



# Leading with Outcomes?

**Celine McStravick** – Director, NCB

Friday 27 October 2017



National Children's  
Bureau

# About NCB

*Using evidence to improve  
outcomes for children, families  
and communities*

**POLICY | PROOF | PARTNERSHIP | PRACTICE | PARTICIPATION**



National Children's  
Bureau

# What is OBA?

**...a disciplined way of thinking, taking action and demonstrating impact**

# What is OBA?

## Trying Hard Is Not Good Enough

*How to Produce Measurable Improvements  
for Customers and Communities*

**Mark Friedman**



National Children's  
Bureau

# OBA in Northern Ireland



**DRAFT PROGRAMME FOR GOVERNMENT FRAMEWORK 2016-21**



# Outcomes & Impact 2016



# Outcomes & Impact 2016



# What is OBA?

**Two parts:**

**Population  
Accountability**

about the well-being of  
WHOLE POPULATIONS



**Performance Accountability**

about the well-being of  
SERVICE  
USERS/BENEFICIARIES

Population based  
planning – shared  
accountability for  
outcomes  
e.g. Programme for  
Government

Service improvement  
within organisations -  
accountability for  
impact on users

# Programme for Government 2016-2021

## OUTCOMES

We prosper through a  
**STRONG, COMPETITIVE**  
regionally balanced  
economy



We live and work  
sustainably –  
protecting  
the environment



We have a  
**MORE  
EQUAL  
SOCIETY**



## INDICATORS

01

- Private sector NICEI
- External sales
- Rate of innovation activity (% of companies engaging in innovation activity)
- Employment rate by council area
- % change in energy security of supply margin

02

- % all journeys which are made by walking/cycling/public transport
- Greenhouse gas emissions
- % household waste that is reused, recycled or composted
- Annual mean nitrogen dioxide concentration at monitored urban roadside locations
- % water bodies at 'good' status
- Biodiversity

03

- Gap between highest and lowest deprivation quintile in healthy life expectancy at birth
- Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English & Maths
- % population living in absolute and relative poverty (before housing costs)
- Employment rate of 16-64 year olds by deprivation quintile
- Economic inactivity rate excluding students
- Employment rate by council area

# Programme for Government 2016-2021

**We enjoy  
long, healthy,  
active lives**



04

- Healthy life expectancy at birth
- Preventable mortality
- % population with GHQ12 scores  $\geq 4$  (signifying possible mental health problem)
- % babies born at low birth weight
- % people who are satisfied with health and social care
- Gap between highest and lowest deprivation quintile in healthy life expectancy at birth

**We are an  
INNOVATIVE,  
CREATIVE, SOCIETY,  
where people can fulfil  
their potential**



05

- Rate of innovation activity (% of companies engaging in innovation activity)
- Proportion of premises with access to broadband services at speeds at or above 30Mbps
- % engaging in arts/cultural activities in the past year
- Self-efficacy
- % school leavers achieving at least level 2 or above including English and Maths

**We have more  
people working  
in better jobs**



06

- Economic inactivity rate excluding students
- Proportion of the workforce in employment qualified to level 1 and above, level 2 and above, level 3 and above, and level 4 and above
- Seasonally adjusted employment rate (16-64)
- A Better Jobs Index
- % people working part time who would like to work more hours
- Employment rate by council area
- Proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation

**We have a  
SAFE COMMUNITY  
where we respect the  
law, and each other**



07

- Prevalence rate (% of the population who were victims of any NI Crime Survey crime)
- A Respect Index
- % the population who believe their cultural identity is respected by society
- Average time taken to complete criminal cases
- Reoffending rate



National Children's  
Bureau

# Programme for Government 2016-2021

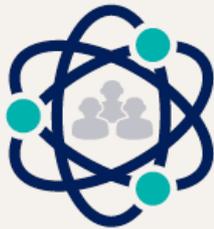
**WE CARE FOR  
OTHERS AND WE  
HELP THOSE  
IN NEED**



08

- % population with GHQ12 scores  $\geq 4$  (signifying possible mental health problem)
- Number of adults receiving personal care at home or self directed support for personal care as a % of the total number of adults needing care
- % care leavers who, aged 19, were in education, training or employment
- % population living in absolute and relative poverty (before housing costs)
- Average life satisfaction score of people with disabilities
- Number of households in housing stress

**We are a  
shared society  
that respects  
diversity**



09

- A Respect Index
- % who think all leisure centres, parks, libraries and shopping centres in their areas are "shared and open" to both Protestants and Catholics
- % of the population who believe their cultural identity is respected by society
- Average life satisfaction score of people with disabilities

