authority, in their role as the Corporate Parent.

### **Recommended**

That the Cabinet be asked to adopt the Modern Slavery Protocol and Guidance, with the inclusion that there were other agencies who needed to comply with the duty to notify.

### **Reason for Decision**

To ensure that the County Council met its statutory duty to notify central government of any potential victims of modern slavery.

## **Elective Home Education and Attendance Scoping Report**

7 The Committee considered a report by the Interim Director for Children’s Services which set out the issues, suggested scope and methodology for the Committee to explore Elective Home Education.

The Interim Director for Children’s Services advised members that the right of access was very circumscribed in respect of elective home education unless there was a safeguarding concern. There was very little evidence of children coming to harm through home education per se.

There were some concerns around home education in relation to safeguarding, when some parents withdrew children from school because of bullying and a considerable amount of informal activity was done around this. There were extensive opportunities of sources of intelligence and any work needed to be proportionate to the scale of the problem as there was still plenty to do within the Council’s own school service and children’s service.

Members’ discussed particular issues within their divisions and felt that if they had evidence of numbers of children being home educated in Dorset that it would be really helpful. The Director noted the importance of remembering that the law placed responsibility on the parent/carer to get their children to school and the role of the Council was to ensure that the parent/carer obeyed the law. There was a wealth of good quality information available for parents from the County Council’s Attendance Service.

Members’ discussed home education from a school transport appeal perspective where bullying was cited quite regularly. All members could do in these situations was to operate the County Council’s policy. The Director noted that bullying was a safeguarding standards issue in schools and with appropriate evidence the Local Authority would bring this to the attention of the Governors of a particular school. However, it was important to note that there was very little evidence of case reviews for children coming to harm whilst being home educated.

Member’s agreed it was important to establish the scale of the potential issue and requested a summary report of data to give them a view of what was going on in

readiness for their meeting on 5 July 2018.

### **Resolved**

That the Committee to receive a report at their 5 July 2018 meeting to establish the scale of any potential issue with Elective Home Education.

### **Reasons for Decision**

1. To enable Members to be sufficiently informed in order to decide how best and in what order to approach this subject.
2. To emphasise the need to conduct this work on the basis of what we know or need to know about Elective Home Education.

### **The Council's Approach to Social Worker Recruitment and Retention**

8 The Committee considered a report by the Interim Director for Children's Services which provided an overview of the approach and activities which had been put in place to ensure the delivery of a strategy for the effective recruitment and retention of social workers within Children's Services.

The Interim Director for Children's Services made reference to the caseloads for front line teams due to insufficient number of social workers for children that required a service. A consequence of this was taking too many children into care which had resulted in a major overspend. The Cabinet had recently agreed to an additional £1m of funding to recruit additional social workers in order to help manage risk safely and avoid taking too many children into care. He also referred to a marketing campaign which was ongoing that was already attracting good quality social workers. With regards to the County Council becoming an 'employer of choice', it was recognised that the cost of living in Dorset was a barrier and officers were currently working on a supply of pop up accommodation which would be available for people that wished to take advantage of it. One member made reference to accommodation being available in some of the hubs around the County which could be a consideration.

Following a question from a member regarding the work with Bournemouth University, the Director advised that this was still intact and there was an ongoing strong relationship with them.

### **Noted**

### **Outcomes Focused Monitoring Report, January 2018**

9 The Committee considered a report by the Interim Director for Children's Services which set out performance against the 2017-18 Corporate Plan and population indicators for the Safe corporate outcome. The report also included performance measures which showed the Council's services' contribution and impact on outcomes, risk management information relating to outcomes and population indicators, and some value for money information relating to the three service directorates.

Attention was drawn to the suggested areas of focus for the indicators on rates of crime, antisocial behaviour and domestic abuse in Dorset, the number of people killed or seriously injured on Dorset's roads and the rate of Children in Care.

Reference was made to the slight decrease in the number of children leaving local authority care after a special guardianship order.

Following a discussion about persistent absenteeism, the Interim Director for Children's Services advised that the duty was with the school to secure attendance and that this formed part of the Ofsted Inspection process for schools. Members also discussed how persistent absence could also be an indication of underlying safeguarding issues. One member highlighted the value of local knowledge when

putting statistics together. For example, particular schools could have higher levels of recorded absence because of local policies on what constitutes absence.

Following a comment about first time entrants into the justice system the Director undertook to provide further information outside of the meeting.

**Noted**

**Road Collisions Task and Finish Group**

- 10 Cllr Wheller, provided members with an update on the work she and Cllr Lugg had been involved in with updating the Road Casualty Reduction Plan. She undertook to circulate the note to members outside of the meeting.

One member commented that the Police and Crime Commissioner was looking to replace fixed speed cameras with average speed ones.

**Noted**

**Emergency Planning Update**

- 11 Cllr Lugg advised members that the main outcome of his work with Emergency Planning was to introduce briefings for all members of all tiers. However, there were now only 4 Emergency Planning officers, and he undertook that he and Cllr Brookes would keep members updated when arrangements were in place.

**Noted**

**Work Programme**

- 12 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:-

**13 March 2018**

- Update on Workforce Development (Adult Social Workers)
- Early Intervention and Prevention Outcomes Report
- Traffic Collisions Report

**5 July 2018**

- Update on whole family approach
- Domestic Abuse update
- Elective Home Education Report

One member highlighted to members that Personal Independent Payments (PIP) which the committee had discussed in January 2017 and written to the minister for Disabled People, Health and Work was now going back for review.

**Resolved**

That the Committee's Work Programme be updated accordingly.

**Questions from County Councillors**

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

Meeting Duration: 2.00 pm - 4.05 pm

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# Safeguarding Overview & Scrutiny Committee

**Dorset County Council**



Date of Meeting	13 March 2018
Officer	Nick Jarman, Interim Director for Children’s Services
<b>Subject of Report</b>	<b>Early Intervention and Prevention</b>
Executive Summary	<p>Most public services now try to manage or dampen demand, in order to reduce cost.</p> <p>The design principles of Early Intervention and Prevention (EiP) are about agencies working together in an agreed way to intervene early in order to prevent escalation of needs leading to intensive, costly services later on.</p> <p>Considerable sums are invested in EiP, which means that the results and returns achieved, which must be evidenced, are commensurate with the investment.</p>
Impact Assessment:  <i>Please refer to the <a href="#">protocol</a> for writing reports.</i>	Equalities Impact Assessment:  N/A at this point.
	Use of Evidence:  In the body of the report.
	Budget:  Dorset currently spends in the order of £4.2m a year on Family Partnership Zones. (EiP)
	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:

## Early Intervention and Prevention

	<p>Current Risk: MEDIUM Residual Risk MEDIUM <i>(i.e. reflecting the recommendations in this report and mitigating actions proposed)</i></p> <p>(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>
	<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; <b>physical activity</b>; or Safeguarding Children and Adults.)</p>
Recommendation	Members are asked to note this report and to ask officers to provide further evidence, after May 2018, that the Council's investment in EiP is working and delivering the results which can be expected.
Reason for Recommendation	It is important that the principles of EiP are understood by Members in order that they can provide effective challenge to officers and partner agencies to ensure that the results which can be expected from EiP are forthcoming and that the investment in it is commensurate.
Appendices	Appendix 1: Family Partnership Zones: Design Principles Appendix 2: Family Partnership Zones: Direct Results that can be expected
Background Papers	
Officer Contact	Name: Nick Jarman Tel: 01305 224166 Email: nick.w.jarman@dorsetcc.gov.uk

### 1. Background

- 1.1 For about a decade and a half now, public services to a greater or lesser extent have tried to manage demand for services, especially very expensive specialist services.
- 1.2 Early Intervention & Prevention (EiP) are the design principles used to:
- Intervene early before needs escalate leading to more expensive provision
  - Manage (or dampen) demand
  - Reduce cost of provision
  - Reduce dependency upon the state and public services
- 1.3 Two significant examples are:
- (a) Fire and Rescue services where fitting of smoke alarms and home safety inspections have led to a massive drop in fires, particularly domestic fires; leading to hugely fewer call outs and less cost.

- (b) Intermediate Care where good early collaboration between Health and Social Care enables frail elderly people to remain independent longer; leading to fewer hospital admissions and demands for intensive, costly social care packages.

1.4 This report however specifically on EiP as it relates to children, young people and families. (CYP)

1.5 EiP principles have been extended to CYP somewhat later than other public services and there is much variation in pace between how soon different Councils have adopted EiP for CYP.

## 2. Design Principles and Objectives

2.1 The key design principles for EiP in the CYP context are:

- Intervention at the very earliest opportunity in families showing the indices of needing early help (e.g. Health Visitors; identifying children in need, preferably before they reach two years of age)
- The approach must be multi agency. That is to say, all agencies working with CYP must collaborate using an agreed set of principles effectively and share information in order to develop a coherent bespoke offer of early help
- There is one assessment and CYP and families do not have to “tell their story” a multiple of times to different professionals
- An early offer of help is designed to prevent deterioration leading to later more complex, expensive problems (e.g. children being taken into care and families broken up)
- The majority of the resources to intervene early are already out there and lots of additional cash should be unnecessary. It is a shared way of working. This would include: schools, youth services, health visitors, youth offending services, social care, job centres, colleges and many more.
- In each case there needs to be a lead professional who co-ordinates the package of different services which ‘wrap round’ a family or young person. S/he can come from any of the agencies. There need to be effective protocols about who and which professional accepts the lead practitioner role
- Penetration Rates are critical. In any given area around 7%of families (however defined) do not participate fully in society, socially and economically. The higher the rate of penetration, the more substantial are the results of EiP. There is a “tipping point” where the penetration rate is high and interventions are demonstrably successful, which can transform whole areas or communities. Such transformation will include:
  - Much greater social cohesion
  - Lower levels of crime, domestic abuse, substance abuse, mental ill health, street violence and vandalism, demand upon all public services, welfare dependency, worklessness and much more

## Early Intervention and Prevention

- Higher educational attainment, school attendance and completion rates

- There needs to be an emphatic commitment to promoting independence, increasing resilience and reducing dependency (NB this includes service providers and service recipients not being mutually dependent)

2.2 The most comprehensive authority on EIP are the [Allen Reports](#). These were commissioned in 2010 and 2012 by government, chaired by Graham Allen MP. The second Allen report sets out a formula for calculating the return on EiP (e.g. spend “£1 get £7 back”)

2.3 The financial returns and results from EiP can be quantified. This is obviously important to ensure value for money and return on investment.

### **3. The Situation in Dorset**

3.1 Dorset’s approach to EiP for CYP is the Family Partnership Zones (FPZs). They are based around the County’s seven school pyramids. (Please see Appendix 1 for details).

3.2 FPZs were established relatively recently- the last 18 months. Since their establishment, there has had to be a restructure on account of HR issues.

