

By: Paul Carter, Leader of the Council

To: County Council – 11 December 2014

Subject: Facing the Challenge: Draft Corporate Outcomes Framework for KCC

Summary: This report seeks agreement to launch the draft corporate outcomes framework *Supporting Independence & Opportunity* for consultation as the new strategic statement for KCC.

RECOMMENDATIONS:

The County Council is asked to agree the following:

- The draft corporate outcomes framework at Appendix 1 is approved for consultation.

1. INTRODUCTION

1.1 KCC has had a series of four-year strategic statements which set out the administrations ambitions and priorities for the medium term. These included *The Next Four Years* which ran from 2002 to 2006, *Towards 2010* which ran from 2006 to 2010, and *Bold Steps for Kent* which ran from 2010 to 2013. Bold Steps was closed by County Council in May 2013 to ensure the focus is on delivering our transformation programme *Facing the Challenge*.

1.2 *Supporting Independence & Opportunity* is the new draft corporate outcomes framework for KCC and is intended to replace Bold Steps for Kent as the strategic statement. It is designed to support KCC's transformation into a strategic commissioning authority. A necessary part of operating as a strategic commissioning authority is to have a clear statement of the high-level outcomes that the County Council is seeking to achieve.

1.3 The intention is that this draft Corporate Outcomes Framework is approved for consultation by County Council and subject to any changes resulting from that consultation, ask County Council to approve the final framework in March 2015.

2. APPROACH

2.1 As an outcomes framework, *Supporting Independence & Opportunity* is a very different strategic statement from those that have gone before. It links the vision and priorities of the council to a series of strategic and supporting outcomes that will drive commissioning and service delivery across KCC. This will help KCC, the public, our providers and partners to:

- Be clear about what KCC is seeking to achieve as an organisation
- Provide a framework for deciding where KCC should focus effort
- Drive the commissioning and design of KCC's in-house and externally commissioned services

2.2 The Framework focuses on 'what' the council is seeking to achieve rather than specifying the detail of 'how' services are designed and delivered. The detail about how services are designed and commissioned to meet these outcomes will emerge through the strategic commissioning / transformation process.

2.3 The report of the Member Working Group on Commissioning and the introduction of the Commissioning Advisory Board ensure that as the strategic commissioning authority model develops and matures within KCC, elected members will continue to have a strong role in agreeing commissioning priorities, as well as the design and delivery of services, whether commissioned or delivered in-house.

2.4 The Outcomes Framework reinforces the vision of KCC as a strategic commissioning authority, which has been consistent since the first Facing the Challenge paper in July 2013. Operating as a strategic commissioning authority does not mean KCC will play no role in providing services in the future. It does mean the council must:

- Build a stronger understanding of community and user needs
- Be clear about the outcomes we want to achieve
- Commission from the best provider from a range of providers, in-house or external, from across the public, private and voluntary sector
- Incorporate social value in our commissioning
- Shape markets and building strong relationships
- Be a strong client, but also be a good partner

2.5 As such, the Framework sets out a number of indicators which will be used to monitor the 'corporate health' of KCC as a strategic commissioning authority. These include:

- The volume and spend of services commissioned jointly with our public sector partners
- The number of VCS and Kent SME providers competing for contracts listed on the Kent Business Portal
- The total amount spent on goods and services with the VCS and Kent SME both directly by KCC and through the KCC supply chain
- Feedback from service providers regarding KCC's role as an effective commissioner and a good client

2.6 KCC is going through a significant amount of complex change in a very short period of time. In developing the Framework the overarching priority has been to ensure that it is simple. It is accepted that the narrative around Facing the Challenge is complex and that the Outcomes Framework must be accessible for staff, members and the public if it is to be effective. The ambition has been that the framework should be able to be summarised within a one-page diagram.

3. OVERVIEW OF THE FRAMEWORK

3.1 The outcomes framework reflects the direction of travel that has been taken by KCC through the *Facing the Challenge* transformation programme. However, it is also reflective of the wider policy framework of the county council as well as the

priorities that are set out through the national adults, children's and public health outcomes framework.

3.2 In developing the Framework the aim has not been to layer significant new priorities or programmes on top of the existing and extensive transformation activity, but instead bring together the broad range of outcomes that have been identified across KCC services and bring them into a single corporate framework.

3.3 The Framework is structured around four elements:

- The council's overall **vision**
- The **approach** the council wishes to take to delivering the vision
- Three **strategic outcomes** for KCC
- A series **supporting outcomes** which underpin the delivery of the strategic outcomes

3.4 It will be necessary to ensure that the Framework is strongly linked to the strategic planning process of the council and that there is a clear 'golden thread' so that these outcomes are reflected in commissioning and business plans. It is also proposed that the county council receives an annual report on the progress in delivering the outcomes within the Framework.

4. NEXT STEPS

4.1 Work is ongoing to develop a range of strategic indicators that will be used to monitor progress against these outcomes. It is important to note that these indicators will not be used to performance manage particular services or judge the effectiveness of any particular KCC programme, as outcomes can be influenced by a range of factors which may not be controlled by KCC. Rather, the indicators will support KCC taking a more evaluative approach from a broad a range of evidence as possible.

4.2 As the strategic statement for KCC, the draft Framework will go through a period of consultation with the public, our partners and providers. As part of that consultation, we will be seeking views as to whether the outcomes in the Framework are right, whether anything is missing or should have greater emphasis, and what should be measured to track progress in delivering the outcomes.

Report Author:

David Whittle
Head of Policy & Strategic Relationships
Email: david.whittle@kent.gov.uk
Phone: 01622 694047

Appendices:

Appendix 1: Supporting Independence & Opportunity: Draft Corporate Outcomes Framework for KCC 2015/2019

Background Documents:

Facing the Challenge: Towards a Strategic Commissioning Authority, May 2014