

Corporate Outcomes Framework 2014-2018

**Essex County Council
January 2014**



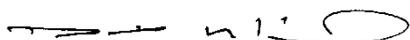
Foreword

Essex County Council has set out a clear Vision for Essex – we want to be a county where innovation brings prosperity. To achieve this vision we need to work in new ways with partners in the public and private sectors, the voluntary and community sector, and with individuals, families and communities. We must approach the challenges we face with creativity and innovation if we are to secure the outcomes we desire.

Our focus is on what works best, rather than who delivers particular services. We will also undertake consistent evaluation to ensure the decisions we take have meaningful impact on improving lives across Essex communities.

Our Corporate Outcomes Framework has been developed to support this way of working. The Framework sets out the seven high level outcomes that we want to achieve to ensure prosperity and wellbeing for our residents. These outcomes range from ensuring our children get the best start in life to our residents enjoying good health and wellbeing, Essex residents living in safe communities to Essex businesses and communities benefitting from sustainable economic growth. These outcomes are supported by a series of indicators by which we intend to measure our progress.

The Framework provides a consistent set of aspirations that we will use to inform our future decisions, and a benchmark by which we can clearly see the difference that we are making in people's lives.



Cllr David Finch
Leader, Essex County Council

Purpose

1. In July 2013 Essex County Council's (ECC's) new Cabinet outlined their Vision for Essex – a vision of a county where innovation brings prosperity.
2. In support of this vision, this document sets out the specific 'outcomes' that ECC will work towards. Securing these outcomes will make Essex a more prosperous county – one where people can flourish, live well and achieve their ambitions. The document also sets out the 'indicators' that we will use to assess our progress towards securing these outcomes. The actions we will take to secure progress will be set out in a suite of commissioning strategies to be published in summer 2014.
3. Taken together, these outcomes and indicators make up ECC's Corporate Outcomes Framework for 2014-2018. A full outline of this Framework can be found on page 3. The seven outcomes are listed below:
 - Children in Essex get the best start in life
 - People in Essex enjoy good health and wellbeing
 - People have aspirations and achieve their ambitions through education, training and lifelong-learning
 - People in Essex live in safe communities and are protected from harm
 - Sustainable economic growth for Essex communities and businesses
 - People in Essex experience a high quality and sustainable environment
 - People in Essex can live independently and exercise control over their lives

Essex: a

**Children in Essex get the best
start in life**

People in Essex enjoy good health and wellbeing

**People have aspiration and achieve their ambitions
through education, training and lifelong-learning**

Figure 1: ECC's Corporate Outcomes Framework 2014-2018 – 'Whole Essex' outcomes

	<ul style="list-style-type: none"> ▪ Percentage of children ready for school ▪ Percentage of children achieving a good level of development by the age of five ▪ Percentage of families living in temporary accommodation ▪ Percentage of children living in non-working households 	<ul style="list-style-type: none"> ▪ People in Essex have a healthy life expectancy ▪ Reduced differential in life expectancy across different areas of Essex ▪ Percentage of children achieving at school [measured at foundation stage, KS2 and KS4] ▪ Percentage of working age people in employment ▪ Prevalence of healthy lifestyles ▪ Prevalence of mental health disorders among children and adults ▪ Percentage of Essex residents who consider themselves to be in good health ▪ Percentage of families living in safe and suitable housing ▪ Percentage of households living in fuel poverty ▪ Teenage pregnancy rates ▪ Life satisfaction rates (ONS condition of wellbeing) 	<ul style="list-style-type: none"> ▪ Rates of literacy and numeracy at all ages ▪ Percentage of children achieving at school ▪ Percentage of adults participating in lifelong learning ▪ Percentage of working age people in employment ▪ Percentage of people participating in further education/higher education/vocational learning ▪ Percentage of young people aged 16-19 not in education, employment & training ▪ Rates of volunteering ▪ Percentage of children attending a good school
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People in Essex live in safe communities and are protected from harm	Sustainable economic growth for Essex communities and businesses	People in Essex experience a high quality and sustainable environment	People in Essex can live independently and exercise control over their lives
<ul style="list-style-type: none"> ▪ Level of crime in Essex ▪ Number of children subject to protection plans ▪ Number of children in care ▪ Rate of anti-social behaviour in Essex ▪ Number of people killed or seriously injured on Essex roads ▪ Percentage of residents who feel that Essex roads are safe ▪ Hospital admissions caused by injuries to children and young people ▪ Hospital admissions caused by injuries to adults ▪ Incidents of domestic abuse ▪ Percentage of residents who feel safe ▪ Rates of re-offending 	<ul style="list-style-type: none"> ▪ Job growth in key locations and key sectors ▪ Housing growth in key locations ▪ Supply of fit for purpose business premises ▪ Increased connectivity and journey time reliability on priority route network (PR1) ▪ Number of bus and/or community transport journeys ▪ Median earnings ▪ Coverage of superfast broadband services ▪ Sustainable business start-up rates ▪ Percentage of Essex businesses who think they can recruit suitable people ▪ Percentage of working age people in employment ▪ Business rates growth 	<ul style="list-style-type: none"> ▪ Residual waste volumes ▪ Cost of energy to households ▪ Preventable flooding incidents ▪ Level of pollution ▪ Condition of roads and footways ▪ Access to valuable open spaces ▪ Perception of the quality of the environment in Essex's cities, towns and villages 	<ul style="list-style-type: none"> ▪ Proportion of people who live independently ▪ Percentage of people who regain or increase their level of independence following hospital admissions ▪ Access to end of life care in their preferred placement of choice ▪ Number of children and adults who receive social care support ▪ Number of people with personal budgets