3.3 On account of their relative newness, it has not thus far been possible to quantify results from FPZs in terms of either:-

(a) Return on investment. (The FPZs cost £4.2m a year)

(b) Direct linear results which are truly attributable to the work of FPZs

3.4 Experience elsewhere indicates that there is a time lag between establishment of EiP and generation of results- normally 15 months.

3.5 So, by around May 2018 we should be able to see some clear results and benefits which have arisen from the work of FPZs. There are four linear evidence of results and effectiveness (Please see Appendix 2) which shows four specific results we should expect from FPZs.

3.6 At this point it would be appropriate to pause and evaluate the effectiveness of FPZs in Dorset and whether: (a) returns and results are commensurate with investment; and (b) whether the design principles are working.

### **4. Summary and Conclusions**

4.1 EiP is used by many public services to manage demand and reduce cost.

4.2 In the case of CYP, there are clear design principles and objectives.

4.3 EiP is consistent with all of the County Council’s (“SHIP”) outcomes.

4.4 EiP must enable independence, reduce dependency and enable CYP and their families to participate fully in society, socially and economically.

4.5 Results and returns must be commensurate with investment.

Early Intervention and Prevention

**Nick Jarman**  
**Interim Director for Children's Services**  
March 2018

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## Appendix 1

### FPZ Design Principles

#### Overview

“Providing early help is more effective in promoting the welfare of children than reacting later. Early help means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years. Early help can also prevent further problems arising, for example, if it is provided as part of a support plan where a child has returned home to their family from care.”

Working Together To Safeguard Children, March 2015

Family partnership zones deliver early help to identified children, young people and families where a provision of appropriate help can improve outcomes and sustain change. In the longer term, this will reduce dependence on public sector organisations and associated costs of dependence.

This requires system change across key partner agencies and within the county council.

Key to the success of family partnership zone delivery will be establishing a proactive approach to the early identification of families and encouraging conversations that identify the most appropriate agency or professional to deliver an early help offer. The Dorset Families Matter programme is now mainstreamed through family partnership zones.

Our vision for family partnership zones is based on:

- Proactive, intelligence led early intervention
- Restorative practice
- Accountable alliances based on place

#### Key outcomes

We have identified the following key outcomes for children and young people who require early help.

The overarching obsessions for Children Services we wish to demonstrate impact on are:

- Reduction in the number of children subject to child protection plans
- Reduction in the number of children in care
- Reduction in referrals to Children’s Social Care
- Reduction in school exclusions

We want all children to:

- Have capable, confident parents
- Have positive attachments to their parents / carers
- Have families with good emotional and physical health

## Appendix 1

- Be ready for transition to school, primary school, middle school, upper school or secondary school
- Have good attendance and engagement in learning and school
- Be prepared for living independently
- Be ready for parenthood
- Be ready for work
- Be able to assess and manage risk
- Become capable and confident adults

Staff in the county council are committed to whole family working and will adopt this approach, building on the approach that Dorset Families Matters have developed.

### Approach

Each family partnership zone has, as a central resource, early action teams formed with county council staff. However, the zone workforce is made up of the whole multi-agency partnership within each zone. The delivery of early help adopts a family-centred, whole family approach and supports the development of a strong partnership approach as well as the sharing and pooling of resources.

The zone workforce engages with families and other professionals on the basis of co-production and restorative practice. This may include direct work with the family, supporting other professionals to deliver work, or working with a provider to meet the child's needs. This is achieved by:

- Using the values of restorative practice and a whole family approach to engage with and meeting the needs of vulnerable children and other family members
- Working proactively based on the early identification of vulnerability for children and young people
- Modelling a partnership approach based on agencies being able to have the right conversations at the right time about children and how everyone can pull together to help – instead of conversations about thresholds and escalation

Zones are based on existing patterns of school pyramid co-operation, but it is important to understand that they are fractal and that information can be based on individual schools or neighbourhoods. The zones will enable the accountable alliances to have some economy of scale, but multi-agency groupings and interventions can be planned at a local level.

Our impact is measured through an outcome based accountability model and the aggregation of family outcomes stars. Measures also include cost benefit analysis of services and data on demand for services.

We are developing longitudinal methodology to be able to measure sustainable change.



## Appendix 1

### Background

The approach was first developed in Harlem in the USA, and has been the subject of research by Save The Children. The approach was based on simple principles:

- It is hard to raise healthy children in a severely deprived community
- Local agencies and institutions can reverse the impact of deprivation by drawing community members together around common interests and activities

In addition, each child has numerous points in her journey to adulthood, where agencies assess and check on her progress. In most cases, this is confined to a single agency approach, and opportunities for early help around a range of issues are missed.

We want to move from:

- Focussing on a single point in childhood to creating a continuous pipeline of support
- Disconnected approaches led by individual agencies to a strategy uniting partners in the interests of an area's children
- Targeting groups out of context to exploring how to create a "tipping point" for the whole community

Some of this work can grow out of existing initiatives such as children's centres, extended services, and Dorset Families Matter, but more can be done if a zone approach ensures:

- There is a connective role which ensures that everyone is committed to the zone strategy
- Existing resources can be directed to the area focus, and new funds attracted by some partners
- Accountability exists to all the relevant governance bodies within and outside of the zone

This process will challenge all organisations and force them to rethink the leadership and delivery of services, but it does provide a unique opportunity to shift the balance of investment to early help, and the focus of services to real improved outcomes for children and families.

In practical terms, this means both being more intelligence led, and freeing up practitioners to easily get the support in place around families. Existing progress measures such as the age 2 assessment (Ages and Stages Questionnaire), and Key Stage 1 and 2 assessments give an opportunity to cross reference information with other agencies, using a model derived from troubled families, to identify those most in need of extra help. We also need to get agencies working better horizontally so that workers can call in support from their partners without having to escalate issues.

## Appendix 1

### Deliverables

We want to create a thriving early help ecosystem. We think it will look like this:

- Business intelligence – a tool is available to multi-agency groups within zones which identifies children and young people who may benefit from an early help offer, and which enables conversations to take place about who is best placed to deliver this offer. It will provide continuous tracking of progress so that children and young people are not trapped within an intervene/withdraw cycle by professionals
- Accountable, local alliances – arrangements will be made to include all local leaders and stakeholders in a group which can mobilise early help, enable positive conversations between agencies, and track progress
- Zone profiles – we will combine data from the BI tool and other sources in order to build a picture of strengths and needs within each zone enabling each accountable alliance to identify priorities for work, and opportunities for local co-production.
- Cross-sector workforce development – a confident and competent workforce will be able to deliver restorative early help to children and families and will adopt a whole family approach
- Single assessment – a single tool will be available to staff inside and outside the county council which will provide a simple and effective way of capturing concerns about vulnerable children and young people, and enabling an effective plan of action to be put in place. They will tell their story once, and this information will be able to be shared with other professionals
- Cost benefit – we will measure cost avoidance and savings at county council and whole system level. we will develop a method for harvesting late intervention savings to reinvest in an expanded early help offer

## Family Partnership Zones Direct Results that can be expected

Fewer Children on CP Plans

Fewer Children Taken in to Care

50% Reduction Re-Referral Rate

Fewer School Exclusions



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# Safeguarding Overview and Scrutiny

**Dorset County Council**



Date of Meeting	13 March 2018
Officer	Harry Capron - Assistant Director for Adult Care
<b>Subject of Report</b>	<b>Recruitment and Retention Work in Adult Social Care</b>
Executive Summary	<p>During 2016/17 we ran at a capacity deficit of about 15% including vacancies plus significant sickness and requirements for backfill, e.g. training. This was too much and had an impact on resilience and our ability to deliver complex work. This was against a backdrop of increasing demands in areas of work such as Mental Health Capacity Act/ Department of Liberty cases and hospital work required to support the system wide demand for hospital discharge into community services.</p> <p>Additionally, the Adult Social Care Delivery Programme set up workstreams to achieve savings which required re-assessment capacity from social work and OT staff over and above business as usual demands.</p> <p>The following overall priorities were identified in the Adult Care Workforce Plan for 2017/18:</p> <ul style="list-style-type: none"> <li>(i) Build more resilience in the workforce</li> <li>(ii) Ensure more experienced workers to meet the demand for increasingly complex work, and deliver the project review re-assessment work</li> <li>(iii) Embed temporary funded resources in hospital teams to reduce delays in discharging people as part of the Better Care Fund (BCF) improved performance targets</li> </ul>

	<ul style="list-style-type: none"> <li>(iv) Build capacity into the transitions work to achieve improved proactive interventions and better outcomes for young people and value for money</li> <li>(v) Refocusing practice and developing skills</li> <li>(vi) Managing sickness and wellbeing for social workers, occupational therapists, unqualified front line staff and business support.</li> <li>(vii) Improving recruitment and retention to reduce the temporary call on agency staffing to cover business as usual gaps, which costs on average a third more</li> <li>(vii) Improve the quality and availability of agency staff to support transformational work to help us deliver savings agreed to transformation.</li> </ul> <p>2017/18 has seen a successful year in enhancing staffing capacity through both recruitment and retention initiatives and sickness management. We are also developing improved relationships with agency partners to try and support capacity. There are still significant risks and pressures which require a review of on-going measures to ensure initiatives remain effective. Retaining good workforce capacity and skills is a business critical area for adult care.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>Not required. Update not a new policy or strategy.</p>
	<p>Use of Evidence:</p> <p>Evidence drawn from DES workforce and finance data. Priorities based on transformation programmes and the Better Care Fund.</p>
	<p>Budget:</p> <p>Additional staffing resources have been funded as part of a previously agreed Better Care Fund plan. Use of agency staffing is within existing staffing budget allocations or transformation funding.</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:          Current Risk: Medium          Residential Risk: Medium</p>

	Other Implications:
Recommendation	The committee is asked to note and comment on the recruitment and retention measures taken to date.
Reason for Recommendation	<p>Members of the Committee requested that an update was provided and that work be carried out to improve recruitment and retention in the adult care workforce, therefore ensuring that Dorset County Council can fulfil its commitments under the four key elements:</p> <ul style="list-style-type: none"> <li>• Safe</li> <li>• Healthy</li> <li>• Independent</li> <li>• Prosperous</li> </ul>
Appendices	None
Background Papers	Adult Care Workforce Plan 2017/18
Officer Contact	<p>Name: Harry Capron          Tel: 01305 224363          Email: h.capron@dorsetcc.gov.uk</p>

## **1.0 Introduction**

- 1.1 In 2015 Adult and Community Services undertook a full review of all the teams and services as part of the then Forward Together programme. This included a review of the adult social care teams and the establishment of Tricuro as the local authority trading company. The ACCoRD review sought to reinforce key elements of implementation of the Care Act 2014 for the adult social care teams.
- 1.2 Stocktakes of the ACCoRD review took place in 2016. Since the enactment of the Care Act 2014 we have more data about demand including information from the adult access team about what can be dealt with at the front-door of contact.
- 1.3 The most significant statutory demand for qualified staffing resource has been the process of making an application under the Court of Protection - this is both complex and time-consuming. To illustrate this, accepting that individual circumstances can vary widely, it takes over six days work, spread over a month to liaise with family, gather information from professionals, evidence alternative support options, write up court reports and attend court itself. In addition to this, general best interests or Deprivation of Liberty (DOLs) assessments feature in many cases where the person has complex needs and a reduced capacity to make decisions. Locality teams participate in a rota to cover this. Additional bank staff spend for social work capacity is used to undertake the volume of best interest assessments which has been steadily increasing. Extra capacity was built into the staffing budget for 2017/18.
- 1.4 Another key priority for DCC is meeting our Better Care and joint working commitments. The Better Care Fund (BCF) includes priorities for delivering improved performance for avoiding admissions to acute and community hospitals as well as reducing delayed transfers of care. The hospital social work teams across Dorset County Hospital, Poole General Hospital and Royal Bournemouth and Christchurch Hospital are included in the utilising of the BCF. The improved BCF was used to enhance existing hospital team capacity including the cover for Yeovil and Salisbury Hospitals.
- 1.5 Investment from the BCF has also been used to provide additional capacity for people funding their own care both through dedicated social workers supporting people with complex Court of Protection issues as well as the CHS (Care Homes Select) contract with the independent sector for enhanced information, advice, brokerage and social work support. These interventions are improving the delayed transfers of care position for Dorset, which is now getting closer to the agreed targets set within the Better Care Fund.

