Cabinet – 3 February 2016

Performance Management Framework

Portfolio: Councillor Bird (Leader of the Council) and Councillor Arif

Related portfolios: All

Service: Change and Governance

Wards: All

Key decision: No

Forward plan: No

1.   Summary

The report sets out the latest version of the Walsall Performance Management Framework at **Appendix One.** The main objectives of the Performance Management Framework set out how the council ensures the delivery of the council's vision, priorities and objectives, and secures effective and sustainable improvements for the benefit of our residents. It sets out the broad principles for how we approach our work and underlines the responsibilities of everyone working for the council. **Appendix 2** contains a basket of headline performance measures which directorates have identified as aligning with the priorities of the emerging corporate plan.

2.   Recommendations

That Cabinet approve the use of the performance management framework for all services.

3.   Council priorities

As detailed above, the Performance Management Framework will help support and monitor delivery of the corporate purpose and priorities as agreed at Council on 21 September 2015.

4.   Risk management

A thorough understanding of how the council is performing is essential to identifying and effectively managing risks and will be reporting risks through this process.

5.   **Financial implications**

Effective performance management is key to efficient service delivery and effective allocation of resources. The framework should inform the medium term financial strategy and budget setting, enabling services to develop measures to track activity and identify potential savings.

6.   **Legal implications**

There is no legal requirement but the framework supports good governance and helps to evidence that the council meets its statutory and regulatory responsibilities.

7.   **Property implications**

None

8.   **Health and wellbeing implications**

As detailed above, the Performance Management Framework will help ensure delivery of all the Council's priorities.

9.   **Staffing implications**

The performance framework underlines the importance of a well motivated workforce which is achieved through:
- Having a clear and constant purpose that everyone can work towards
- Empowering staff to give their customers the help they need in the way that they need it
- Acting on blockages that are stopping them from doing their work
- Listening to their views and involving them in change
- Being open and transparent about performance in a way that promotes learning rather than apportioning blame

Learning since the changes to national reporting requirements and from the continuing inspection regime in some areas mean that there is a better understanding of how services are performing and that data and information regarding performance is automatically captured as part of systems and processes and used more intelligently by services then previously. The level of resources needed by directorates to deliver their responsibilities as outlined in the framework (section 5.3) will vary and they need to consider how best to meet these requirements with guidance and support from the corporate team.

10.   **Equality implications**

The Performance Management Framework helps ensure the delivery of the Council's equalities duties, through promoting a thorough understanding of the

needs of our diverse communities and robust action planning to close identified gaps.

11. Consultation

The Framework was presented to Audit Committee on 23 September 2015 and comments received were incorporated into this version approved at Audit Committee on 9 November 2015. Audit Committee recommended:
- Greater detail be included regarding the scope of the framework
- Addition of section relating to executive officer responsibilities

Prior to that the Framework was presented to the Corporate Management Team (CMT) and there have been discussions with senior officers across the organisation in key governance services.

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Corporate Governance

Performance Management Framework

Contents

1. Introduction

The council operates to serve the people of Walsall effectively. It is funded by public money and must always work to make sure resources are used responsibly and efficiently, that spending is done wisely and savings maximised wherever possible. Using available service information and data to measure how services are performing, and to identify where improvements can be made, what activity needs to happen to address the challenging areas of the borough and taking appropriate and timely action to address areas of underperformance will help the council ensure resources are used efficiently and responsibly.

Whilst the council operates to serve local people it does so in the context of the wider environment and must understand the implications of changes in environment on how the council and partners operate. To this end the council's approach to performance management has undergone review, reflecting changes that have occurred in recent years, with, for example, the removal of the National Indicator set, and changes to national social care and education frameworks.

Like all other public sector bodies, Walsall has seen government grant funding reduce over the last four years and with deep cuts to local authority budgets from central government during that period, councils have faced an enormous challenge to balance their books and still deliver vital services. This situation is unlikely to improve over the next four years but, rather it will get increasingly difficult to continue to find savings each year that do not impact on front line services.

