

Divisions Affected - ALL

Performance and Corporate Services Overview and Scrutiny Committee

11 MARCH 2022

Oxfordshire Strategic Plan A greener, fairer and healthier county

OUTCOMES FRAMEWORK AND PERFORMANCE REPORTING

Report by Corporate Director Customers, Organisational Development and Resources

RECOMMENDATION

1. **The Committee is RECOMMENDED to**
 - i. Consider the outcomes framework and performance management arrangements set out in this report and its annexes, and provide any comments, suggestions or feedback to Cabinet.
 - ii. Note the progress to date developing a public performance portal with a planned go-live in the second quarter of the year and consider whether the committee would like a demonstration of the portal.

Executive Summary

2. In July 2021 the Cabinet published a set of nine strategic priorities and commissioned an engagement programme to develop a new corporate strategy for the Council.
3. A full round of public and stakeholder engagement took place between September and November 2021 and the nine strategic priorities were refined and developed. The plan sets out commitments and key areas of focus by which to deliver the vision 'Leading positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county'. Following this work, and the budget consultation during December and January, the new corporate strategy was adopted by Council on 8th February 2022.

4. The feedback from the public and stakeholder engagement has been presented to and considered by the Performance and Corporate Services Overview and Scrutiny Committee.
5. The outcomes framework represents a high-level overview of the council's priorities. It does not represent all metrics, measures and targets that the councils collects or reports upon. The strategic plan is also underpinned by a series of thematic and service strategies, and service areas produce their own service or business plans and operational measures. Collectively these documents comprise the county council's performance management framework.
6. Cabinet have requested that officers prepare a document setting out this strategic framework which clearly demonstrates how key plans and strategies support and underpin the wider delivery of the council's strategic plan. This document will be publicly available and may also be a useful resource in terms of scrutiny planning. This piece of work will necessarily require a revision and development of targets and measures in line with policy development and review during the year.

Performance Reporting Schedule

7. Over the last three years the county council has sought to improve the quality of its performance reporting. With a particular focus on aligning financial, performance and risk reporting. This approach will continue, and the performance and insight team are currently working on the development of a performance portal what will directly publish performance metrics on the council's website for easy public access. The portal is in in test mode currently and should be ready for launch in the second quarter of the (financial) year.
8. Following a review of the budget and performance reporting cycle it is recommended that we move to a bi-monthly reporting arrangement this will replace the monthly reporting schedule. The cycle is set out below

Table 1:

Reporting period	Publication of performance report
April – May	July
June – July	September
August – September	November
October – November	January
December – January	March

9. The rationale for this change is twofold. The performance reports are comprehensive, and the proposed reporting schedule will allow greater space in the council's forward plan and agenda for consideration of the reports, in addition the move to bi-monthly will also enable a clearer picture of period-to-period change which is often minor on a month-by-month basis. This schedule

leaves space in December and February to look forward as part of the budget and target setting process.

10. In addition to the bi-monthly budget, performance and risk reports the Cabinet will consider the annual report in June alongside the budget outturn. The Cabinet will also continue to receive quarterly workforce reports and twice-yearly updates with regards to the delivery of the council's climate action plan and equalities, diversity and inclusion strategy. Scrutiny committees may wish to consider these documents.
11. It should be noted that performance measures will continue to be collected and collated to reflect the timeframe that is most appropriate, this ranges from daily to annually depending on the measure. Performance management, the activity by which service performance and progress is monitored and action taken to ensure performance remains on track, remains a daily activity and a core role of managers and team leaders. Issues and risks to delivery will be escalated at the point they occur via exception reporting, likewise Cabinet, Overview and Scrutiny and the Audit and Governance Committee may seek to consider elements of delivery and performance of strategies or services as part of their work planning.

Corporate Policies and Priorities

12. The strategic plan and outcomes framework provide a high-level picture of the County Council's priorities. The outcomes framework sets out a combination of targets and progress measures by which the Council will report progress and update throughout the year. The strategic plan is supported by thematic strategies, policy documents and service plans. During the course of the year many of these documents will be reviewed and updated. A list of key thematic strategies is included within Annex 2, the committee may wish to consider this in relation to future work programme items.

Financial Implications

13. There are no financial implications arising from this report. The framework reflects the council's budget set out and agreed in February 2022.

Comments checked by:

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Legal Implications

14. There are no legal implications arising from this report.

Comments checked by:

Anita Bradley, Director of Law & Governance and Monitoring Officer

Staff Implications

15. There are no staffing implications arising from this report.

Equality and Inclusion Implications

16. The corporate strategy and outcomes framework includes actions and objectives to address equalities, diversity and inclusion priorities. Many of these are captured within these documents but a wider set of activities are also embedded in strategies and action plans that underpin the corporate strategy. To this end a progress update on 'Including Everyone' the council's equality, diversity and inclusion strategy and action plan will be given twice yearly. On a quarterly basis the council's workforce review will also cover actions relating to equalities, diversity and inclusion within the workforce.

Sustainability Implications

17. The corporate strategy and outcomes framework includes a cross cutting commitment to sustainability and tackling climate change. There are a wide range of actions and objectives to take climate action and reach net zero and these are captured at the higher level within the corporate strategy and outcomes framework and in a wider set of activities that are set out in the climate strategy and supporting documents. embedded in strategies and action plans that underpin the corporate strategy. To this end a full progress update on climate action will be given twice yearly in addition to progress monitoring against the outcomes framework.

Risk Management

18. There are no immediate risks associated with or arising from this paper. However, it should be noted that the council's strategic plan, priorities and outcomes framework will be reflected in the council's strategic risk register, alongside other corporate risks. This will be reported alongside budget financial and corporate strategy updates.

Consultations

19. A full programme of public engagement and consultation took place in the development of the corporate strategy, priorities and the budget. The outcomes have been reported at scrutiny and in a series of Member briefings. In addition, a new consultation and engagement strategy has been agreed setting out the ambition of the council to further develop its approach to consultation. As such