**WE ARE A  
CONFIDENT,  
WELCOMING,  
OUTWARD-  
LOOKING SOCIETY**



10

- A Respect Index
- Self-efficacy
- Total spend by external visitors
- % of the population who believe their cultural identity is respected by society
- Nation Brands Index

# Programme for Government 2016-2021

We have  
**HIGH QUALITY**  
public services



11

- % of people who are satisfied with health and social care
- % of schools found to be good or better
- Usage of online channels to access public services

We have created a place  
where people want to live  
& work, to visit  
& invest



12

- Prevalence rate (% of the population who were victims of any NI Crime Survey crime)
- Total spend by external visitors
- % of the population who believe their cultural identity is respected by society
- Nation Brands Index
- A Better Jobs Index

We connect people  
and opportunities  
through our  
infrastructure



13

- Average journey time on key economic corridors
- Proportion of premises with access to broadband services at speeds at or above 30Mbps
- % of all journeys which are made by walking/cycling/public transport
- Overall Performance Assessment (NI Water)
- Gap between the number of houses we need, and the number of houses we have
- % babies born at low birth weight

We give our children  
and young people the  
**BEST START**  
IN LIFE



14

- % children at appropriate stage of development in their immediate pre-school year
- % schools found to be good or better
- Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English and Maths
- % school leavers achieving at Level 2 or above including English and Maths
- % care leavers who, aged 19, were in education, training or employment



National Children's  
Bureau

All people in Newry, Mourne and Down...



from – **Living Well Together: A Community Plan for Newry, Mourne and Down to 2030**