## **2.0 Recruitment and Retention of the Social Care Directly Employed Workforce**

- 2.1 As part of responding to identified capacity problems the following initiatives were put into place
  - Investing time in the social care workforce including a social work conference for staff with the opportunity to hear from national leaders in Social Work and Occupational Therapy - Lynne Romeo and Alison Raw
  - A review of our advertising strategy which led to a more online shift and away from hard copy local advertising
  - Creation of an adult social work microsite



- Use of Community Care Online including articles promoting Dorset and the microsite
- Further investment into the peripatetic team to provide flexible capacity to support service gaps and projects
- Rolling adverts for social work staff into the peripatetic team
- Application of minimum starting salaries and the addition of Labour Market Increments for all qualified roles
- Application of merit increments for eligible qualified staff from 1 October 2017 subject to staff meeting their PDR targets and demonstrating reflective practice through personal HCPC portfolios
- Development and implementation of a regular cycle of learning groups led by the Principal Social Worker and Learning and Development to support reflective practice and to assist in developing peer support networks
- Appointment of a full time Principal Occupational Therapist
- Investment in Community Care Inform licences and RIPFA resources to give all front- line staff access to resources to support best practice and reflective practice on- line
- Identified protected time for staff to use for learning and continuous professional development (qualified staff)
- Support for a small number of unqualified staff into qualification through the open university as part of an approach to grow our own and retain good staff
- Further development of direct links with Bournemouth University to support best practice and ensure visibility of Dorset as a place to work
- Internal advertising of promotion opportunities to support workforce mobility and internal progression
- Better co-ordination of the management of the talent pool across adult care by looking across the service at readiness for progression within the service following PDR discussions
- Work is underway to enhance leadership workforce capacity and service capacity (including Transitions) and to ensure more availability of practice supervision for the front line workforce is 2018/19 in response to feedback from staff engagement and a staff health check survey.

### 3.0 Current Workforce Analysis

3.1 Analysis shows that there has been a steady improvement in recruitment and workforce capacity. Since 2016/17, Vacancy levels fluctuate and the data below is based on a snapshot in time and local intelligence.

**In May 2017, a snapshot showed the following permanent vacancies:**

Post Type	FTE vacancies	% of permanent establishment	Identified hard to recruit areas
Social Worker	16	15.5%	East, North Dorset, Bridport
Occupational Therapist	2.59	8.6%	

Area Practice Manager	1.5	5%	North
Unqualified Social Work	6.66	5.5%	

In January 2018, a snapshot shows the following permanent vacancies:

Post Type	FTE Vacancies	% of permanent establishment vacant	Number and areas of hard to recruit posts	% of establishment which is difficult to recruit (as at February 2018)
Social Worker	10	8%	7.5 FTE	6%
Occupational Therapist	2	7%	All	7%
Area Practice Manager	1.5	5%	-	-
Unqualified social work	2.5	2%	-	-

3.2 The key areas where there are high levels of vacancies and hard to recruit posts are:

**The Peripatetic team** – there is a steady recruitment in and staff then move out if they secure jobs in teams in which they provide cover. This this team provides a recruitment feeder role and support to fill temporary capacity gaps.

**North Dorset** – we have significant problems in attracting experienced staff into Blandford and Sherborne

**East Dorset** – we are starting to see difficulty in recruiting into Occupational Therapist posts with repeated adverts producing few or no applicants. There is equally a challenge for health services to recruit O/T's and Physiotherapists.

**Weymouth** – we are having difficulty recruiting experienced Social Workers

We have no reported difficulties in recruiting unqualified staff and business support staff.

#### **4.0 Sickness and Paternity, Adoption and Maternity Gaps in Workforce Capacity**

- 4.1 Significant work has been undertaken by line managers and the Adult Care leadership team with HR to support staff health and wellbeing and to ensure that sickness and staff wellbeing is well managed.
- 4.2 Interventions have included:
- A focus on sickness as part of monthly performance reporting including return to work
  - A deep dive on sickness figures with help and support for managers to address areas of higher sickness
  - Manager briefings including a session at a management conference in September about wellbeing and resilience
  - More learning and development resources to promote resilience for the social care workforce
  - A focus on employee wellbeing and resilience including stalls at Directorate roadshows to promote five ways to wellbeing
- 4.3 Sickness rates have reduced by from 8.46 days lost per FTE in October 2017 to 7.83 days lost per FTE in February 2018. Whilst there is still work to do this reflects an increasing trend downwards (The figure was 10.89 days per FTE in September 2016).
- 4.4 Paternity, adoption and maternity leave absences are currently at 4% of the qualified Social Worker workforce with no absences in Occupational Therapy (as at February 2018).
- 4.5 Our peripatetic team capacity is helping to support teams with temporary gaps in workforce capacity due to sickness and other longer-term absences.

#### **5.0 Use of Agency Workforce**

- 5.1 In addition to covering vacancies in the directly employed workforce we are actively using agency staff to provide additional capacity to support transformation work (e.g. re-assessment of those people using services which are subject to recommissioning)
- 5.2 There is currently some use of agency social workers covering vacancies and sickness and transformation capacity. All spend on agency staff is funded within the available budget in ACS for directly employed staff. There were 23 social work agency assignments during quarter 2 and 3 2017/18 with the main use of agency workers to support gaps in North Dorset, Purbeck and the West including Weymouth and Dorset County Hospital in addition to extra capacity to support the transformation work.

#### **6.0 Ongoing Work**

- 6.1 To ensure we employ the right people with the right skills we are working on the following:

- Advertising – building upon our social work microsite, and reviewing the effectiveness of our recruitment, promoting Dorset, using digital and social media and using staff networks to promote working in Dorset
- We have made a Dorset Teaching Partnership Bid with neighbouring authorities and Bournemouth University
- We are working on a further re-focusing of the learning and development offer including exploiting opportunities for joint working and training to support integrated working with partners – some additional investment into learning and development has been made for 12 months to support this work using transformation funding.
- Grow our own approaches – including development of apprenticeships for Social Worker and Occupational Therapists. Our approach will be further developed locally once national apprenticeship frameworks are finalised
- Promoting Dorset at universities
- Talent management and reviewing the management of progression and ensuring we work to retain good staff
- Ensuring we are keeping our resourcing right and in line with demand. A monthly review is planned of team capacity against staffing budget and spend (including use of new management information from MOSAIC and performance reporting against outcomes). Options for further consideration include the over recruitment of staff resourcing in localities as well as into the peripatetic team to allow for turnover and time taken to recruit
- Further work with agency partners will continue to further develop relationships and to seek a good supply of affordable skilled workers to meet peaks and troughs and to support additional capacity required for transformation work. This will also include consideration of other possible models to buy in support as required
- Better management of placements and follow up including job offers for students directly out of university and during holidays
- Further work to improve our offer around induction, progression, coaching and mentoring and leadership support (for example, 360 degree feedback for leaders)

## **7.0 Business Support**

7.1 We plan to redefine roles and structures in order to make best use of the Business Support talent in the future and to support recruitment and retention. Based on current information we know that we have difficulties in recruitment to notetaker posts and we are starting to see problems with retention in some areas. It is necessary to realign the work of the function to support changing service priorities, policies and workflows and to take account of feedback from the business support staff on areas which require improvement. We need to focus on re-designing the business support function to promote good recruitment and retention within this staff group and to ensure all staff understand their crucial role in helping the delivery of the adult service vision.

## **8.0 Risk and Mitigations**

8.1 We have identified the key risks below which may impact on our ability to sustain progress:

- Brexit – we need to monitor and review
- Competitiveness of salaries and retention packages– we keep this under review
- LGR and Integration – we need to keep staff informed and engaged in changes and ensure vacancies are well managed and reassure staff about the future and to promote the opportunities new ways of working will bring for their practice and for the people they support. We will conduct staff briefings and communications.
- Workforce capacity in the right areas to support for transformation as well as business as usual work (direct and non- directly employed) – we will keep this under review
- The costs of buying in temporary skills if there is a shortage (and need to have a balanced workforce and manage agency use and ensure the direct employment offer is good enough so we don't lose direct staff into agency work)
- Geography, it is hard to recruit a qualified and experienced workforce in some areas such as North Dorset and Weymouth and in some areas of work OT East – continuous capacity will be required in the peripatetic team due to turnover. We will continue to revisit plans to address shortfalls in their areas.
- Leadership capacity if there are gaps following restructure. We will keep this under review.