Our Corporate Outcomes Framework – form and function

4. Our Corporate Outcomes Framework translates our Cabinet’s political ambitions – outlined in their Vision for Essex – into a set of outcomes and supporting indicators that can guide the work of commissioners across ECC. The consolidation of outcomes into a single, authoritative, framework for ECC is designed to:
 - provide a clear foundation for the development of our commissioning strategy and plans;
 - provide a clear framework for assessing progress – allowing ECC to understand its impact on residents and communities in Essex; and
 - and allow for the analysis of ECC resources, assets, contracts etc, against a consistent set of outcomes.
5. The Corporate Outcomes Framework embeds the principles of Outcomes Based Accountability (OBA) within ECC. OBA is an established and effective approach for expressing, operationalising and ensuring accountability for outcomes. It provides a simple, common sense, low bureaucracy planning model supported by clear terminology.
6. The Corporate Outcomes Framework itself consists of two elements:
 - the ‘whole Essex’ **outcomes** we will work to secure. Each of our seven outcomes is a positive statement of wellbeing for residents and/or communities, made in plain English. Our outcomes reflect our aspirations for Essex residents and communities, and guide our action in the short, medium and long term; and
 - the **indicators** through which we will track progress towards the achievement of our outcomes. These indicators do not seek to measure the effectiveness of particular services,

programmes or agencies. Rather, they seek to quantify the key changes we would expect to see as our outcomes are achieved.

7. 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.

Our Corporate Outcomes Framework and operational performance

8. Our ‘whole Essex’ outcomes set out what we want to achieve for Essex as a whole and how we will understand progress. It will be for ECC’s elected Members and commissioners to determine how best to secure this progress. This will include making decisions on the particular services and interventions we make, and the extent to which we work with partners on each of these.
9. In general terms, commissioners will look to secure progress by commissioning a portfolio of services, interventions, pathways and activities within the resource limits identified by our medium term Resource Strategy (MTRS). This will involve developing a series of contracts and specifications with third party providers and with ECC’s own operational teams.
10. These specifications will contain performance measures. These measures are distinct from indicators and perform a wholly different function. While indicators track progress towards the achievement of ‘whole Essex’ outcomes, performance measures reflect the effectiveness of specific commissioned programmes, agencies, providers, operational teams, services or systems.

They track operational performance and measure the impact that services have on particular customers.

11. ECC's approach to operational performance measurement will answer three questions about the services commissioned to support specific clients summarised in figure 1 below. These are:
 - 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).
12. This third question is crucial. It assesses whether outcomes have been improved for particular client groups. The role of ECC's commissioners is to ensure that the right services are in place, that they deliver outcomes for their clients, and that the service mix is designed and delivered in a way that secures progress against ECC's 'whole Essex' outcomes.
13. To supplement our Corporate Outcomes Framework, and measures of operational performance, a small number of performance measures have been identified to help ECC track and manage its performance as a corporate body. These performance measures directly reflect the views of Essex communities are focused on the quality and effectiveness of ECC's leadership. These 'whole ECC' performance measures are presented in Figure 2 below.

