

Strategic Direction and Outcomes Framework 2018-19

Performance Scrutiny Committee, 24 May 2018

Introduction

1. It is important that the Council articulates a clear strategic direction, that draws together our vision, ambitions, priorities and the organisational building blocks being developed as part of the Target Operating Model under our Fit for the Future transformation programme.
2. This will form a key part of our new Corporate Plan, and set a context for the development of a new Outcomes Framework that enables the monitoring, reporting and understanding of performance at a county and council level.

Proposed model

3. Based on direction given by County Leadership team (CLT) and Performance Scrutiny Committee in March, plus work to develop the corporate plan including reviewing examples from elsewhere, it is proposed that our structure has the following elements:
 - a. Vision, containing priorities
 - b. Values
 - c. Organisational design principles / building blocks – as set under Fit for the Future
 - d. Outcomes – what we would see happening if our priorities are achieved
 - e. Indicators – how we would see progress towards outcomes
 - f. Measures, with targets – how we understand the indicators

Strategic Direction

4. It is proposed that our strategic direction combines our vision, values, key priorities and outcomes, in setting out 'what' we are trying to achieve.
5. It will also include the organisational design principles, as a way of explaining 'how' we will work to achieve our ambitions.
6. The aim is to keep this clear, concise and ideally on one page, with more detail about what this means and how it will be implemented forming the basis of the Corporate Plan.
7. The 6 priorities in the OCC Vision are expressed in terms of 13 outcomes we will work to secure. Each of our outcomes is a positive statement of wellbeing for residents and/or communities, made in plain English.

8. The outcomes reflect our aspirations for Oxfordshire residents and communities, and guide our action in the short, medium and long term. The critical point is that the Council is not necessarily solely responsible for these outcomes as partners or residents might be equally responsible, so we need to be successful in gaining others' support for our vision.
9. An example of how this Strategic Direction might look is shown on page 5.

Outcomes Framework

10. The Outcomes Framework will set out how we will know we are achieving or progressing towards our priorities, the effectiveness of our actions, and whether we are performing well as a Council.
11. Our proposed model for the Outcomes Framework is shown on page 6.

Outcomes and Indicators

12. The 13 key outcomes will form the basis of the Outcomes Framework. These outcomes will be informed by **approximately 50 indicators** which give visibility to the outcomes and show whether an outcome is being achieved. These indicators reflect input from CLT and Performance Scrutiny during March.
13. Our indicators have been selected based on the extent to which they a) say something of central importance about the outcome, b) are common sense and communicate with a broad range of audiences, and c) are based on data that is accurate, reliable, consistent and available on a regular and timely basis.
14. These indicators do not seek to measure the effectiveness of particular services or agencies. Rather, they seek to quantify the key changes we would expect to see as our outcomes are achieved.
15. All of the above is what we would expect to report at the corporate level to audiences such as CLT, Cabinet, Performance Scrutiny Committee and the public.
16. A proposed list of these indicators is shown on page 7.

Measures and Targets

17. The next level in the model are **operational performance measures**, with associated **targets** (which might be plotted on a performance trajectory running for the medium- to long-term). These are solely the Council's, and are typically already built into contracts, commissioning specifications or service level agreements. They seek to answer three main questions about our services:
 - How much did we do? (the quantity of service provided);
 - How well did we do it? (the quality of the service provided); and
 - Is anyone better off? (the effect of the service provided).

18. Operational performance measures are expected to be reported primarily to audiences such as Directors, Directorate Leadership Teams, Service Managers, and others concerned with the management of day-to-day business. They would also be reported upwards in the event of (for example) a Scrutiny Committee 'deep dive'.
19. The vast majority of these measures will be drawn together from existing measures already used by services and/or reported as part of statutory returns.

