

Economic Growth Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	26 March 2018
Officer	<p><u>Local Members</u> All Members <u>Lead Directors</u> Mike Harries, Director for Environment and the Economy</p>
Subject of Report	Outcomes Focused Monitoring Report, March 2018
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 Safe, Healthy and Independent, with a Prosperous economy. The Economic Growth Overview and Scrutiny Committee has oversight of the Prosperous corporate outcome.</p> <p>The Corporate Plan includes objective and measurable population indicators by which progress towards outcomes can be better understood, evaluated and influenced. No single agency is accountable for these indicators - accountability is shared between partner organisations and communities themselves.</p> <p>This is the 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 “Prosperous” outcome, the report includes:</p> <ul style="list-style-type: none"> • Performance measures by which the County Council can measure the contribution and impact of its own services and activities on the outcomes; • Risk management information, identifying the current level of risks on the corporate risk register that relate to our outcomes and the population indicators associated with them. <p>The Economic Growth Overview and Scrutiny Committee is encouraged to consider the information in this report, scrutinise the evidence and commentaries provided, and decide if it is</p>

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	comfortable with the trends. If appropriate, members may wish to consider and identify a more in-depth review of specific areas, to inform their scrutiny activity.
Impact Assessment:	Equalities Impact Assessment: There are no specific equalities implications in this report. However, the prioritisation of resources in order to challenge inequalities in outcomes for Dorset's people is fundamental to the Corporate Plan.
	Use of Evidence: The outcome indicator data in this report is drawn from a number of local and national sources, including Business Demography (ONS) and the Employer Skills Survey (UK CES). There is a lead officer for each outcome on this group whose responsibility it is to ensure that data is accurate and timely and supported by relevant commentary.
	Budget: The information contained in this report is intended to facilitate evidence driven scrutiny of the interventions that have the greatest impact on outcomes for communities, as well as activity that has less impact. This can help with the identification of cost efficiencies that are based on the least impact on the wellbeing of customers and communities.
	Risk: Having considered the risks associated with this report using the County Council's approved risk management methodology, the level of risk has been identified as: Current: Medium Residual: Low However, where "high" risks from the County Council's risk register link to elements of service activity covered by this report, they are clearly identified.
	Other Implications: None
Recommendation	That the committee: i) Considers the evidence of Dorset's position with regard to the outcome indicators in Appendix 1; and: ii) Identifies any issues requiring more detailed consideration through focused scrutiny activity.
Reason for Recommendation	The 2017-18 Corporate Plan provides an overarching strategic framework for monitoring progress towards good outcomes for Dorset. The Overview and Scrutiny committees provide corporate governance and performance monitoring arrangements so that progress against the corporate plan can be monitored effectively.

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Appendices	<ol style="list-style-type: none">1. Population and Performance October 2017 – Prosperous2. Financial benchmarking information: Adult Social Care3. Value for Money: Economy and the Environment4. Performance comparisons: Children's Services
Background Papers	<p><i>Dorset County Council Corporate Plan 2017-18</i>, Cabinet, 28 June 2017</p> <p>https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework</p>
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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 population indicators for the "Prosperous" outcome is "The productivity of Dorset's businesses". A performance measure for the County Council on this is "Growing Places Fund invested in active interventions", since the Growing Places Fund is one of the ways in which we strive to help support businesses and improve productivity.
- 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 clients.
- 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 productivity indicator discussed above, the commentary seeks to explain the strategies we have in place to make improvements – including highway infrastructure, the Growing Places Fund, and our success in accessing available funding streams – 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. The Planning and Scoping document developed last year will facilitate this process, should the decision be made to undertake a more detailed scrutiny exercise.

2.0 Dorset Innovation Park Enterprise Zone: a good news story

- 2.1 One of the population indicators within the Prosperous outcome is "the rate of start-ups of new business enterprises", and one of our most important strategies for supporting business start-ups and growth is the [Dorset Innovation Park Enterprise Zone](#). The Enterprise Zone was officially launched on Friday 26 January 2018. The event was hosted by Atlas Elektronik, a major Dorset business on the Park, along with

QinetiQ, in the newly completed extension to the Atlas Electronic UK manufacturing building. More than 100 visitors were able to hear about the plans for the Enterprise Zone, and witness the official opening of twenty small business units constructed by Dorset County and Purbeck District Councils, in association with the Dorset LEP.

3.0 Suggested areas of focus

At the beginning of Appendix 1, there is a summary of progress with all of the population indicators and performance measures, and some suggestions for areas upon which the committee might wish to focus its consideration and scrutiny. These areas have been highlighted because they are currently showing a worsening trend. They are briefly summarised below, and full commentaries are provided within the body of the main reports, including the strategies currently in place to drive improvement.

3.1 Population indicators

3.1.1 *Percentage of children achieving the 'Basics' measures at Key Stage 4*

Key Stage 4 no longer has the 5 A*-C type measure, as 2017 saw a change in the grading system for English & Maths to a numbering system; a standard pass is now a grade 4 or above, and a good pass is 5 or above. This is not directly comparable to previous years, but benchmarking is possible. The measure is now: "Average progress 8 score" and we have two years of data. Latest outturn shows that Dorset's 2016-17 score has worsened compared to the previous year.