This performance management framework therefore supports the long term - 2015 to 2019 – strategic plan which is necessary because the scale of the savings that need to be found will not be achieved in a way that maintains the viability of services by only planning year on year.

1.1 Why have a framework?

"A system must have an aim. Without an aim, there is no system. The aim of the system must be clear to everyone in the system." Deming

In general terms the framework serves as a support or guide for the delivery and improvement of services to ensure the appropriate level of governance is maintained.

This framework:
- creates clarity and constancy of purpose for all services
- builds an intelligence led / informed approach to strategic and operational decision making - no change without profound knowledge of what needs to change

- helps to promote a cultural shift to learning and improvement through trust and transparency
- champions and creates learning loops for continuous improvement (based on check, plan, do)
- clearly defines the responsibilities of all engaged in delivery of council services
- helps to identify and manage risk for the council.

The main objectives of this framework are to set out how the council ensures the delivery of the council's vision, priorities and objectives, and secures effective and sustainable improvements for the benefit of our residents. It sets out the broad principles for how we approach our work but is not overly prescriptive, recognising the different needs of different areas at different times.

1.2 Definition

Performance management comprises the systems, processes, structures and supporting arrangements established by management to identify, assess, monitor, and respond to performance issues, and to allow actions to be taken which will contribute significantly to the achievement of agreed priorities and ambitions. In order to successfully deliver as an organisation, corporate performance and risk management must be of upmost relevance to our strategies, objectives and goals, and assist the organisation in making informed decisions.

Embedding effective performance and risk management will:

- ensure goals are prioritised and resources are allocated effectively
- help improve services and outcomes for local people
- provide an environment that helps motivate staff as they are aware of what is expected from them and understand how they contribute to the delivery of council priorities
- provide Leadership with assurance regarding service delivery and a mechanism to take corrective action where performance is poor
- ensure the council and partners achieve what they set out to do
- provide a strong evidence base for improved decision making and the effective use of resources.

1.3 Scope

The performance management framework provides the structure and the general principles for the Council, directorates and services to effectively manage their performance. It outlines the expectations placed on services in relation to collating and monitoring performance information as part of the management of the service and provides the

framework for services and all staff to recognise how their contribution connects back to the priorities of the organisation.

While setting out overarching principles, the corporate framework recognises that there is great diversity amongst council services and differing levels of demand placed on them both from statutory and regulatory requirements and external performance frameworks. Examples of the external demands that can be placed on services to varying degrees include:

- submission of data in statutory returns to government bodies which is then collated and published to allow direct comparison with other local authorities

- statutory performance measures aligned to outcomes frameworks

- inspections of services and settings by external bodies

- peer challenges and sector led improvement

This need to comply with external performance requirements means that there must be some flexibility in how different areas implement their own performance arrangements. However, all areas of the council are expected to comply with the specific principles set out in the framework, with support, challenge and quality assurance from the corporate centre to ensure that services are meeting their corporate requirements.

 A range of performance measures – including those in the basket of headline measures which align with the corporate plan priorities - are reported to and monitored at existing performance boards at service, directorate, and partnership level.

This enables service areas to fulfil their responsibilities regarding reviewing and monitoring how they are performing and where improvements can be made to ensure our organisational priorities and objectives are met.

Where areas of concern or under-performance are noted, then there is an expectation and requirement that this will be escalated up to, for example, CMT and Cabinet who will receive quarterly performance reports on progress against the priorities in the corporate plan. This can be done by the relevant board or by the policy and assurance team where necessary.

In order to achieve the overall vision for Walsall, the council must also work effectively with its partners, and for this reason our Vision, Values and Priorities are those agreed with partners operating across Walsall and services must properly consider partnership working when devising delivery plans and apply the same standards of performance management when trying to achieve shared outcomes. Services can use the council's Partnership Toolkit and Register to support this work.