Next steps

20. All of the outcomes and indicators need to be thoroughly reviewed with the relevant directorates, service managers and other colleagues, and considered by the Corporate Plan Working Group and Performance Scrutiny Committee. This is both to check that the correct material has been captured, and that the wording is concise and fit for purpose.
21. There are several areas in which further work will be needed before we can pin down exactly what we are trying to show and measure. For example, assessing how "we help people ... play an active part in their communities" might include matters like services that community groups are now responsible for delivering, the role of volunteers, levels of parish grants awarded, our offer of buildings to support community activity, and so on.
22. The outcome of the current phase of Fit for the Future will also be relevant, and we should expect to revisit and update any agreed indicators or measures in light of clarification of OCC's operating model.
23. Consideration also needs to be given to the use of "county wide" indicators over which OCC has little direct responsibility and/or influence. Essex County Council's model includes, for example, levels of crime in Essex, rates of hospital admissions and median earnings, which help to show how Essex is doing as a county rather than measure the performance of the council. This echoes our own intentions (expressed by both members and officers) that we should be willing to set and report on ambitions both for how the council is performing as well as outcomes for the broader countywide context in which we operate, but goes further in recognising our role as a community leader and champion acting in the best interests of the county.
24. In early May the strategic direction and draft outcomes and indicators were shared with Corporate Plan Working Group, County Leadership Team, and Cabinet members for their views. The timetable from here is:
 - We will continue to use 2017-18 outcomes and measures in Quarter 1
 - 24 May: Performance Scrutiny Committee meeting
 - 19 June: final version of the draft Corporate Plan, Strategic Direction and Outcomes Framework, to be considered for approval by Cabinet

- 3 July: Performance Scrutiny Committee meeting – including review of the detailed measures beneath the Outcomes Framework
- 10 July: same material to be considered for approval by Full Council

RECOMMENDATION

25. The Committee is RECOMMENDED to comment on the proposed Strategic Direction and Outcomes Framework, including what measures might be expected to support the indicators, to inform their further development.

14 May 2018

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FIGURE 1: Strategic Direction