**Harry Capron**  
**Assistant Director for Adult Care**  
**March 2018**

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# Safeguarding Overview and Scrutiny Committee

**Dorset County Council**



Date of Meeting	13 March 2018
Officer	<u>Local Members</u> All Members <u>Lead Directors</u> Nick Jarman, Interim Director for Children's Services
Subject of Report	<b>Outcomes Focused Monitoring Report, March 2018</b>
Executive Summary	<p>The 2017-18 Corporate Plan sets out the four outcomes towards which the County Council is committed to working, alongside our partners and communities: to help people in Dorset be <b>Safe, Healthy</b> and <b>Independent</b>, with a <b>Prosperous</b> economy. The Safeguarding Overview and Scrutiny Committee has oversight of the <b>SAFE</b> corporate outcome.</p> <p>The Corporate Plan includes objective and measurable <b>population indicators</b> 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 fourth and final 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"> <li>• <b>Performance measures</b> by which the County Council can measure the contribution and impact of its own services and activities on the outcomes;</li> <li>• <b>Risk management</b> information, identifying the current level of risks on the corporate risk register that relate to our outcomes and the population indicators associated with them.</li> </ul> <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:	<b>Equalities Impact Assessment:</b> There are no specific equalities implications in this report. However, the prioritisation of resources in order to challenge inequalities in outcomes for Dorset’s people is fundamental to the Corporate Plan.
	<b>Use of Evidence:</b> The outcome indicator data in this report is drawn from a number of local and national sources, including the Adult Social Care Outcomes Framework (ASCOF) and the Public Health Outcomes Framework (PHOF). 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.
	<b>Budget:</b> 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.
	<b>Risk:</b> Having considered the risks associated with this report using the County Council’s approved risk management methodology, the level of risk has been identified as: 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.
	<b>Other Implications:</b> None
Recommendation	<b>That the committee:</b>  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"><li>1. Population and Performance March 2017 – <b>Safe</b></li><li>2. Financial benchmarking information: Adult Social Care</li><li>3. Value for Money: Economy and the Environment</li><li>4. Value for Money: Children's Services</li></ol>
Background Papers	<p><i>Dorset County Council Corporate Plan 2017-18, Cabinet, 28 June 2017</i></p> <p><a href="https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework">https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework</a></p>
Officer Contact	<p>Name: John Alexander, Senior Assurance Manager</p> <p>Tel: (01305) 225096</p> <p>Email: <a href="mailto:j.d.alexander@dorsetcc.gov.uk">j.d.alexander@dorsetcc.gov.uk</a></p>

## **1.0 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 Each indicator has one or more associated **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 Outcome lead officers work to ensure 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.
- 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.

## **2.0 Suggested area of focus**

- 2.1 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.

## 2.2 Population Indicators

### 2.2.1 *SAFE 06: Rates of crime, anti-social behaviour and domestic abuse*

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.

During 2017-18, the Safeguarding Overview and Scrutiny Committee has focused on domestic abuse, and the People and Communities Committee has reviewed race and hate crime. Beyond that, this committee has so far not chosen to focus on rising crime and antisocial behaviour rates more generally. Members may wish to discuss whether any further review activity would be appropriate on this issue.

## 2.3 Performance measures

### 2.3.1 *Children in need rate per 10,000*

There has been a steady increase in the rate of children identified as being "in need", and between quarter two and quarter three of 2017-18 it rose from 156.5 per 10,000 to 186.3 per 10,000. This performance measure relates to the effectiveness of our early help services - if early help services are working successfully, then we should expect to see a reduction in the number of 'children in need', because needs would be being met earlier. This should then contribute to fewer children needing a Child Protection Plan, and ultimately, fewer children coming into local authority care. There is a separate outcomes report on early intervention and prevention elsewhere on the agenda for this meeting.

### 2.3.2 *No. of individuals who have completed support via the Dorset Integrated Domestic Abuse Service*

There has been a slight fall in the number of individuals completing support, from 192 in the second quarter, to 175 in the third quarter of 2017-18.

### 2.3.3 *First time entrants aged 10 to 17 into the criminal justice system*

This increased from 219 to 257 between the first and second quarters of 2017-17.

### 2.3.4 *Skid resistance – non-principal roads*

There is a declining trend in the skid resistance of non-principal roads. There has however been an improvement in Principal A Road skid resistance due to investment in parts of the highway network where data highlighted potential risks. The new strategy has been further enhanced with £1million further investment in 2018-19, targeting sites with a high risk of collisions based on skid data, collision history, and perceived risk (due to road layout, etc.). The majority of priority, high risk, sites have been on the principal network in the past 12 months, therefore whilst this has improved, the non-principal network has declined.

### **3.0 Summary of Committee Activity in Response to Outcome Reports**

#### **3.1 Domestic abuse**

An inquiry day took place on 17 October 2017 involving the Police, CCG, victim representatives, volunteer agencies, Public Health, the Community Safety Partnership, and front-line staff, and members themselves. The day was considered successful in terms of raising awareness of the key issues, and the committee asked the Cabinet to support further targeted activity in furtherance of enhanced whole family approaches and improved mapping of service pathways. An update on progress will be considered by the committee at its July meeting.

#### **3.2 Children in Care/ children subject to a Child Protection Plan**

Outcomes reports have focused on the above twice during the course of the year so far. The rate of children subject to a Child Protection Plan in Dorset increased between 2013 and 2017 and was higher than the national figure, but this has now begun to reduce. The rate of children in care increased steadily until 2016 but is now reducing and was 57.6 per 10,000 at the end of Q3 17-18, which is lower than the national rate. The interim Director for Children's Services is the lead officer for the Safeguarding Committee and has therefore engaged in discussions around these issues, explaining the County Council's strategies to decrease the average caseload of social workers, improve our approach to fostering, adoption and special guardianship, and promote early intervention through Family Partnership Zones and other activities.

#### **3.3 People killed or seriously injured on Dorset's roads**

There has been a consistent focus on road traffic accidents throughout the year by the committee. The number of people killed or seriously injured during the 12 months to September 2017 was 224 - a 16% reduction compared to the same period in 2016. Despite the reducing trend, the figure remains higher than in previous years, in line with regional and national trends. The committee set up a Task and Finish Group working with the Collision Reduction and Traffic Engineering Team. The group agreed to review and update the existing Road Casualty Reduction Plan, with the aim of identifying opportunities for new interventions while remaining realistic about what would make a difference in terms of casualties and people killed. The focus has been on reviewing rural routes and targeting the worst affected areas with local interventions such as establishing hard standing spots to enable mobile speed cameras to be positioned.



**Safe**



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



Outcomes Focused Monitoring Report  
**March 2018**

The following pages have been provided to summarise the current position against each outcome indicator and performance measure. This will help the council to identify and focus upon potential areas for further scrutiny. All risks are drawn from the [Corporate Risk Register](#) and mapped against specific population indicators where relevant. Any further corporate risks that relate to the '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](#).

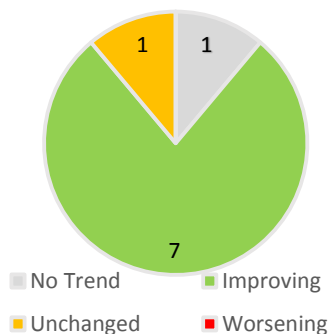
<b>Contents</b>	
<b>Population Indicator</b>	<b>Page No</b>
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01 Rate of children subject to a child protection plan	4
02 Rate of children in care	5
03 The rate of children who are persistent absentees from school	6
04 The number of adult safeguarding concerns	7
05 Rates of crime, antisocial behaviour and domestic abuse in Dorset	8 & 9
06 Number of people killed or seriously injured on Dorset roads	10 & 11
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# Corporate Plan 2017-18: Dorset County Council's Outcomes and Performance Framework

## SAFE - Executive Summary

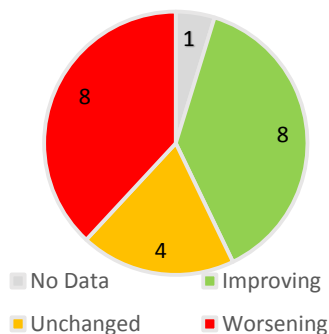
### Population Indicator (9 in total)



#### Suggested Indicators for Focus

Total crime, Anti-Social Behaviour, and Domestic Abuse crime

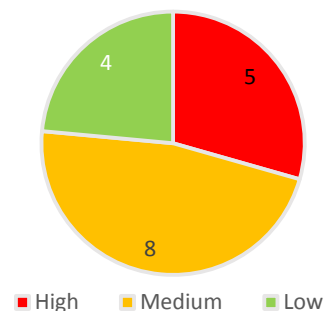
### Performance Measure (Currently 21 in total)



#### Suggested Measures for Focus

- Children in need rate per 10,000
- No. of individuals who have completed support (domestic abuse)
- 1<sup>st</sup> time entrants into the criminal justice system
- Skid resistance – non-principal roads

### Risk (Currently 17 in total)



#### 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
- C07 – Mosaic hosting issues have caused frequent planned and unplanned system outages

**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		
Previous (March 2016) = 48.2 per 10,000	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 39.2 per 10,000 at the end of Q3 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 – this will be available for the next cycle of committee reporting. 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 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**

<p><b>Children in need rate per 10,000</b></p> <p>Previous Q2 17-18 = 156.5</p> <p>Latest Q3 17-18 = 186.3</p>	
<p><b>% of re-referrals to children’s social care within 12 months</b></p> <p>Previous Q2 17-18 = 28.2%</p> <p>Latest Q3 17-18 = 28.1%</p>	
<p><b>% of children who become the subject of a plan for a second or subsequent time</b></p> <p>Previous Q2 17-18 = 18.1%</p> <p>Latest Q3 17-18 = 19.6%</p>	

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	WORSENING
11c - Inefficient commissioning processes and monitoring of contracts to support delivery of Directorate and Children & Young People Priorities	LOW	UNCHANGED
14b - Inability to attract and retain suitably qualified specialist safeguarding staff within Children’s Services	HIGH	UNCHANGED
<b>Value for Money - UNDER DEVELOPMENT</b>	Latest	Rank

**What are we doing to reduce the rate of children subject to a child protection plan and ensure that the work is effective in meeting children’s needs?**

- This is a key indicator 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

DORSET		
Previous (March 2016) 62 per 10,000	Latest (March 2017) 63 per 10,000	
DORSET - Trend IMPROVING		
COMPARATOR - Benchmark (South West) WORSE 53 (Average)		

**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 **57.6 per 10,000 at the end of Q3 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. This will be available for the next round of committee reporting. 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.

Performance Measure(s) – Trend Lines	
<p><b>Number of LAC ceased because of a Special Guardianship Order</b></p> <p>Previous Q2 17-18 = 8</p> <p>Latest Q3 17-18 = 7</p>	
<p><b>Percentage of LAC adopted in year</b></p> <p>Previous Q2 17-18 = 9.5%</p> <p>Latest Q3 17-18 = 16%</p>	
<p><b>Percentage of care leavers in suitable accommodation</b></p> <p>Previous Q1 17-18 – 96%</p> <p>Latest Q2 17-18 – 96.5%</p>	

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	UNCHANGED
<b>Value for Money - UNDER DEVELOPMENT</b>	<b>Latest</b>	<b>Rank</b>

- What are we doing to reduce the rate of children in care and to ensure that care leavers are supported?**
- This is a key indicator 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 and 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 - The rate of children who are persistent absentees from school** - Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Claire Shiels

DORSET		
Previous (2015) 3.7%	Latest (2016) 11%	
DORSET - NEW INDICATOR INTRODUCED 2016	No Trend	
COMPARATOR – Benchmark (South West) SIMILAR 10.7% (Average)	<b>A</b>	

**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 will not be directly 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. **The next annual persistent absence data will be available for the next cycle of committee reporting in June 2018 as this is collected from school census submissions, collected in arrears.** The timeliness of aggregate absence data is a recognised issue, as recorded absence figures for the summer term require considerable scrutiny in order to take account of factors such as study leave and pupils leaving school before the end of term, and this exercise is time consuming. We are exploring how to harvest live attendance data from schools to incorporate into our Business Intelligence Tool, which is used to inform the Dorset Families Matter programme and the work of the Family Partnership Zones. However, the most recent data from the termly school census at an individual pupil level is used in order to inform interventions with persistently absent pupils.

