

Cabinet

11 July 2019

Commissioning Intentions Performance Framework

Recommendation

That Cabinet agree to the introduction of the Commissioning Intentions Performance Framework from 1st October 2019 with reporting against the new set of Key Business Measures commencing for quarter 3.

1.0 Key Issues

- 1.1 With the ongoing transformation of the Council into a commissioning organisation, the Performance Management Framework, which was agreed at the end of last year required review. The previous framework contained a set of Key Business Measures based on the Councils existing strategic outcomes and objectives.

2.0 Options and Proposal

- 2.1 The introduction of the Commissioning Intentions Performance Framework enables:-

- the Chief Executive to cascade / embed key priorities within the framework;
- Commissioners to set commissioning priorities;
- performance measures and responsibility for performance to be developed;
- the development of the Council Plan 2025.

- 2.2 The process of setting commissioning outcomes / intentions means that the measures have now been refreshed and these will drive personal scorecards and performance for the Chief Executive, Strategic Directors, Assistant Directors, and their reports.

- 2.3 **Appendix A** provides more detail around the Commissioning Intentions Performance Framework.

Appendix B provides a summary of the Key Business Measures for the Commissioning Intentions Performance Framework which will be used for reporting levels of success from quarter 3.

3.0 Financial Implications

3.1 None

4.0 Timescales associated with the decision and next steps

4.1 The proposed implementation date of the new framework is 1st October 2019, with a view to present the first reporting period (Quarter 3) at the Cabinet meeting on 30th January 2020. In preparation for the proposed implementation date there are a number of key deliverables;

- further refinement of measures with new stakeholders;
- the completion of the baselines / target setting piece of work between Assistant Director's and the Performance Team in the Commissioning Support Unit;
- further stakeholder engagement across the Organisation to ensure a smooth transition from the 1st October;
- a review of the current process for performance reporting and determine improvements;
- Assistant Directors for Commissioning to proceed with development of commissioning agreements.

It should be noted that the performance framework will be refined over the next year.

Background papers

None

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This report was circulated to the following members prior to publication:

Councillors Roodhouse, Chilvers, Kaur, O'Rourke, Chattaway Boad, Singh Birdi and Timms



Appendix A Commissioning Intentions Performance Framework

Steve Smith



Why develop commissioning outcomes and intentions?