Related to this, two of our **performance measures** have also shown a deteriorating trend, as follows:

- The number of schools 'below the floor' for Progress 8 rose from one to four (a 'floor standard' is the standard below which it is unacceptable for any school to fall even in one year, and where immediate scrutiny and/or intervention may be required)
- Percentage achieving basics (i.e. Good pass in English and Maths) fell slightly from 65% in 2015-16 to 63% in 2016-17.

DCC works closely with schools to ensure that all pupils can perform to the best of their ability. We engage in performance reviews and risk assessments to identify underperformance. Schools identified as causing concern receive targeted support and intervention. Where appropriate this may also include use of National Leaders of Education, as well as consultation with parties such as the Regional Schools Officers, Ofsted and the Diocese to review the impact of support and agree next steps. Performance advisors and area advisors review Pyramid and Multi-Academy Trust performance using data reviews throughout the year. DCC also combines with high performing schools to apply for improvement or emergency funding where appropriate.

There are different responsibilities for the County Council for those schools that are maintained by the local authority and those that are academies, following a series of national policy changes. A paper was presented to Cabinet on March 7 on the [future relationship between the County Council, schools and academies](#) which will set the direction for the role of the local authority in relation to standards in the future.

3.1.2 *Ratio of lower quartile house prices to lower quartile earnings*

This indicator illustrates how difficult it is for people on lower incomes to access affordable housing. The affordability gap between low earnings and house prices continues to worsen in Dorset and is significantly higher than the national average.

Dorset County Council is neither a Housing Authority nor a Planning Authority in respect of housing. We can facilitate the delivery of housing by controlling and influencing the development and use of the land that we own, working closely with our District and Borough Council partners.

We are, however, a Social Care authority, and the scarcity of affordable housing in Dorset contributes to a shortage of key social care workers. Additionally, we need to address the housing needs of the anticipated 258 Adult Social Care clients who will need rehousing over the next 4 years, including around 160 in the next year, due to discharge from hospital, moving on from home, or current inappropriate accommodation. These are mainly clients with Learning Disabilities or Mental Health problems, many of whom have complex needs, and for whom the limited supply of general needs housing available through the Housing Register is usually inappropriate.

Plans are already in place to use County Council land for a range of innovative solutions to address these needs. These include "care villages" located close to existing amenities in areas such as Bridport and Wareham, which will include care services, extra care housing, and key worker accommodation.

We are already developing advanced proposals, in partnership with Purbeck District Council, to supplement this with high quality, modern, prefabricated modular housing - initially 30 units, with the possibility of this rising to 150 units (see [Supply of housing to meet need of people with Adult Social Care need](#), Cabinet, 7-03-18).

There are a number of advantages to this approach:

- Modular accommodation can be sourced and onsite within a 6 month period compared to up to three years for traditional approaches such as design and build, or purchase and refurbishment.
- It offers flexibility - with modular housing we can develop a portfolio of houses across the County, and site works and utility connections are low cost and allow the units to be easily disconnected and the units moved to another site. This means that we can site the units to meet local demand on sites that the Council owns at relatively low cost. This lends itself to a model whereby sites identified for future development can host modular housing prior to development (often two to three years).
- Modular housing is considerably cheaper at £45,000 per unit against £100,000 for a house in multiple occupancy or £216,000 for single occupancy.

Understandably, the issue of affordable housing is usually discussed within the context of economic growth and prosperity. It is important to note, however, that innovative solutions such as this can make a powerful contribution to all four of the County Council's outcomes, providing **safe** and **healthy** homes for vulnerable people and their carers, alongside appropriate service provision, which can significantly reduce hospital admissions and give people the opportunity to live more **independent** lives.

4.0 Summary of Committee Activity in Response to Outcome Reports

4.1 Road Conditions

- 4.1.1 Recent outcomes reports have highlighted a slight decline in road conditions on both principal and non-principal roads, after an extended period where the percentage of roads in need of maintenance has been very low. The Service Director for Highways and Emergency Planning acknowledged to the committee that this was an issue requiring further investigation. Worsening performance for road conditions is linked to reduced resources available for road maintenance. There was also a busier start to

the winter period compared to recent years, requiring a high number of salting actions, which can impact on performance elsewhere in the service, with staff resource redirected to winter gritting. The recent snow events and subsequent thaw have inevitably exacerbated issues of road conditions and especially localised potholes. The committee welcomed an update on the Working Together Highways Initiative, through which the County Council seeks to support and maximise the contributions that the voluntary and community sector and Parish and Town Councils can make to enhanced road maintenance in the county.

- 4.1.2 The committee agreed to establish a Policy Development Panel on Highway Maintenance, to review arrangements in place, and to ensure that collaborative arrangements for minor highway maintenance activities remain successful.

4.2 Educational attainment

- 4.2.1 The January committee discussed Key Stage 4 attainment levels and the inequalities that exist across Dorset. The committee asked to receive regular updates on this issue, and for 2016-17 data to be presented to the committee in March, which is included in this report (see above).
- 4.2.2 The discussion in January broadened to the issue of social mobility more generally, and the recently reported statistic that Weymouth and Portland has among the lowest rates of social mobility nationally. It was noted that the government had made "Opportunity Area" funding available for a number of areas of the country experiencing low levels of mobility, all of which had higher levels of social mobility than Weymouth and Portland. The committee asked for further investigation as to why Dorset had been unable to secure this funding. In response, the Assistant Director for Children's Services advised that to date, no formal bid or expression of interest for an "Opportunity Area" had been submitted. More generally, the committee had an appetite to look further into the issue of social mobility and its impact on economic growth.