Where this document refers to 'customer', it is meant in the widest sense as anyone who accesses council services, whether or not through choice. Other terms such as 'resident' 'service user' 'client' or 'stakeholder' may also be appropriate to particular scenarios, but for the sake of simplicity 'customer' has been used as a universal term for any person with whom the council has to deal and who is impacted by our work.

This framework applies to all directly managed services of the council. For those that commission services it is important that they ensure the service providers meet any information requirements to enable services to track the performance measures developed in local frameworks and that contractual arrangements cover the performance of providers.

2. Our Vision, Purpose and Values

The framework is designed to ensure delivery of our vision and priorities in a way that is underpinned by our stated purpose and our values. These are expressed in the Corporate Plan 2015-19 and summarised below:

Our Vision: To make Walsall a great place to live, learn, work and invest

Our Purpose:

To '*improve lives and life chances for everyone who lives and works in the Borough of Walsall'* and in so doing '*minimise the help that residents need from the state'.*

Our Values:

Honesty and integrity: *For our residents and staff to respect and value the things that we do, we must act with honesty and integrity in all that we do. This includes being open and transparent in order to build trust and ensure accountability that drives improvement.*

Fairness and Equality: *We will take people's different needs into account, valuing diversity and challenging discrimination. We will ensure, wherever we can that our decisions protect those who experience discrimination or exclusion and whose needs are greatest.*

Value for Money : *We have to live within our means and, as guardians of public money, we must ensure that every penny spent is used effectively and efficiently, whether we deliver directly or commission externally to ensure good quality services.*

Innovation and Collaboration : *We will not be constrained by organisational barriers or traditional ways of working but proactively seek out new and innovative ideas and work in*

cooperation with others to create more seamless, cost effective and customer friendly services

Listening and Responding: *We will empower staff and communities, and listen to their views ensuring there is active, two way engagement that puts communities at the heart of all that we do.*

Our Priorities:

In order to meet its purpose and vision, the council will focus on a number of priority areas over the next four years, recognising that we must do so with decreased and decreasing resources:

Emerging *priorities***:**

- ***Supporting business to thrive and supporting local people into work***

- ***Improving Health and well being, including independence for older people and the protection of vulnerable people***

- ***Creating Safe, Sustainable and Inclusive Communities***

- ***Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations***

- ***Creating a modern, dynamic and efficient workforce designed around what residents need.***

Our Purpose, Priorities and Values are developed in partnership with other organisations in the borough that have a role in meeting the needs of local people.

We work collaboratively on a day to day basis with our partners to provide vital services to residents. Our partners include WM Police; Walsall CCG; Walsall Healthcare Trust; Walsall College; Walsall Housing Group; WM Fire Service; and Walsall Voluntary Action.

3. The Change Approach:

The Walsall Change Approach provides a set of tools, resources and techniques for services to apply to help to improve the likelihood of successful delivery and alignment to the council's priorities. The Business Change team provide support to services in carrying out this work, including a quality assurance and oversight role.

3.1 Principles

The key principles of the approach are that change activity will:

- be aligned to the council's vision, priorities and objectives and be based on the purpose (from a customer perspective) of the service being changed
- be based on clear and robust intelligence
- identify and manage the risks associated with change
- allocate appropriate resources including skills and expertise
- identify interdependencies with other activity to avoid silo working
- create ownership by communicating, involving and enabling staff, as early and openly and as fully as is possible to ensure they feel they can influence and shape the change and feel empowered throughout the process.

The front line elements of this plan have a direct relationship with our priorities and the underpinning elements of this plan give us the technological and staffing capability to help deliver our priorities.

4. Driving Improvement

4.1 Monitoring Performance

Measuring and monitoring progress towards better outcomes for our customers will provide evidence of how successfully we are delivering the priorities in the Corporate Plan. The emerging corporate plan identifies a set of key outcomes and related performance measures for each directorate which align with the priorities in the new plan. It is important that monitoring takes place regularly on how well we are delivering better outcomes and assessing the impact of service actions. Performance data in a monitoring report should reflect the most recent updates available. If a measure is only updated annually, or if there is a time lag in data reporting, then there should be a greater emphasis on narrative and commentary relating to service activity and impact.