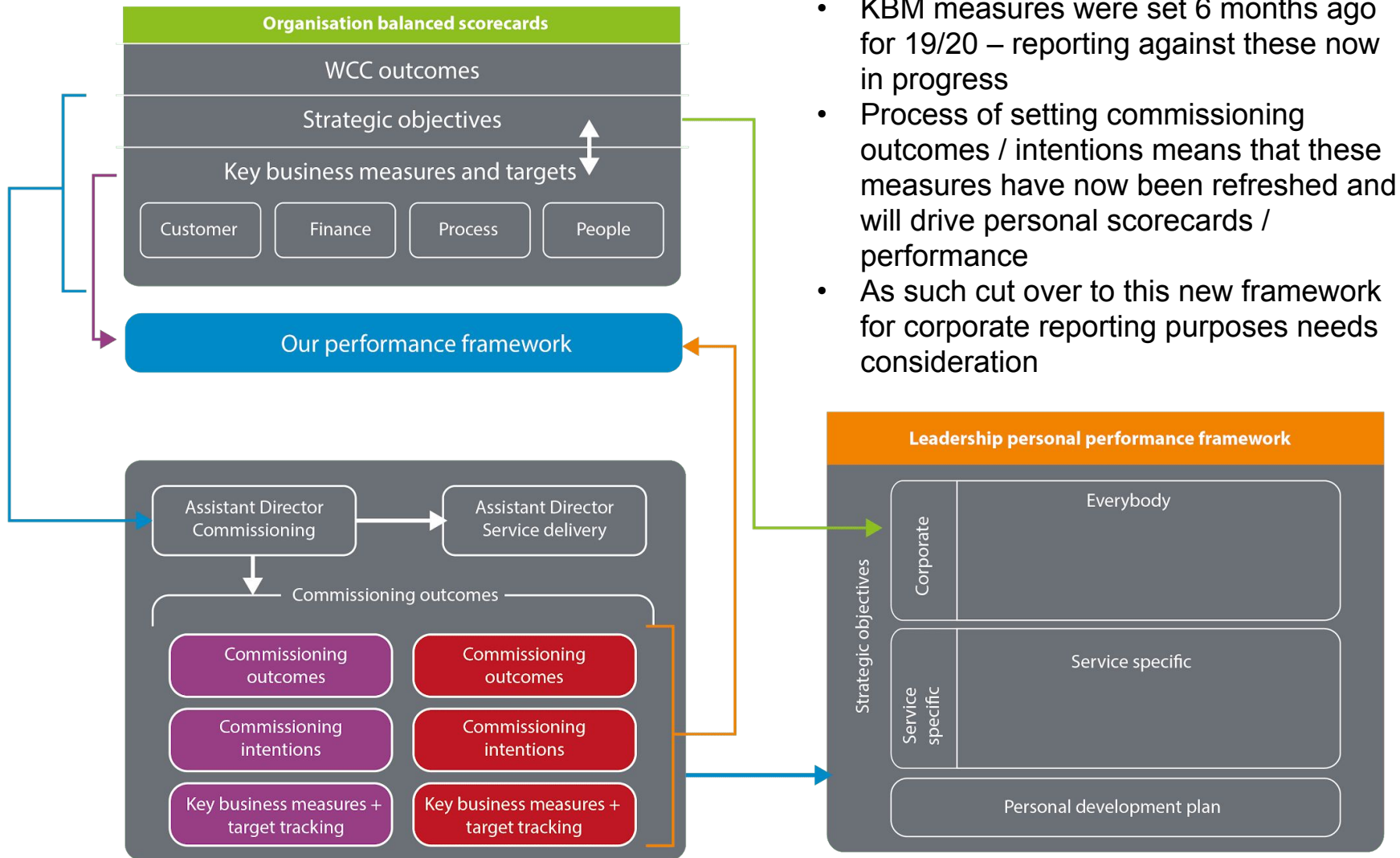
The introduction of the Commissioning Framework framework enables:-

- the Chief Executive to cascade / embed key priorities within the commissioning framework;
- Commissioners to set commissioning priorities;
- performance measures and responsibility for performance to be developed;
- the development of the Council Plan 2025.

