

MID SUFFOLK DISTRICT COUNCIL

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| TO: Mid Suffolk Cabinet | REPORT NUMBER: MCa/21/34 |
| FROM: Cabinet Member For Customers, Digital Transformation And Improvement | DATE OF MEETING: 10 January 2021 |
| OFFICER: Assistant Director – Customers, Digital Transformation and Improvements/ Corporate Director Policy, Performance and Insight | KEY DECISION REF NO. CAB317 |

OUTCOMES FRAMEWORK

1. PURPOSE OF REPORT

- 1.1 This report identifies the need for an Outcomes Framework to achieve a golden thread between the Corporate Plan, the six strategic priorities, the service plans and personal plans and to ensure the Corporate Delivery Plan is delivering the right activities for our residents and their communities. The Outcomes Framework will help to us to make sure we spend our money on the agreed outcomes for our residents and customers.
- 1.2 This Framework also seeks to drive strategic change and improvement and provide a golden thread for Mid Suffolk's strategy and business planning arrangements. It is the new performance management approach and the direction of travel for reporting embedding a culture of performance challenge and improvement.

2. OPTIONS CONSIDERED

- 2.1 Do nothing and continue to measure performance using the existing performance framework.
- 2.2 Use the existing performance framework but review the key performance indicators.
- 2.3 Neither of these alternatives were considered viable as they would not achieve the strategic change and improvement to corporate planning needed in Mid Suffolk. They would also not achieve the required performance integration with finance and risk management.

3. RECOMMENDATIONS

- 3.1 Agree the first three tiers of the Mid Suffolk Outcomes Framework as the new strategic approach to measuring performance for the council.
- 3.2 Note that SLT will work with corporate managers to develop Tier-4 of the Framework (relating to service specific measures, outputs and KPI's) which will follow in tandem

with the 2022-2023 service planning cycle and future quarterly progress reports on the Outcomes Framework and the Corporate Delivery Plan.

- 3.3 Delegate any minor changes to the framework to the AD for Customer, Digital Transformation and Improvement in consultation with the relevant Portfolio holder.

REASON FOR DECISION

- 3.4 The Outcomes Framework will drive strategic change and improvement and provide a golden thread for Mid Suffolk's strategy and business planning arrangements.

4. KEY INFORMATION

- 4.1 The Outcomes Framework has been developed to ensure that our council can demonstrate and measure the impact of our Corporate Plan to our residents, communities and businesses. At its core, it focusses on our six strategic priorities:

- Customer: All our customers are able to access high quality services and support.
- Well-being: Families lead active, healthy, safe and independent lives; with children having the best start in life and adults managing their own health & wellbeing.
- Environment: We enjoy, value, enhance & protect our environment.
- Economy: Our places are known for strong growth in innovation and creativity; for being highly connected and sustainable with the best skilled workforce across the East
- Community: All our communities are attractive, successful and connected places for people to live and work.
- Housing: All our residents live in affordable and high-quality homes that enable them to build settled, safe and healthy lives.

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- 4.2 The Outcomes Framework is intended to achieve five strategic objectives:

- drive the new performance management approach and the direction of travel for reporting embedding a culture of performance challenge and improvement;
- shift the focus of measurement and reporting away from highlighting activities, outputs and performance indicators to an emphasis on outcomes that can demonstrate the impact of the councils' strategies, policies and plans;
- improve the link between the corporate plan, strategic priorities, service plans and individual plans so everyone understands how they contribute to achieving the joint vision;
- improve value for money by focusing our spending around our agreed outcomes; and
- enhance partnership working through common outcomes and shared understanding of priorities.

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- 4.3 The Outcomes Framework was developed from an analysis of 16 plans and strategies across the two councils which was discussed at SLT. The initial set of outcomes were refined by the Assistant Directors responsible for the strategic priorities and their Corporate Managers and then this version was further refined at a Joint Cabinet and SLT workshop to finalise the wording for the outcomes.

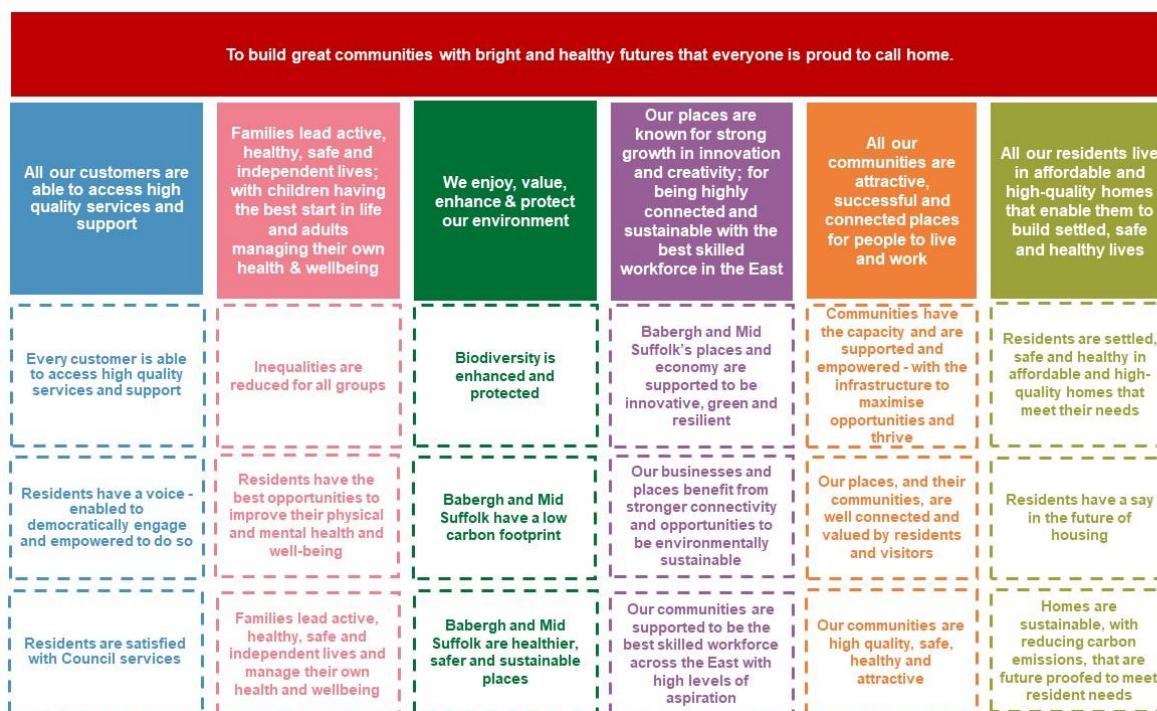
- 4.4 We have used a ‘theory of change’ approach to develop our Outcomes Framework which defines the roadmap from our activities to our long-term outcomes and vision for Mid Suffolk (See Figure 1).