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	
<p><b>Number of families who have successfully completed support and seen attendance improve (Dorset Families Matter)</b></p> <p>Previous Q2 17-18 – 14</p> <p>Latest Q3 17-18 – 24</p>	

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

- What are we doing to reduce the percentage of children who are persistently absent from school?**
- 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: 04 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	Latest (Q3 17-18) 956, 2016-17 3,553	
DORSET - Trend IMPROVING		
COMPARATOR – Benchmark (England) BETTER per 100K pop = 928 (compared to England rate of 704)		

**Story behind the baseline:** Due to the introduction of Dorset’s new Client database (Mosaic) in mid-November 2017, migration of historical and existing data combined with new workflow has impacted on what should be reported as concern for retrospective periods. Therefore, the data for this document has been extracted from AIS only up to 15 November 2017 and previous trends used to provide an estimate for a Q3 position whilst ongoing process/system/report developments and data cleaning is undertaken to ensure data accuracy for future reported figures. However, in terms of front line visibility and direct access to information to manage new contacts and open cases, summary data for Managers and case level details are already available and being used. The impact is currently on retrospective reporting whilst in this transitional period as to present the mix of data from two very different systems would be miss-leading. The longer term (2+ year) trend is an increase in the number of safeguarding concerns overall however, this is partly due to a historical increase in the type of activity recorded on AIS to include the ‘non-safeguarding/not progressed’ concerns. Generally, the trends remain consistent in terms of quarterly patterns. Most concerns are managed through the provision of information and advice (52%) or require no further action (39%) with only 10% leading to a Section 42 or Non-Stat enquiry. Of those leading to a S42 enquiry this year 95% have been concluded and outcomes continue to show that risks overall have been reduced and that feedback from Service Users shows that 73% felt safer because of the safeguarding intervention. 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**

<p><b>Proportion of people who use services who say that those services have made them feel safe and secure</b></p> <p style="text-align: center;">Latest 16-17 (Annal Measure) – 81.8%</p>	
<p><b>Percentage of assessments of new clients completed within 4 weeks</b></p> <p style="text-align: center;">Previous Q2 17-18 – 74%</p> <p style="text-align: center;">Latest Q3 17-18 – 75%</p>	

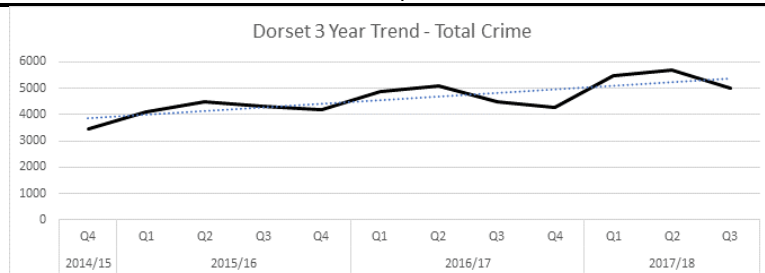
Corporate Risk	Score	Trend
03e - Failure to meet primary statutory and legal care duties - Adult Safeguarding	<b>MEDIUM</b>	<b>UNCHANGED</b>
14c - Recruitment, development and retention of a suitably qualified workforce (internal and external) in key areas of the Adult & Community Services Directorate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

**What are we doing?** 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. An independent audit is now underway 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. 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. Work is in progress to support Residential and Nursing providers and since last quarter, where we reported 2 blocks on large nursing providers, we have reduced the block to a caution for one home and have been working actively with the homes to make the necessary improvements with the introduction of multi-agency improvement forums. We are also developing review forms for operational staff to report on quality with the intention to extend these to external partners to ensure that softer intelligence is also captured so that risk can be pro-actively managed. We have been working with the Principle OT to raise awareness around contractures and many providers have been working to identify those at risk. 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.

**SAFE: 05 Rates of crime, antisocial behaviour and domestic abuse in Dorset** - Outcome Lead Officer Patrick Myers;  
Population Indicator Lead Officer Andy Frost

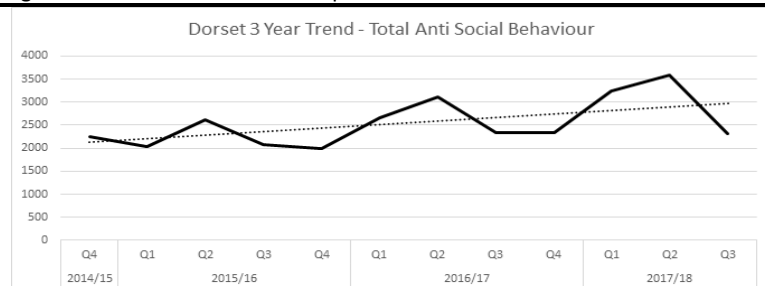
**Partners with a significant role to play:** The County Council is one of many organisations with a statutory responsibility to work in partnership to tackle crime in their area. Those partners include: Dorset Police, the Dorset district and borough councils, Dorset Clinical Commissioning Group, Dorset & 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	
Previous (Q2 2017-18) 5,694 crimes	Latest (Q3 2017-18) 4,961 crimes
DORSET - Trend IMPROVING	G
COMPARATOR - No data	



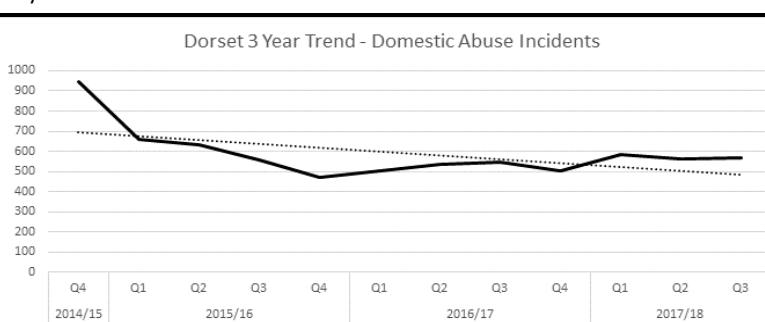
**Story behind the baseline:** TOTAL CRIME – Although there has been a reduction from quarter 2 to 3, the longer term (3 year) trend is an increase in total crime both in Dorset and nationally. Although this would appear to a large extent to be due to improvements in Police recording standards and an 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	
Previous (Q2 2017-18) 3,592 incidents	Latest (Q3 2017-18) 2,317 incidents
DORSET - Trend IMPROVING	G
COMPARATOR - No data	



**Story behind the baseline:** ANTI SOCIAL BEHAVIOUR – Despite a significant reduction from quarter 2 to 3, 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 (MARMMs) for those victims and perpetrators that do not meet the thresholds for statutory service intervention.

DORSET – Population Indicator Domestic Abuse Incidents	
Previous (Q2 2017-18) 562 incidents for the quarter	Latest (Q3 2017-18) 564 incidents for the quarter
DORSET - Trend SIMILAR	A
COMPARATOR - No data	



**Story behind the baseline:** DOMESTIC ABUSE INCIDENTS – 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 Steering Group and have in place an action plan with partners to deliver against domestic abuse issues. The latest figures for the number of safeguarding enquiries related to domestic abuse should be treated with caution. They do not represent a full quarter due to the introduction of a new client database in November 2017.

**SAFE: 05 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.

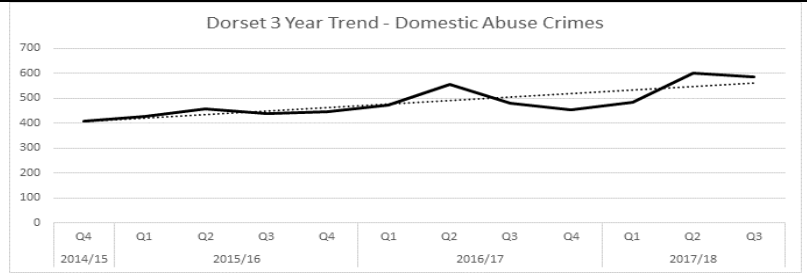
**DORSET – Population Indicator Domestic Abuse Crimes**

Previous (Q2 2017-18) 605      Latest (Q3 2017-18) 567

DORSET - Trend IMPROVING



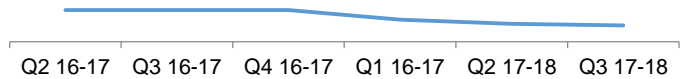
COMPARATOR - No data



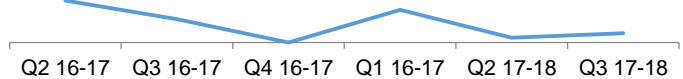
**Story behind the baseline: DOMESTIC ABUSE CRIMES** – The longer-term trend is an increase in the number of domestic abuse crimes. Although an increase could be positive due to known under-reporting of domestic abuse, the County Council and its partners are undertaking work to understand the nature 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 Steering Group and have in place an action plan with partners to deliver against domestic abuse issues.

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

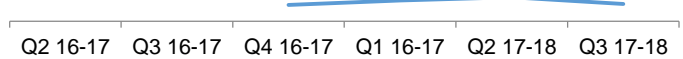
Number of individuals who have completed support (via the Dorset Integrated Domestic Abuse Service)  
 Previous Q2 17-18 – 192  
 Latest Q3 17-18 - 175



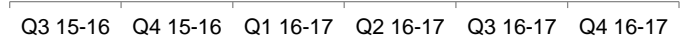
Number of safeguarding enquiries related to domestic abuse  
 Previous Q2 17-18 – 6  
 Latest Q3 17-18 – 2



Number of assaults – Cardiff Model Data DCH  
 Previous Q2 17-18 – 104  
 Latest Q3 17-18 – 74



First time entrants aged 10 to 17 into criminal justice system  
 Previous Q1 2016-17 – 219  
 Latest Q2 2016-17 - 257



**Corporate Risk**

**Score**

**Trend**

No associated current corporate risk(s)