How it all connects

OOP
2020

Doing things better

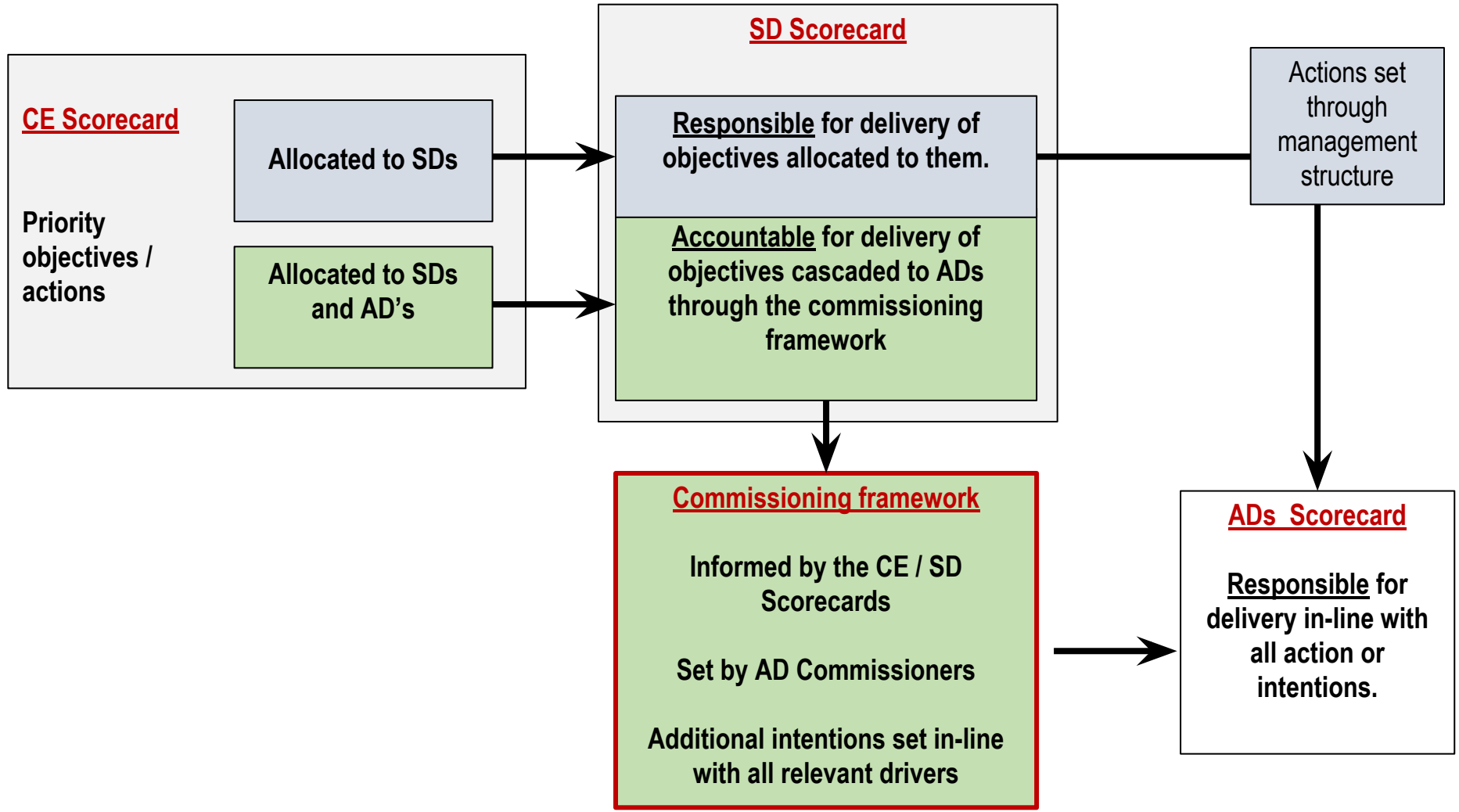


- KBM measures were set 6 months ago for 19/20 – reporting against these now in progress
- Process of setting commissioning outcomes / intentions means that these measures have now been refreshed and will drive personal scorecards / performance
- As such cut over to this new framework for corporate reporting purposes needs consideration



Each Commissioner has set out their commissioning outcomes and intentions; these in turn have formed the basis on each ADs personal performance dashboard.

What	Description	Owner
KBM	A quantifiable measure that is used to track and assess the status of a specific objective.	AD Commissioning
Outcome	What will be achieved, as a result of commissioning decisions made.	
KBI	Operational measures aligned with the KBMs	AD Delivery
Intentions	At a high level what is being commissioned either from the AD Delivery or the market. This would be delivery of a specific service or the achievement of a particular milestone	



Two examples



1. Integrate Health and Social Care

SD is responsible for delivery and will set specific actions for each relevant AD



AD deliver specific actions that relate to integration of H&SC

2. Delivery of balanced budget

SD Resources is accountable and allocates responsibility to all AD's through the commissioning function



AD Commissioning Finance sets more detailed intentions / KBIs around this



All ADs have specific actions in relation to delivery of the balanced budget

	KBI	INTENTION	OWNER
Delivery of balanced budget	• Milestone	• Deliver a sustainable MTFP and capital strategy	AD SCFI
	• % of capital expenditure against budget	• Deliver capital spend projects on time	All ADs
	• % net variation to budget (0/-2%)	• Manage revenue budgets in agreed budget envelope	All ADs
	• No. of schools with a deficit budget	• Deliver adequate management accounting support	AD SCFI
	• % of statutory reports completed by the required timescales		



There has been a considerable refocusing on **KBMs**; largely owing to a greater emphasis on:-

- Strategic (rather than operational measures) for the Resources Directorate and
- Measures which can demonstrate progress towards achieving outcomes in year rather than high level measures which do not change in year for the People Directorate

For the new set of 63 Commissioning KBM's

- 23 are existing KBM's
- 40 are New KBMs

The new KBM's will come into play on October 1st 2019 and the first Member reporting will be from quarter 3 2019/20.