Figure 1 – Mid Suffolk Theory of Change



- 4.5 In developing our outcomes framework, the focus is on what is important at each of our core tiers. This has instilled a discipline of prioritisation and hierarchy into the framework, which has allowed us to distil our strategic outcomes to 18 strategic outcome statements (Tier 2). These are supported by a short term and flexible range of 66 intermediate outcomes (Tier 3) that will form the core of our outcomes and insight monitoring approach. We know from experience of other successful implementations of theories of change that this strategic discipline is essential in securing successful and sustainable change.
- 4.6 Service specific outcomes and outputs (Tier 4) will be developed by SLT and their teams by Spring 2022 and will form part of the 2022/23 service planning process including a review of our existing KPIs and new measures. Some of these new measures will need benchmarking and data collection.
- 4.7 The Framework itself is set out in more detail in Appendix 1 and Appendix 2, and follows the theory of change approach outlined above. The top two tiers of the Framework are summarised in Figure 2.

Figure 2 – Our strategic outcomes



5. LINKS TO THE CORPORATE PLAN

5.1 This Framework will achieve a golden thread between the joint Corporate Plan, the six strategic priorities, the service plans and personal plans and ensure the joint Corporate Delivery Plan is delivering the right activities for our residents and their communities.

6. FINANCIAL IMPLICATIONS

6.1 There are no direct financial implications as this report is intended to provide information for reporting purposes only.

7. LEGAL IMPLICATIONS

7.1 There are no direct legal implications as this report is intended to provide information for reporting purposes only.

8. RISK MANAGEMENT

8.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. 16 failure to achieve our vision, strategic priorities and ambition, meaning that we may be unable to achieve our strategic ambitions within our desired timescales and would not be able to meet our communities and stakeholders

expectations. No. 12 our data sources will not be reliable and efficient meaning we would not have a strong evidence base to support organisational decisions and track performance of our outcomes. Risk No.14, the council may be perceived to be untrustworthy and have a poor reputation if we fail to deliver on our strategic priorities and fail to communicate our ambition. Key risks are set out below:

| Risk Description | Likelihood | Impact | Mitigation Measures |
|---|------------|----------|--|
| Failure to achieve our vision, strategic priorities and ambition | Unlikely | Bad | This Outcomes Framework will create a golden thread from the vision and Corporate Plan through the organisation enabling the realisation of our strategic ambition. |
| Our data sources will not be reliable and efficient | Unlikely | Disaster | A data improvement programme is agreed by SLT to reduce this risk, but significant work is needed to improve data reliability. We also need to collect new data to benchmark a significant number of the new Outcomes. |
| The council may be perceived to be untrustworthy and have a poor reputation | Unlikely | Bad | This is unlikely but could occur if we fail to communicate our ambition and outcomes and do not deliver on our strategic priorities. |

9. CONSULTATIONS

9.1 Consultations have taken place with Cabinet Members, the Senior Leadership Team and with Corporate Managers to develop and finalise the outcomes at Tiers 2 and 3 of the Framework.

10. EQUALITY ANALYSIS

10.1 There are no direct equalities implications from this report as it is intended to provide information for reporting purposes only. An Equality Impact Assessment (EIA) is therefore not required. However, all residents are affected by the Outcomes Framework; and in implementing the Corporate Delivery Plan we will consider how effectively it assesses the impact of Council services in tackling inequalities.

11. ENVIRONMENTAL IMPLICATIONS

11.1 There are no direct environmental implications as this report is intended to provide information for reporting purposes only: however, outcomes are included to demonstrate change on our Carbon Reduction Plan and on our commitment to Biodiversity.

12. APPENDICES

| Title | Location |
|--|----------|
| (a) Slide deck of the Outcomes Framework | Attached |
| (b) Tiers 1-3 master table | Attached |

13. BACKGROUND DOCUMENTS None

REPORT AUTHORS Dr Jane Kennedy, Corporate Manager Policy, Performance, Risk, Insight and Improvement (jane.kennedy@baberghmidsuffolk.gov.uk)