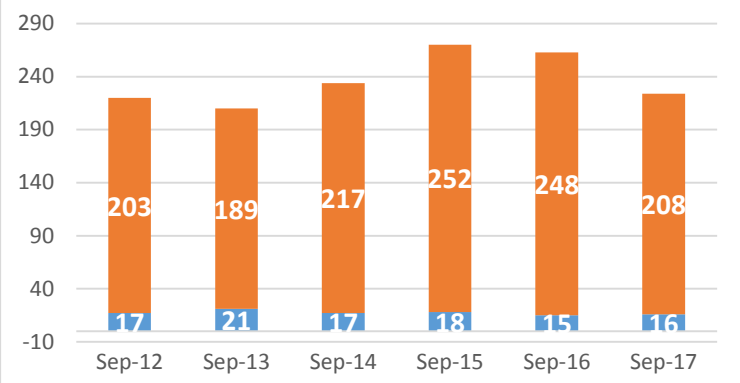
**Value for Money - UNDER DEVELOPMENT**

**Latest**

**Rank**

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

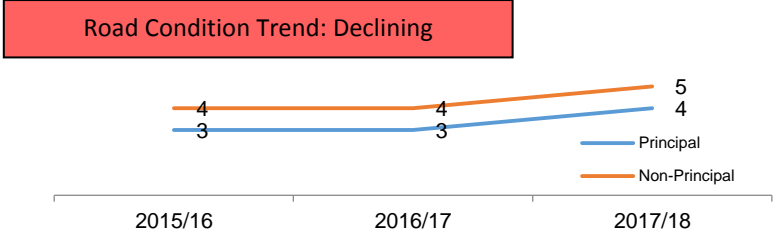
DORSET		
Previous (2016) 263	Latest (2017) 224	
DORSET Trend		
IMPROVING		
COMPARATOR		
No data		

Please note, casualty data for 2017 remains subject to change until it is signed off by the Department for Transport (DfT) in spring 2018. The number of people killed or seriously injured during the 12 months to September 2017 was 224. During the same period in 2016 there was a total of 263; a 16% reduction. The figure for September 2017 is lower than the 2005/09 baseline of 271 by 17%. During the 12 months to September 2017 there were 16 fatalities and 208 serious injuries. This compares to 15 fatalities and 248 serious injuries for the 12 months to September 2016. Despite the reducing trend in KSI casualties the number of people killed or seriously injured on Dorset's roads remains higher than in previous years. This replicates the longer term regional and national trends. The trend for all casualties (KSI and slight injury) is an additional measure to help set context. There has been a relatively consistent downward trend in the total number of road traffic casualties in recent years. The 2005-09 baseline for all casualties is 1830, and the figure for the 12 months to September 2017 is 1184, 35% fewer. 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.

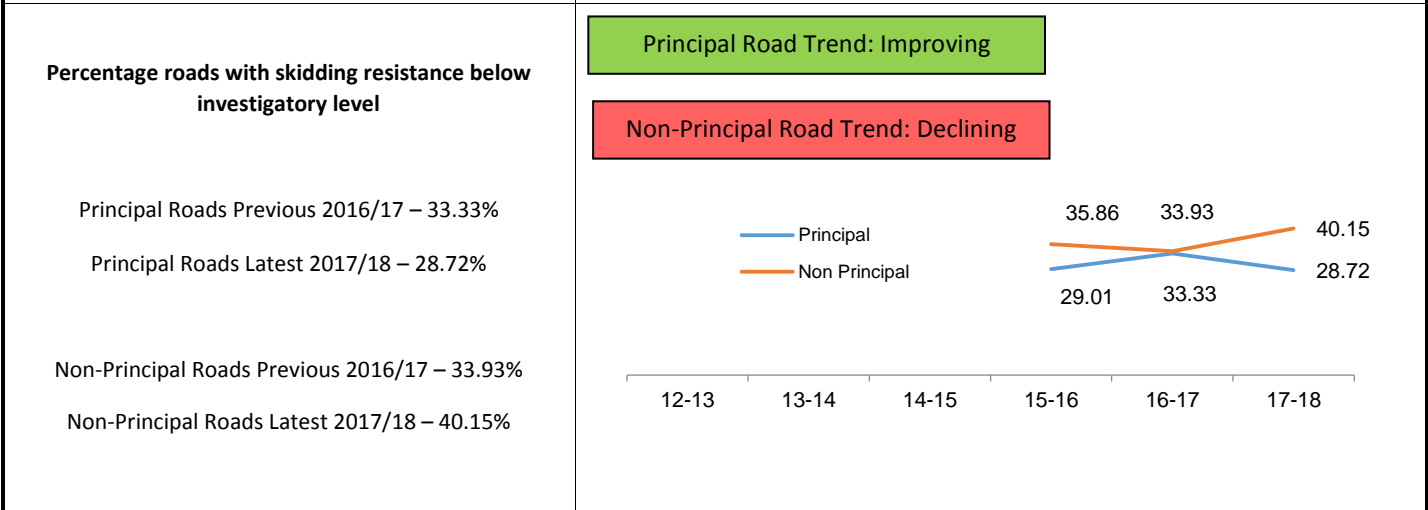
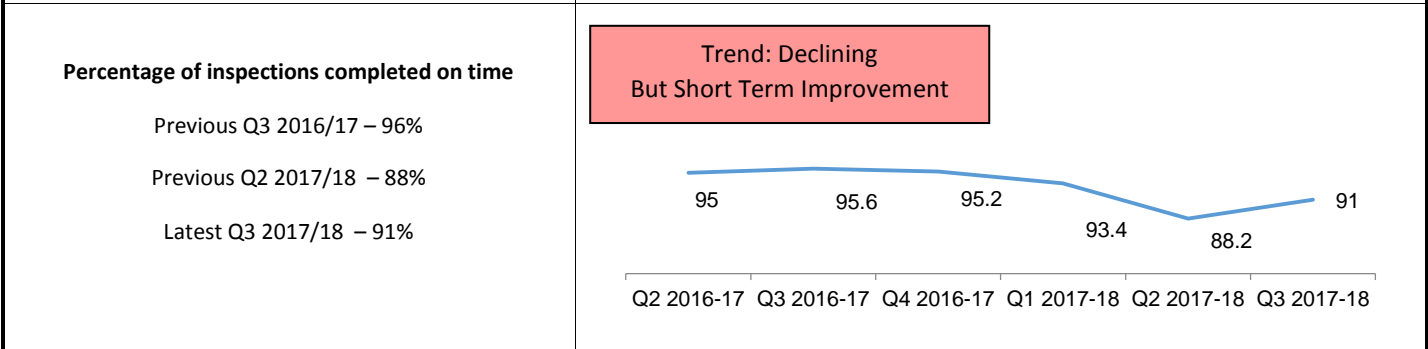
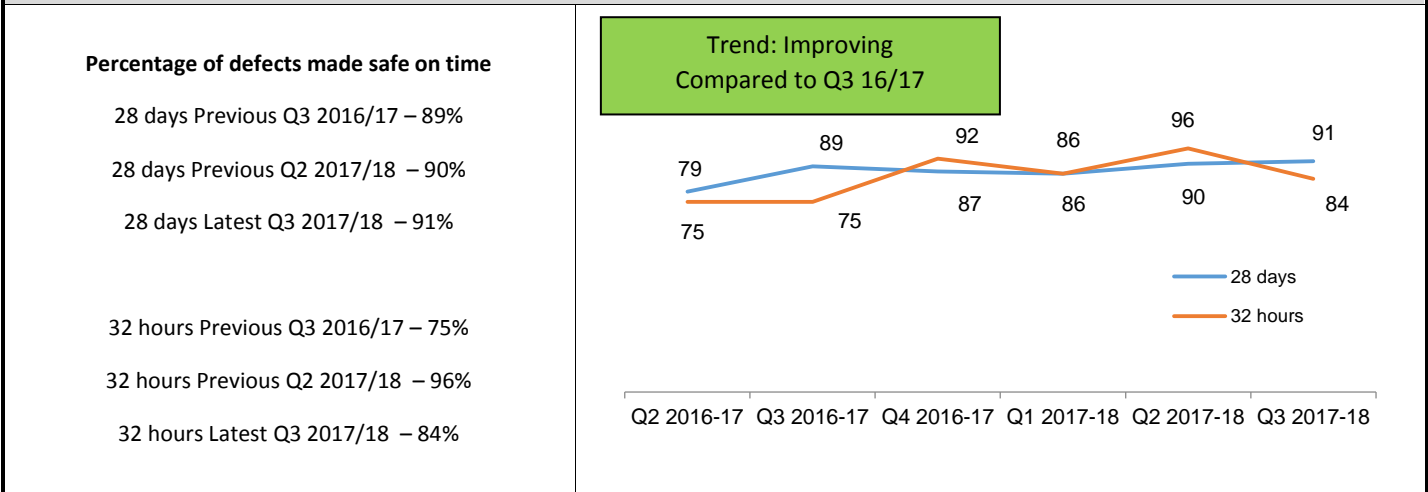
During 2017-18 we will continue to analyse collision data to identify locations or routes that we as the highway authority could improve to reduce the likelihood of a road traffic casualty. The collision cluster and route programme for 2018/19 will be reviewed when 2017 data has been signed off by DfT in spring 2018. The number of cyclists killed or seriously injured remains the only road group to be consistently higher than the 2005-09 baseline. Casualty data is provided to the County Council monthly by Dorset Police. A more detailed overview of road traffic casualty figures including rolling annual charts for each road user group can be found at [dorsetforyou.gov.uk/road-safety/engineering-statistics](http://dorsetforyou.gov.uk/road-safety/engineering-statistics). Safeguarding Committee have established a 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 conditions is linked to reduced investment in road maintenance. However, there is an improving trend in defects being made safe on time compared to the same period last year (performance varies slightly quarter to quarter). Also, there is an improving trend in average repair times. However, the trend for inspections completed on time is declining, due to issues caused by a spell of staff absence. However, a high percentage are still completed on time and there has been no impact on claims defence, with 100% repudiated. There has been an improvement in Principal A Road skid resistance due to investment in parts of the highway network where data highlighted potential risks. The new strategy has been further enhanced with £1million further investment in 2018/19, targeting sites with a high risk of collisions based on skid data, collision history, and perceived risk (due to road layout, etc.). The majority of priority, high risk, sites have been on the principal network in the past 12 months, therefore whilst this has improved, the non-principal network has declined. The new strategy has been further enhanced with £1million further investment in 2018/19, targeting sites with a high risk of collisions based on skid data, collision history, and perceived risk (due to road layout, etc.). We've also had a busier start to the winter period compared to recent years, with 53 salting actions using 3,424 tonnes of salt (to the end of January). This compares to 57 actions, using 3,834 tonnes of salt, for the whole winter period last year. This not only has an impact on ensuring public safety on the highway network, but can also impact on performance elsewhere in the service, with staff resource redirected to winter gritting. More information can be found at <https://www.dorsetforyou.gov.uk/article/423063/Dorset-Highways-management-and-performance>.