Figure 2: Whole ECC Performance Measures 2014-2018

Percentage of residents who agree that ECC:

- provides good value for money
- is efficient and well run
- provides good customer service
- treats all people with respect;
- treats all types of people fairly
- is trust worthy
- is making the local area a better place to live
- listens to the concerns of local residents
- acts on the concerns of local residents

Percentage of residents who agree they can access the services they need

Percentage of residents who agree that they can influence decisions affecting their local area.

Percentage of residents who, taking everything into account, are satisfied with the way Essex County Council runs things.

Accountability and Partnership

14. The difference between outcomes and indicators at the 'whole Essex' level, and performance measures at the 'client group' level highlights the importance of working in partnership. Only by working with public, private and voluntary sectors, and by encouraging contributions from individuals, families and communities can we secure progress against our outcomes. We cannot succeed by focussing exclusively on the services that ECC itself provides.
15. ECC has already made a clear its longstanding commitment to partnership working, and to commissioning services together whenever appropriate. Whether integrating social care commissioning with our NHS partners or developing programmes to tackle issues of domestic violence with the Police and others, working with partners who seek similar outcomes allows us to maximise the impact of local public services within challenging resource limits. There is a clear role for ECC commissioners to ensure that joint-commissioning and integration results in effective services for our key client groups, and that these services make clear a contribution to ECC's own 'whole Essex' outcomes.
16. The distinction between our 'whole Essex' outcomes and focused work with specific client groups reflects two different forms of accountability. At the 'whole Essex' level ECC, its partners and wider civil society must all be considered accountable for the progress made towards outcomes. Individual commissioners may be responsible for driving forward ECC's work to secure progress against these outcomes, but they cannot be held solely accountable for progress. At the client group level operational

teams and providers will be held to account for their performance and for the impact they make on the wellbeing of their client groups. ECC's commissioners will be held to account for the effectiveness of the services they commission and for ensuring that the services they commission make a meaningful contribution to 'whole Essex' outcomes.

Our wider approach to Strategic Planning

17. The Corporate Outcomes Framework provides the foundation for ECC's wider approach to strategic planning. Building on the Corporate Outcomes Framework, ECC will develop a Commissioning Strategy which will identify, for each outcome and set of supporting indicators:
 - Essex's **current position** with regard to the outcome: examining historic trends and what we expect to happen in the future and if trends continue;
 - the **story** behind Essex's current position: an analysis of the forces and factors that have driven historical trends and likely forecast trends;
 - the **partners ECC will need to work with**: the role that different partners have to play in securing progress towards the outcomes and how ECC will look to work with these partners;
 - the **issues to address**: outlining where ECC and its partners need to affect change, and the issues they need to tackle if they are to secure progress; and
 - a **high-level action plan**: providing a positive articulation of what ECC proposes to do to secure progress towards the outcome.

18. These high-level strategies will be translated into a detailed Commissioning Work Plan, setting out the critical activity required to deliver the commissioning strategy. We will report our progress towards securing outcomes on a quarterly basis.

Aligning Strategic Planning with Resources

19. ECC's Medium Term Resource Strategy (MTRS) sets out ECC's overall financial envelope and forecast spending for three years beyond the current financial year. Commissioning Strategies will be prepared to reflect this future resource envelope.
20. ECC must decide how this overall financial resource is distributed, across its various functions, to best meet the aspirations expressed through the Corporate Outcomes Framework. This has to take into account those services that are provided under statutory responsibilities, and must also account for commitments already in place for contracts.
21. At present, targets for resourcing are heavily influenced by ECC's Transformation Phase 2 programme, which has generated a number of commitments regarding savings and efficiencies to be delivered in the coming three year period. The distribution of budgetary resources across functions therefore reflects the commitments made via this process. The high-level actions set out in commissioning strategies must therefore reflect the overall budgetary resource aligned to each function.
22. Within ECC's commissioning functions, the Executive Directors of Commissioning have the further task of managing resources across commissioning activity (in some case this will be done with Executive Directors of Operations). In all cases these distributions will reflect existing commitments and contracts. This distribution will reflect commissioning intentions – the plans that are brought

together through the Commissioning Work Plan. The annual expression of this resource allocation will be the annual ECC budget.

This document has been prepared by
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