Existing directorate and partnership performance frameworks contain performance indicators and data which provide the basis of a basket of measures to support the corporate monitoring of the plan's priorities. The majority of such measures are found in

national and/or statutory frameworks which enable comparison and benchmarking with other local authorities and nationally.

Appendix 2 sets out the definitions of measures identified as being appropriate for this purpose. The list is not exhaustive but reflects headline measures against the emerging plan's priorities. The fact that the plan is a live document which needs to reflect any changes or particular areas of focus which could emerge, means that the basket of measures can be amended when appropriate.

4.2 Planning Service Delivery

Priorities are delivered by services taking action to address the needs of customers. Measures provide an indication of how well the service is being delivered but it is important that there is clarity regarding what is to be delivered, by whom and to what timescale and cost. Therefore delivering planning beneath the Corporate Plan level is an important component of the performance framework.

Whilst there is no prescriptive style for the development of a business plan it should:
- connect the vision and priorities, developed based on an understanding of the needs of customers and communities, to action being taken and planned (actual service delivery)
- provide staff with sufficient detail so they know what is expected of them – use SMART objectives with clear measures of success, connecting to outcomes where possible
- consider and allocate the available resources (you can only deliver what you have the money and capacity to do)
- connect activity with measures at both the operational and the strategic level.

Where services are commissioned, contract arrangements must ensure the commissioner receives sufficient details regarding delivery of the commissioned service.

4.3 Performance Hierarchy

The translation of outcomes to delivery creates a hierarchy or pyramid of information, activity and resources – the successful delivery of such a cascade is often referred to as 'the golden thread'. It is important if staff are to be motivated and feel valued that they understand how they contribute to delivery of outcomes and to addressing the priorities of customers and communities. This golden thread is depicted in the diagram below:
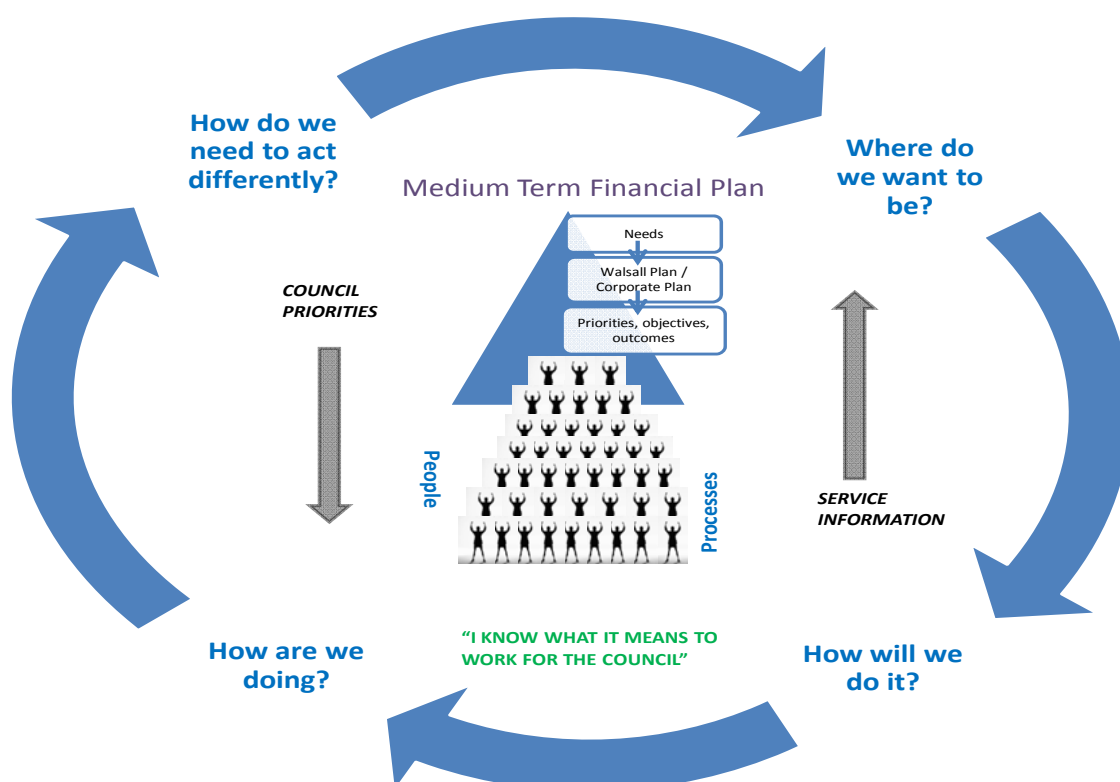
Figure 1 – Performance Pyramid