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

<p><b>Percentage road condition in need of maintenance</b></p> <p>Principal Roads Previous 2016/17 – 3%</p> <p>Principal Roads Latest 2017/18 – 4%</p> <p>Non-Principal Roads Previous 2016/17 – 4%</p> <p>Non-Principal Roads Latest 2017/18 – 5%</p>	<div style="border: 1px solid black; background-color: #f08080; padding: 5px; display: inline-block; margin-bottom: 10px;">Road Condition Trend: Declining</div> 
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**SAFE: 06 Population Indicator - 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)	<b>HIGH</b>	<b>WORSENING</b>
<b>Value for Money - UNDER DEVELOPMENT</b>	<b>Latest</b>	<b>Rank</b>

**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.



<b>Corporate Risks that feature within SAFE but are not assigned to a specific POPULATION INDICATOR</b>		
(All risks are drawn from the <a href="#">Corporate Risk Register</a> )		
04a – Health and Safety risks associated with occupation of premises	<b>HIGH</b>	IMPROVING
C07 – Mosaic hosting issues have caused frequent planned and unplanned system outages	<b>HIGH</b>	UNCHANGED
04l – Serious injury or death of staff, contractors and the public	<b>MEDIUM</b>	UNCHANGED
04o – Limited supervision results in an injury to a service user / Dorset Travel driver	<b>MEDIUM</b>	UNCHANGED
05b – Response to a major event that could impact on the community, the environment and or/ the council	<b>MEDIUM</b>	IMPROVED
04b – Serious injury or death of a Children’s Services employee, including assault	<b>LOW</b>	UNCHANGED
04d – Injury or death of a service user, third party or employee	<b>LOW</b>	UNCHANGED
06d – Failure to fulfil our statutory ‘Prevent’ duty to combat radicalisation	<b>LOW</b>	IMPROVING

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

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

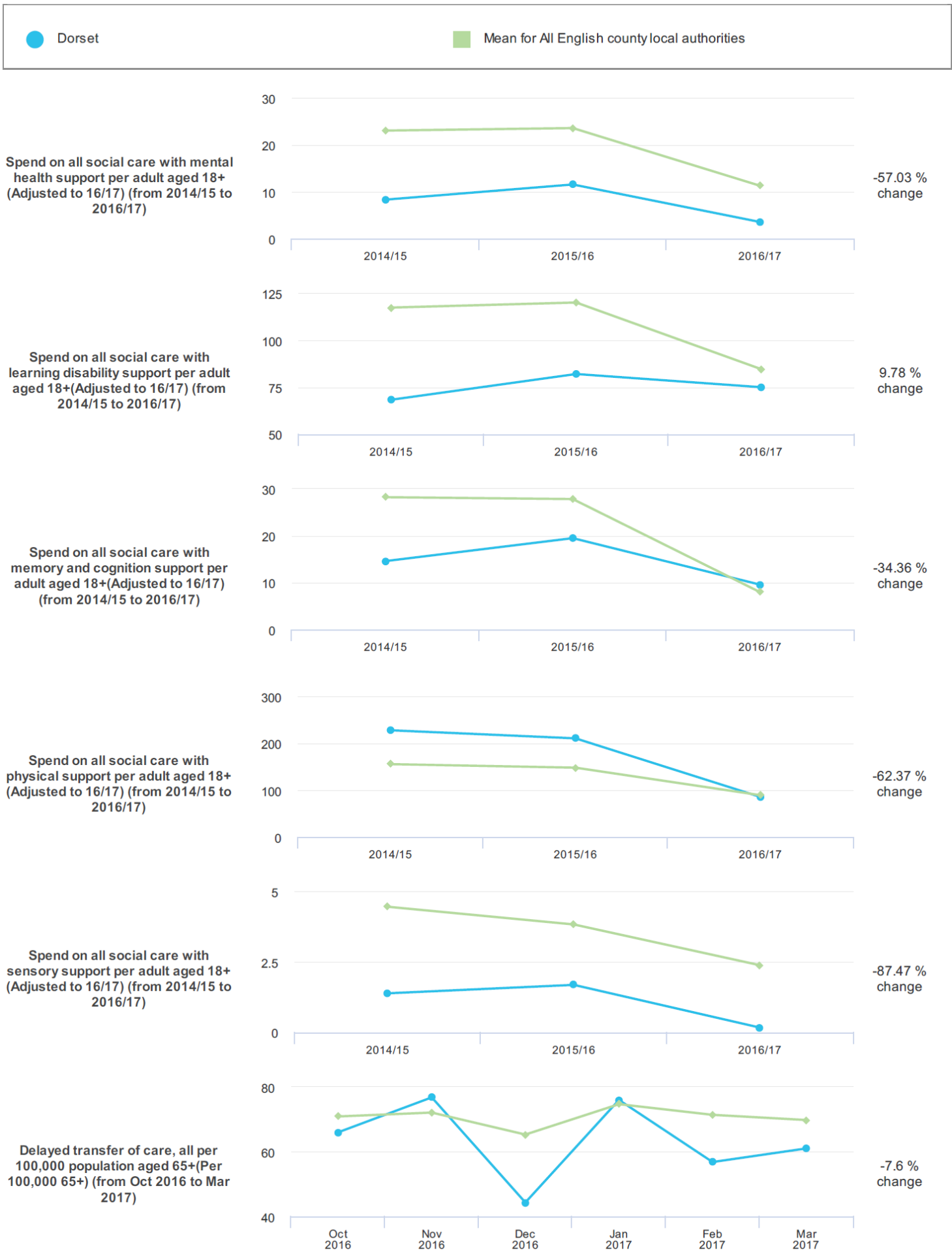
**The platform provides information about spending on, and performance for, one of the five client groups (mental health, learning disability, memory and cognition support, physical support and sensory support).**

**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.**

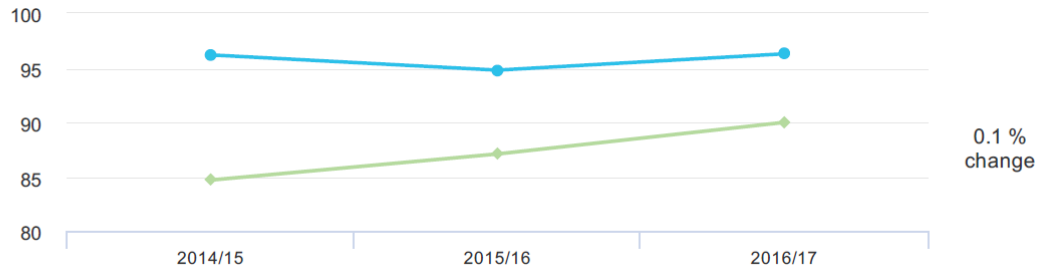
**About LG Inform Value for Money profiles:** The Local Government Inform (LG Inform) Value for Money (VfM) profiles is the sister tool of LG Inform, and brings together data about the costs, performance and activity of local councils and fire and rescue authorities. The profile can be used by anyone 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.

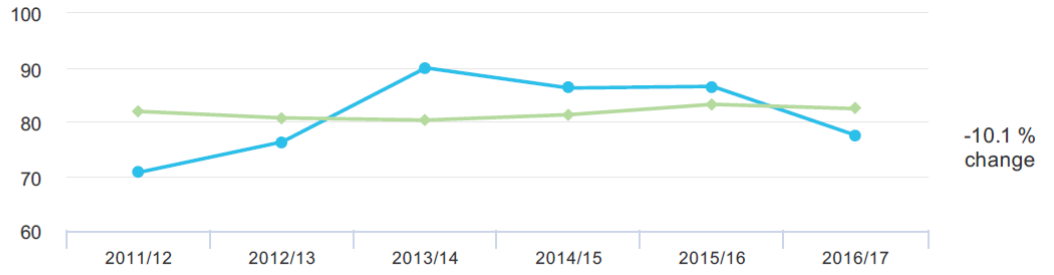
## Adult Social Care (Value for Money – Benchmarking)



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

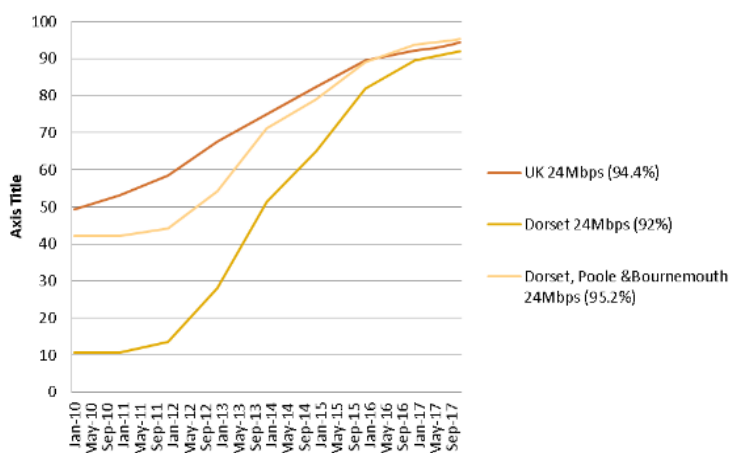
**Coverage of Superfast Broadband**

**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)**

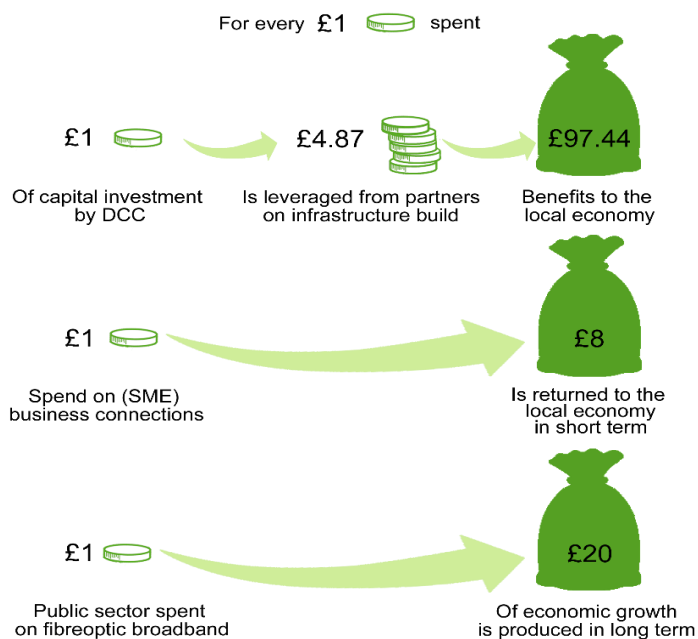


**Impact of investing in Superfast Broadband**

**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).

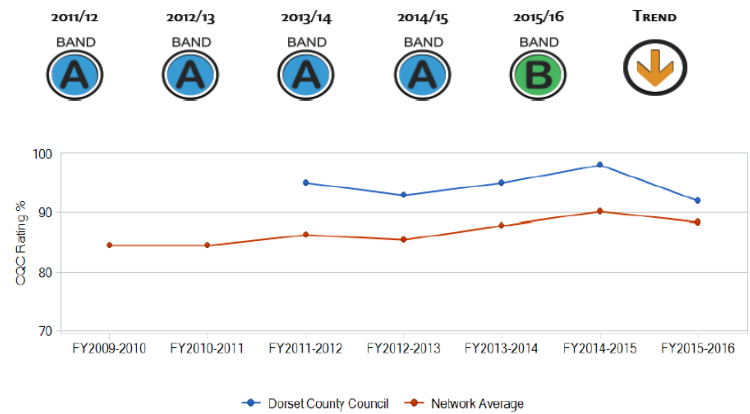
**What it doesn't tell us:** The statistical model for this exercise is administered by Leeds University. There is still further work to be done to refine the model and methodology to help understand the reasons for change and difference between authorities. Whilst the model considers various factors 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.