Performance dashboards

- Each AD will have a performance dashboard which will set out the KBMs and KBI measures and baselines and targets to be achieved.
- Current gaps in baselines and targets are being addressed by each AD Commissioner working with the corporate performance team. See appendix.

Performance Scorecards

- Based on the CE objectives and commissioning outcomes / intention set, each AD will have a performance scorecard that will be put in place by each SD setting out the specific actions that need to be delivered over 19/20.



In a number of cases determining realistic KBM's that align to outcomes has not been straightforward for particular reasons – therefore proxy measures have been introduced; some examples are set out below

- **Strategic ICT.** Much of the project activity in ICT contributes to productivity improvements which are not always possible to capture other than as cashable savings where appropriate and possible. Therefore ROI from ICT projects has been identified as a broad measure of success.
- **Public Health.** Longer term measures of Health improvement measures such as Obesity are a Partnership effort with a significant contribution being made from Health. Therefore KBMs have focused on input measures where WCC can make progress towards achieving higher level Health improvement measures.
- **CSU change Management.** Similar to Strategic ICT the project activity contributes to improvements across a broad spectrum of activity. Therefore a measure related to number of business cases that deliver to target has been used.



In preparation for the proposed implementation date there are a number of key deliverables;

-
- further refinement of measures with new stakeholders;
- the completion of the baselines / target setting piece of work between Assistant Director's and the Performance Team.
- further stakeholder engagement across the organisation to ensure a smooth transition from the 1st October
- a review of the current process for performance reporting and determine improvements
- ADs for Commissioning to proceed with development of commissioning agreements

It should be noted that the performance framework will be refined over the next year



Appendix B

Commissioning Intentions Performance Framework Key Business Measures



Strategy and Commissioning of Finance and IT



Strategic Finance

- Put our resources in the right place to support the Organisation's priorities and balance the books



% of capital expenditure against budget

KBM

% of revenue growth achieved against target

% of revenue savings achieved against target

% net variation to budget

No. of instances of unauthorised expenditure from failure to follow standards.

% of reports with substantial assurance level or above

Pension Fund valuation maintained within specified deficit margin.

- Develop our workforce so that it has the right skills and capabilities to get the job done



% reduction in agency, contractor or consultancy spend



Strategic IT

- Put our resources in the right place to support the Organisation's priorities and balance the books



% of business cases involving ICT aligned to the Digital strategy

- Make it easy for customers to access our information and services so they have a positive experience of our services



% customer satisfaction with ICT Services

- Reduce demand and reduce cost through innovative and effective service redesign



% Strategic delivery investment



% of ICT return on investment (ROI)

- Support communities and businesses to develop the digital skills and tools they need in an increasingly digital economy



% Warwickshire broadband coverage



Strategy and Commissioning of People



Health, Well-being and Self Care

Support the most vulnerable and disadvantaged adults in Warwickshire to enjoy life; achieve and live independently



% of carers in receipt of Self Directed Support on the final day of the reporting period
No. of people assisted to live independently in their own home through provision of Social Care standard equipment

Support our most vulnerable and disadvantaged children reducing the need for children to become, or remain looked after.