4.4 Data Quality

The quality and accuracy of data and information is of paramount importance as it identifies the needs of customers and so informs the priorities of the council and partners and is also used for measures in tracking the efficiency of services and the delivery of outcomes. Data and information that is of poor quality may lead to the council targeting the wrong priorities, skew the measures and mislead services and the leadership about the success being achieved in delivering against outcomes. Services must take sufficient action to improve data quality where possible and ensure it is maintained at the highest level possible.

Every employee that has responsibility for recording data in a council system has a responsibility for the quality of that data and there is an additional responsibility placed on those that collate and analyse data to ensure calculations are accurate and that definitions of measures are applied consistently and accurately.

4.5 Improvement and learning cycle

The Council's approach to improvement is based on a continual improvement and learning loop. This is a perpetual cycle as delivery of services is based on:

- **Where do we want to be?** An understanding of the Vision and strategic plans of the organisation (these detail the priorities). These plans are based on a detailed understanding of the local and national context and how this impacts on the council, partners and our customers.
  - our Vision describes where we want Walsall to be, our aspiration for Walsall
  - our Values describe how we will operate to both as a council and a partnership to deliver the Vision and priorities
  - our Priorities are areas identified, based on analysis of available data and intelligence, which need to be improved if we are to achieve our Vision. These are further broken down into more specific ambitions.

- **How will we do it?** The design and delivery of services to address the priorities (addressing the issues that most impact on customers).

  Strategic and delivery plans articulate the actions and activity that need to be delivered to address the priority areas and ambitions. The outcome sought, i.e. the identified change / improvement required shapes both the actions identified and the measures that will be used to track levels of performance.

  These and all level of planning must take into account the resources required to deliver the activity and actions identified from both a monetary and employee perspective. They must consider the purpose of activity from a customer perspective, understand and reflect the flow of work and recognise the workforce that is needed to deliver the service. In recognising the workforce needed, strategic leaders should ensure there are the right conditions to support staff to achieve better outcomes for customers.