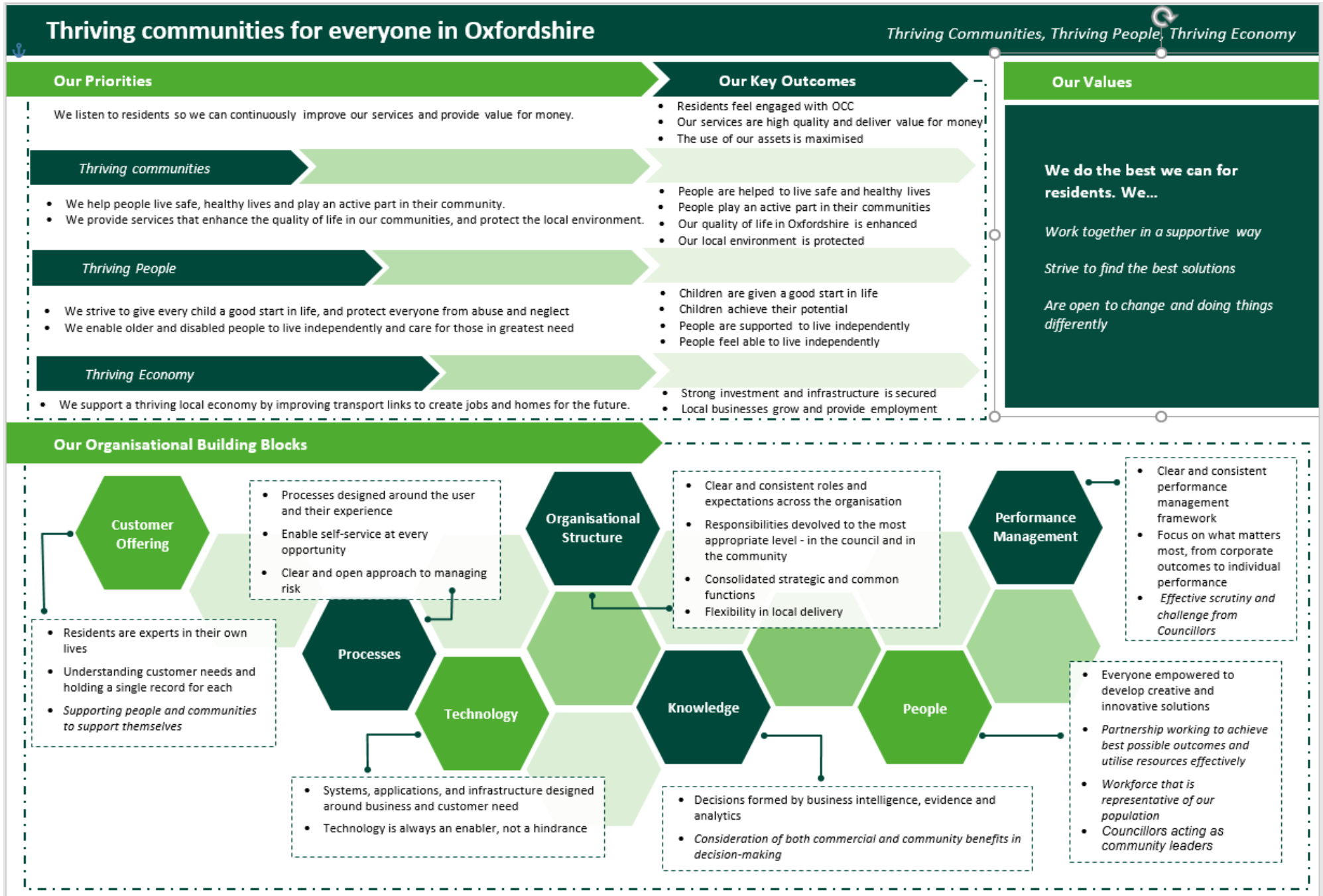
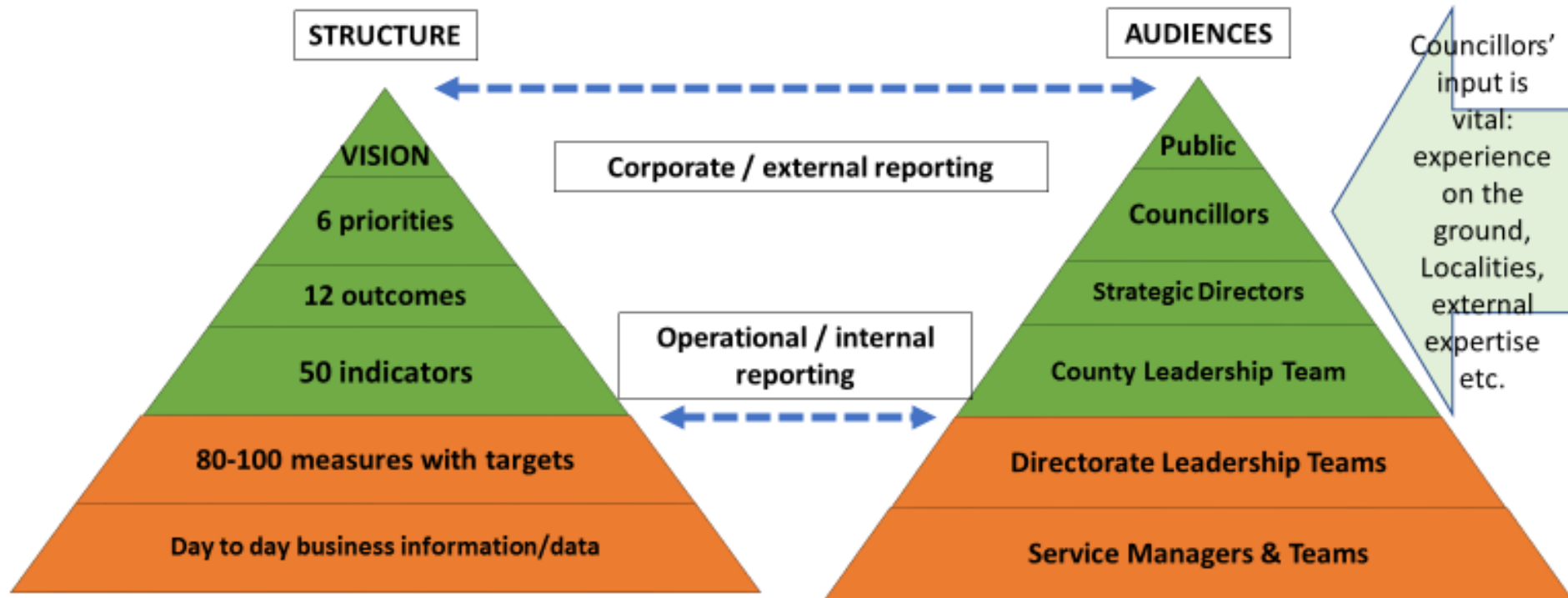