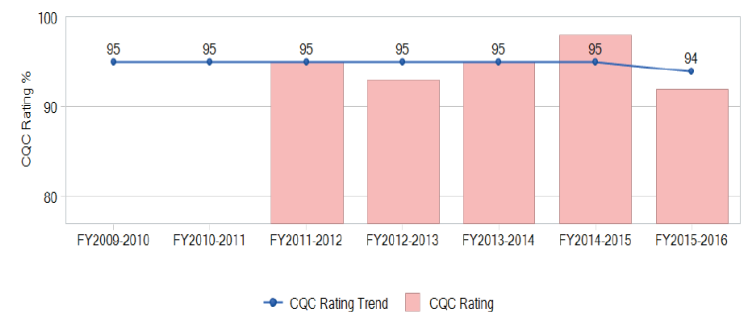
**For information –** Dorset Highways takes part in many benchmarking exercises. Therefore, further comparisons against our peers is available on request. Further work is also ongoing looking at the correlations between different performance measures (e.g. defects/claims/customer satisfaction).

**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.

- 2<sup>nd</sup> lowest revenue works budget (per km) of 18 authorities.
- 9<sup>th</sup> 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.

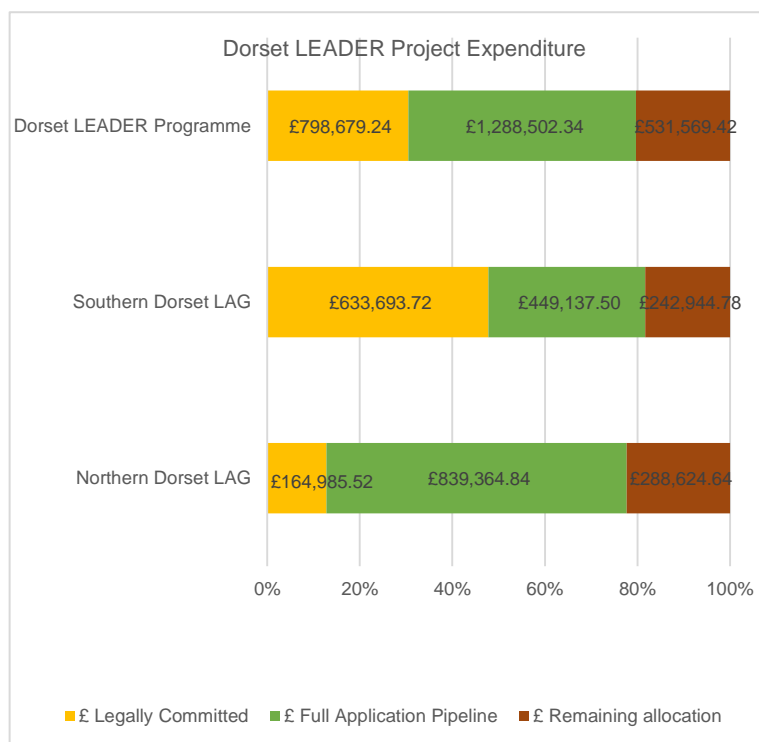


### Dorset LEADER

**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.

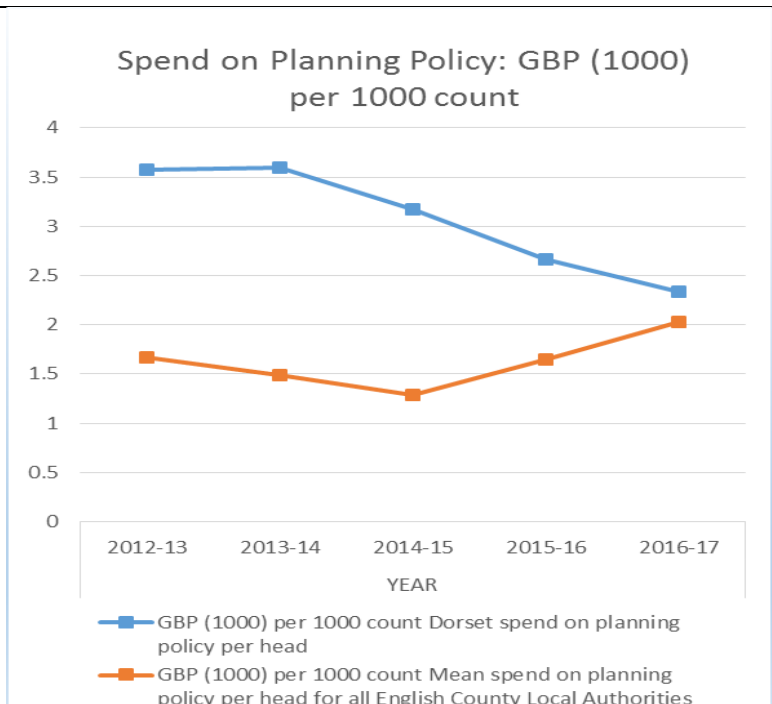


### Spend on Planning Policy

**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.



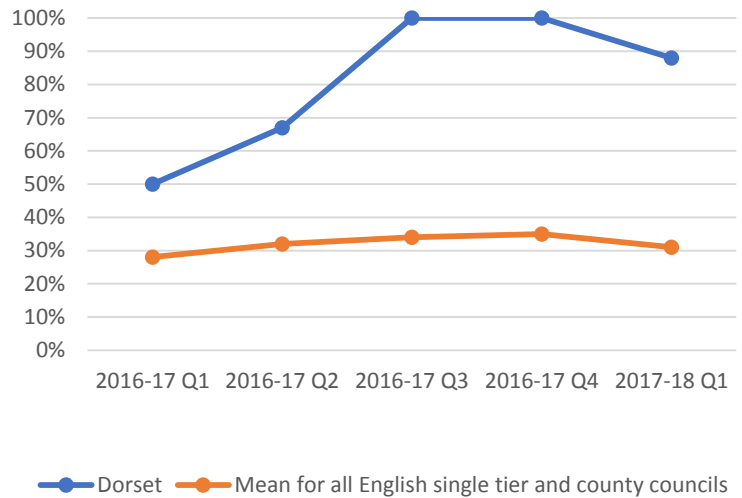
**County Matters Applications Determined in a Timely Manner**

**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**



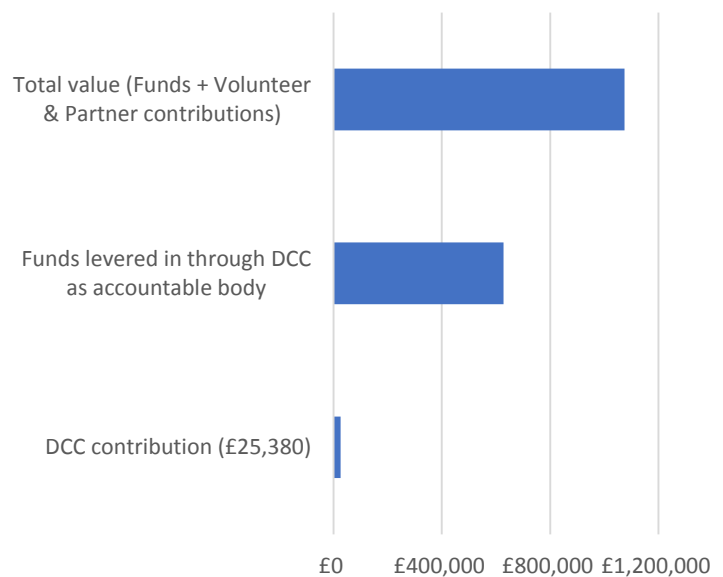
**Economic Leverage of County Council contribution to Dorset AONB in 2016-17**

**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**

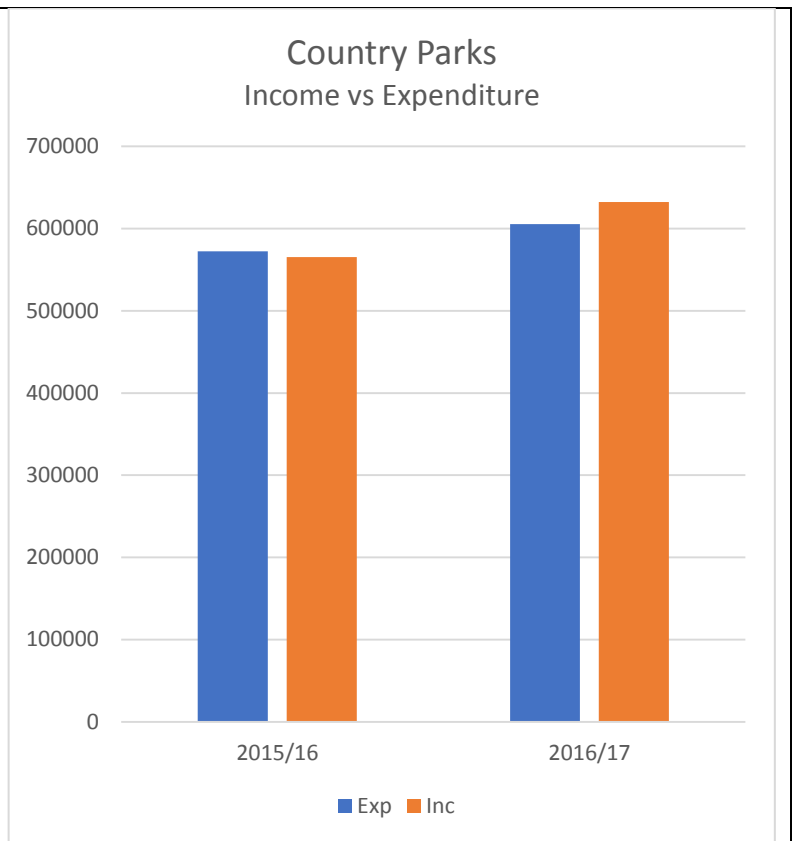


**Income and Expenditure at the County Council's Country Parks**

**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)

Topics identified for possible Review

- Elective Home Education and Attendance (Scoping report 300118, summary report 050718)
- 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

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**



**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
5 July 2018 (10.00am)	Outcomes Focussed Monitoring Report	Children's Forward Together EAP reporting to Overview and Scrutiny Management Board in the first instance.	John Alexander		
	Post Scrutiny Review – Youth Service Provision		Nick Jarman		
	Update on the whole Family Approach (focus on the elderly)		Sally Wernick		
	Domestic Abuse Update		Sally Wernick		
	Elective Home Education		Nick Jarman		
		Following on from 300118.			
11 October 2018 (10.00am)	Outcomes Focussed Monitoring Report	Summary report of data to establish the scale of any potential issue.	John Alexander		

**Nick Jarman**

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

**Date:** 13 March 2018