

Timeline - Defining the 9 Outcomes

Product/Activity	Timescale	Requirement of Service Areas
Senior Manager Meeting – Initial Prioritisation of ‘by this we mean’ statements for each of the 9 Outcomes	25 April 2012	Senior Managers undertake brief exercise to identify top 4 ‘by this we mean’ for each outcome. Emphasis on ‘gut-feel’ and being objective (stepping away from service areas)
Internal conversations with service areas	Late April to mid-May	Led by the Senior Managers (Directors/Ads/GMs/HoS/Service Managers (with support from Business Improvement if required) <ul style="list-style-type: none"> i. Discuss and prioritise the ‘by this we mean’ for each outcome. Apply the same model as used in the Senior Manager sessions – top 4. (Need to be objective and avoid group think) ii. Identify any relevant information that is collected/received in the service areas that would demonstrate impact/progress against the outcomes and by this we mean, including soft information e.g. case studies, feedback etc; frequency of availability available and whether it is available at a locality level. iii. Identify relevant stakeholders and whether they need any specific or specialist consultation/contact
Stakeholder conversations, consultation etc on the by this we mean. [Members, Business Sector, HWBB, VCS, LSP Partners, S/U groups, Public ...]	Mid May to Mid June	Develop and carry-out conversations/ consultation by a cross-council team suggested membership: Customer Intelligence, Performance, Communications (especially for online feedback and social media) [LSP Leadership Board 17 May 2012 (Mike Hyatt), Business Sector May 2012 (Andy Evans), Health and Well Being Board May 2012 (Carolyn Healy) – with support and input from Performance Team]
Begin research into available relevant information (inc. Comparative and Trending information) and measures. [Take account of documents such as the JSNA]	Late April onwards to end of August	Performance Team Members and other members of BI will work with Service areas to identify what is available including frequency and locality level. Will also involve research with other similar authorities on what they measure, and regional, national and possibly international benchmarks. Research is likely to include understanding what other providers (including Councils) measure to support effective comparison and decision-making.
Final version of ‘By this we mean’	End of June 2012	
Refocus research into available information where required – what are the gaps and how to close them.	End of June to end of August	May be further information required by the performance team and colleagues to close gaps and confirm measures. Where new measures or information streams are required systems and processes may need to be revisited – working with the relevant staff to develop and implement appropriate approaches.
Begin to write baseline report: set out against the 9 outcomes and the ‘by this we mean’ statements. Will include trending information, and comparison information to support decision making on the level and standard of services to be provided and underpin outcome commissioning.	End of July	
Draft Baseline Report completed for SMB comment and amendment	End of August 2012	SMB may request further information or confirmation of timescales to close gaps for final version of the baseline report.
Final Baseline Report to SMB and Cabinet	September 2012	Presentation to SMT and wider senior managers.