FIGURE 2: model of the new Outcomes Framework

Outcomes Framework – structure and audiences



- The higher up in the triangle, the more strategic the collation of performance information.
- OCC measures everything necessary for operational teams to function.
- We report upwards according to audience needs.
- All information can be accessed by any audience on request – eg 'deep dives' into specific areas.

OXFORDSHIRE KEY OUTCOMES

<p>We listen to residents so we can continuously improve our services and provide value for money</p> <p>Residents feel engaged with OCC</p> <ul style="list-style-type: none"> • Prevalence of services developed in co-production • Number and value of opportunities for public engagement • Rates of customer satisfaction <p>Our services improve and deliver value for money</p> <ul style="list-style-type: none"> • Value for money through effective use of resources • Improvement following external inspection or audit <p>The use of our assets is maximised</p> <ul style="list-style-type: none"> • Progress with the One Public Estate Programme • Improved delivery of our Capital Programme 	<p>We help people live safe and healthy lives and play an active part in their community</p> <p>People are helped to live safe and healthy lives</p> <ul style="list-style-type: none"> • Number of people helped to live safe & well • Emergency response times • Prevalence of healthy lifestyles • Numbers of people receiving support for drug or alcohol dependency • Proportion of people walking & cycling • Prevalence of 'healthy communities' <p>People play an active part in their communities</p> <ul style="list-style-type: none"> • Rates of volunteering • Prevalence of services provided by communities 	<p>We provide services that enhance the quality of life and protect the local environment</p> <p>Our quality of life in Oxfordshire is enhanced</p> <ul style="list-style-type: none"> • Condition of highways • Funding secured through planning obligations • Levels of public / community transport use • Rates of access to cultural services <p>Our local environment is protected</p> <ul style="list-style-type: none"> • Levels of carbon emissions • Levels of energy use • Levels of air pollution • Proportion of household waste re-used, recycled or composted
<p>We strive to give every child a good start in life and protect everyone from neglect</p> <p>Children are given a good start in life</p> <ul style="list-style-type: none"> • Prevalence of healthy children • Numbers of looked after children • Numbers of children's social care assessments • Number of children the subject of protection plans • Number of children's cases held by permanent staff <p>Children are able to achieve their potential</p> <ul style="list-style-type: none"> • Percentage of children with a place at their first-choice school • Percentage of children at a good/outstanding school • Rates of school attendance • Levels of school attainment 	<p>We enable older and disabled people to live independently and care for those in greatest need</p> <p>Care services support independent living</p> <ul style="list-style-type: none"> • Number of home care hours purchased • Number of appropriate safeguarding enquiries • Numbers of people delayed leaving hospital awaiting social care • Number of people with control over their care • Proportion of older people supported in the community <p>Homes and places support independent living</p> <ul style="list-style-type: none"> • Percentage of people who report feeling safe and well • Percentage of people living in safe & suitable housing • Condition of footways 	<p>We support a thriving local economy by improving transport links to create jobs and homes for the future</p> <p>Strong investment and infrastructure are secured</p> <ul style="list-style-type: none"> • Level of investment attracted • Number of new homes • Levels of disruption to journeys by congestion or roadworks • Level of transport connectivity • Level of access to online and digital services <p>Local businesses grow and provide employment</p> <ul style="list-style-type: none"> • Numbers of business start-ups • Employment rates • Job growth in key sectors/locations • Numbers of apprenticeships • Levels of workforce retention, progression and development