- **How are we doing?** Measuring and assessing the impact of the service delivery both in terms of providing customers with what they need (addressing organisation priorities) and ensuring services are efficient and effective (delivering the organisations objectives); and
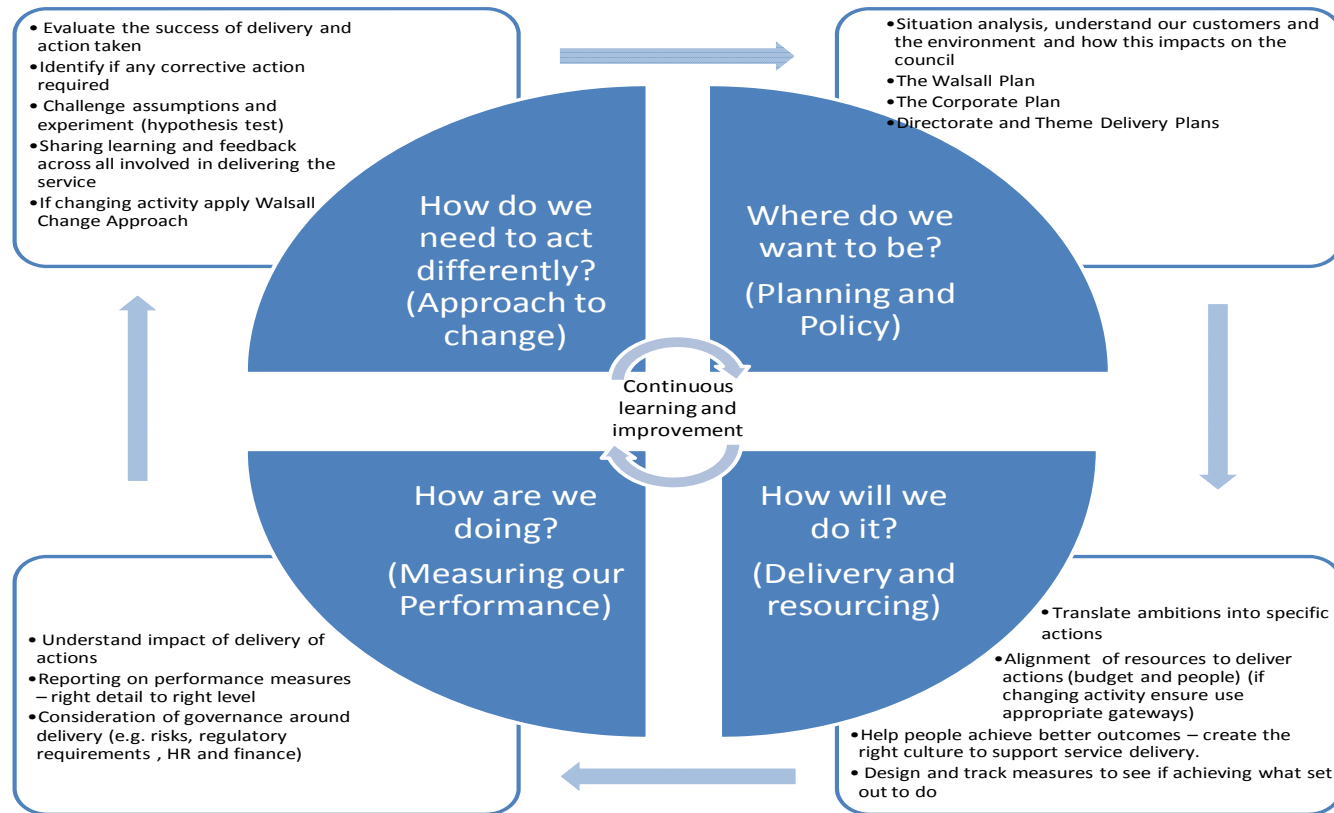
- **How do we need to act differently?** Based on the assessment of service performance in the previous step a thorough evaluation of how well services are performing, the identification of any required corrective action and the testing of any changes to improve delivery prior to full implementation.

Using performance information and a holistic understanding of the service being delivered it is important that there is an evaluation of the success and impact that has been made as this helps identify any glitches or waste in the system so that changes to delivery can be tested before being fully implemented. If changes are to be made the Walsall Change Approach must be followed. The Walsall Change Approach is the collection of tools and techniques that can be used when implementing a change – this ensures the appropriate technique is applied regarding the level and complexity of the change required.

Identified changes to delivery need to be considered in the context of the organisation's strategic plans (do they meet the priorities of the organisation) and of the environment (political, economic, social etc.) in which the council is operating. The impact of delivery may have changed the priorities and focus of the council and changes in the environment may also affect the way in which we operate (e.g. reducing budgets). This then informs the planning of service delivery and the cycle continues. Figure 2 illustrates this process:

Appendix 1

Figure 2 – Learning and Improvement Cycle

- Evaluate the success of delivery and action taken
- Identify if any corrective action required
- Challenge assumptions and experiment (hypothesis test)
- Sharing learning and feedback across all involved in delivering the service
- If changing activity apply Walsall Change Approach

- Situation analysis, understand our customers and the environment and how this impacts on the council
- The Walsall Plan
- The Corporate Plan
- Directorate and Theme Delivery Plans

How do we need to act differently? (Approach to change)