# Key OBA definitions

## 3. PERFORMANCE MEASURES

**A measure to evaluate how well a programme, agency or service system is working**

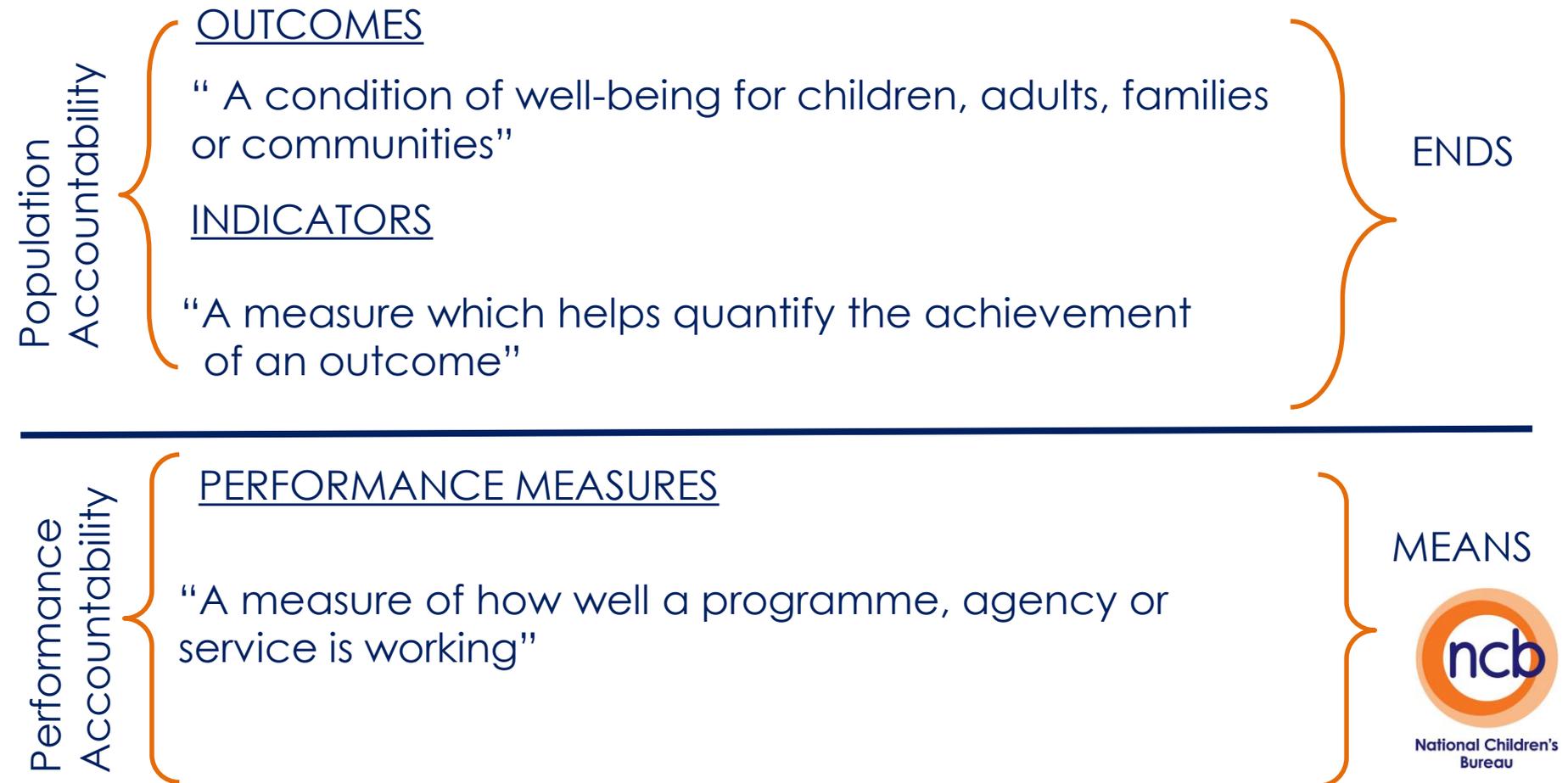
### **Three questions**

- How much did we do? (quantity)
- How well did we do it? (quality)
- Is anyone better off as a result? (quantity and quality of effect or service user outcomes)

**Performance measures tell us how well service providers are working as opposed to the impact on whole populations**

# Key OBA definitions

**From ends to means...**  
**From talk to action**



# The 7 Population Accountability Questions

1. What are the quality of life conditions we want for the children, adults and families who live in our community? — Outcomes
2. What would these conditions look like if we could see them? — Experience
3. How can we measure these conditions? — Indicators
4. How are we doing on the most important of these measures? — Story behind the baseline
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do? — Action Plan

# Leadership - Embedding the process - Turning the Curve

## POPULATION

People in NI

## OUTCOME

“Enjoy long, healthy, active lives”

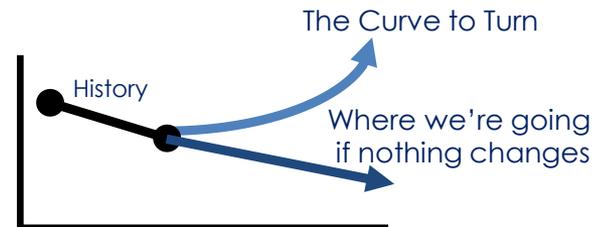
## EXPERIENCE

What would this outcome look like if we could see it, hear it, feel it?

## INDICATORS & BASELINE

For example...

1. % babies born at low birth weight
2. % people with mental health problems
3. Preventable mortality



## STORY Behind the baselines

- **The causes, the forces at work** Data development
- **What's driving the baseline** Agenda (Pt 1)

## PARTNERS With a role to play

- **Public, Private and Voluntary Sector**
- **Community groups**
- **Residents**

## WHAT WORKS

- **What would it take to turn the curve?** Data development
- **Best practice** Agenda (Pt 2)
- **Best hunches**

## ACTION PLAN

- **What do we propose to do, how and by when**

# So, what's our role as leaders?

- Behavioural change?
- Collaborative working – outside of comfort zones
- Clear lines of accountability – contribution not cause and effect
- Transparent reporting on progress: progress = impact
- Data used to inspire improvement not punish
- Continuous and long-term focus

# Challenges

- The theory behind OBA is simple and straightforward and this leads people to believe that implementation is similar, but it's not!
- Population accountability must be driven by availability of timely and quality data.
- Challenges for performance accountability include:
  - Keeping performance measures simple
  - Focusing on a small number of performance measures
  - Measure what we value!

# Challenges

- Data collected must actually be used to improve performance, not just collected and reported!
- OBA is a new way of working, focused on transparency and accountability. Ensuring staff are trained up in the approach is essential, as in ongoing support to help them use it.

# Challenges

- Ensuring continual buy-in from stakeholders—this process is different from others in terms of its focus on collaboration and partnership working
- This is not a one-off activity, it is continuous and it involves investing a lot of people's time and efforts, therefore it's important people stay the course

# Are You?

- Keeping outcomes in mind?
- Using data to measure (indicators)
- Embedding the process - (7 questions)
- Working with and for beneficiaries?
- Asking – “is anyone better off?”
- Using impact to inform the way ahead?

# Are You?

Building capacity in your team?

# Thank You!

For more information...

**Celine McStravick**  
**National Children's Bureau**  
**The NICVA Building**  
**61 Duncairn Gardens**  
**Belfast**  
**BT15 2GB**

cmcstravick@ncb.org.uk

Tel: 028 9087 5006

[www.ncb.org.uk/northernireland](http://www.ncb.org.uk/northernireland)

 @ncb\_ni\_tweets