No. of children open to an Early Help assessment

Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long term health care



% of women who smoke at the time of delivery across Warwickshire
% of children receiving a 6-8 week health check
% of Year 6 children (aged 10-11 years) in Warwickshire who are classified as obese



Integrated and Targeted Support

Support the most vulnerable and disadvantaged adults in Warwickshire to enjoy life; achieve and live independently



No. of people with a learning disability or autism in an inpatient unit commissioned by the CCG.
% of working age people with learning disabilities and mental health issues in settled accommodation
No. of permanent admissions to residential or nursing care (65 + and Under 65)

Support our most vulnerable and disadvantaged children reducing the need for children to become, or remain looked after



No of children looked after with a disability



% of children and young people seen within 18 weeks (Referral to Treatment Time) amalgamated across the three CCGs



Specialist Provision

Support the most vulnerable and disadvantaged adults in Warwickshire to enjoy life; achieve and live independently



No. of people in receipt of an adult social care service
% of placements for adults in provision of good or outstanding quality as rated by Care Quality Commission
No. of individuals receiving a WCC commissioned service placed outside of Warwickshire

Support our most vulnerable and disadvantaged children reducing the need for children to become, or remain looked after.



No. of children looked after (CLA) excluding unaccompanied asylum seeking children (UASC)
% of care leavers (relevant and former relevant 16-21) who are not in education, employment and training (NEET)
% of children looked after (CLA) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption



Strategy and Commissioning of Education



Education

- Support and enable children and young people to access a place in high quality education settings



KBM

% of Warwickshire pupils attending schools (including nursery schools) judged Good or Outstanding by Ofsted

% of Warwickshire pupils achieving the expected standard for reading, writing and maths at key stages 1 and 2, and level 4 English and maths at key stage 4

% of disadvantaged pupils in Warwickshire achieving the expected standard for reading, writing and maths at key stages 1 and 2, and level 4 English and maths at key stage 4

- Reduce demand and reduce cost through innovative and effective service redesign



KBM

Cost (£) of Home to School transport provision



Strategy and Commissioning of Communities



Infrastructure and Sustainable Communities

Work with communities to reduce crime and disorder and promote safety across Warwickshire



- Rate of total recorded crime per 1000 population
- No. of properties better protected from flooding
- % times an fire appliance arrives at life risk or property incidents within agreed response standards
- No. of fire related deaths
- No. of fire related injuries



Transport and Highways

Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way



- % of Warwickshire road network meeting specified condition
- No. of journeys on public transport services supported by WCC

Work with communities to reduce crime and disorder and promote safety across Warwickshire



- No. of people killed or seriously injured on our roads



Economy and Skills

Attract economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire



- Gross Value Added (GVA) per employee as a % of the England average
- % of residents in Warwickshire aged 16+ who are in employment, compared to the England average



Waste and Environment

Increase reuse, recycling and composting rates and reduce waste across Warwickshire



- Total waste (kg) per household
- % of household waste reused, recycled and composted
- % biodiversity net gain in Warwickshire



Strategy and Commissioning of Governance and Policy



Business and Customer

● Make it easy for customers to access our information and services so they have a positive experience of our services.

% customer satisfaction level with Customer Contact Centre

Reduce demand and cost through innovative and effective service redesign.

% reduction in the cost of Customer Contact services



Property

● Put our resources in the right place to support the Organisation's priorities and balance the books

% of Capital construction projects which fully deliver defined business case criteria
Total asset management cost per m2
% utilisation of WCC office portfolio



Legal, Democratic Services and Comms

● Make it easy for customers to access our information and services so they have a positive experience of our services

No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC

● Put our resources in the right place to support the Organisation's priorities and balance the books

% of plans which support the Strategic Objectives

● Reduce demand and reduce cost through innovative and effective service redesign

% of change projects which fully deliver defined business case criteria



Policy

TBD



HR

● Develop our workforce so that it has the right skills and capabilities to get the job done

Number of days sick leave per FTE (rolling 12 months)
% of staff retention
% staff satisfaction with modern working arrangements
% leaders and managers driving a high performance culture'
% of staff aware of the Council's vision, values and objectives

● Pursue leadership excellence and high performance at all levels

Ratio of internal promotions and appointments as a % of total appointments

● Put our resources in the right place to support the Organisation's priorities and balance the books

Cost (£) of HR delivery

Reduce demand and reduce cost through innovative and effective service redesign

% HROD priorities completed