Where do we want to be? (Planning and Policy)

Continuous learning and improvement

How are we doing? (Measuring our Performance)

How will we do it? (Delivery and resourcing)

- Understand impact of delivery of actions
- Reporting on performance measures – right detail to right level
- Consideration of governance around delivery (e.g. risks, regulatory requirements , HR and finance)

- Translate ambitions into specific actions
- Alignment of resources to deliver actions (budget and people) (if changing activity ensure use appropriate gateways)
- Help people achieve better outcomes – create the right culture to support service delivery.
- Design and track measures to see if achieving what set out to do

5. Roles and responsibilities

All employees are responsible for how they operate and perform. They are jointly responsible for the delivery of services, the delivery of outcomes and how well services perform in terms of meeting the needs of our customers and the delivery of our priorities.

5.1   Role of Executive Officers

Chief Executive

The Chief Executive works closely with councillors to ensure all staff understand and adhere to the strategic aims of the organisation and follows the direction set by the elected members, and is accountable for overseeing financial and performance management, risk management, people management and change management within the council.

Executive Directors

Executive Directors are responsible for ensuring there are performance management arrangements in place that provide them with assurance about the way services are performing. They must fulfil this responsibility to the satisfaction of the Chief Executive, the Corporate Management Team (CMT) and Councillors.

Senior Management Team/CMT

CMT is responsible for providing visible officer leadership to ensure that the council's vision and corporate objectives are delivered and for promoting and ensuring excellence in respect of customer service, people management, corporate governance, performance management, financial management and control, risk management and change management.

5.2 Role of Managerial Leadership

Managers at all levels of the organisation have a vital role to play in the way the organisation learns, develops and improves in order to deliver services to residents and businesses. Managers are expected to:

- **Lead by example**
  - Work in a collaborative and productive way, exhibiting the behaviours expected of all employees.

- **Understand the system**
  - This requires profound knowledge; you don't get this from just performance reports, inspection and audit carried out for someone on your behalf and reported to a board meeting but from actively observing and participating in the work. In particular you need to understand variation and the nature of this variation. This doesn't just apply to the area you are specifically responsible for but the wider operations that, taken together, create the system that achieves the customer's purpose.

- **Act on the system and continuously review it**
  - Workers control the work and it is the role of the manager to support them by controlling the way the work works. This includes taking responsibility for all the things outside the control of workers that have a bearing on how the system works and ensuring the system is flexible enough to cope with predictable variation.

- **Remove blockages and barriers**
  - Use the knowledge of how the work works and listen to staff to act on the things that are stopping them from achieving the customer's purpose and creating waste.

- **Champion the council's values**
  - Lead by example and show these values are part of how you work, not something that you pay lip service to. Challenge yourself and others where you fall short of meeting these values.

- **Encourage the sharing of learning**
  - Talk openly about your experiences - good and bad - so that others may learn from them. Use the profound knowledge you have developed of the system in which you work to share ideas for wider improvements outside your direct control.

- **Challenge peers**
  - Constructively challenge practice amongst your peers to ensure they are working in a way consistent with the organisation's objectives, priorities and values.

- **Encourage a culture of continuous improvement**
  - Don't treat this as a one off exercise to identify a set of improvements and efficiencies that can be quickly 'cashed-in' before reverting back to old management styles. This is a new culture, a way of working that demands, and allows for, constant and remarkable improvements.

- **Promote understanding of the organisation's objectives amongst the workforce**
  - Create clarity and constancy of purpose by actively promoting the council's objectives, priorities and values and helping staff to see how their role aligns to those
  - Provide staff with feedback, through either formal appraisal and / or other mechanisms on how they are performing and check they are aware of how they contribute to the purpose and priorities of both the services they provide and the organisation as a whole.

5.3 Role of Employees

Every employee in the Council will be expected to:

- deliver quality services, working closely with the customer to ensure their needs are met

- take ownership of customers' problems and the resolution of problems

- identify and remove 'waste' (steps in our processes which add no value to the work and do not help customers) and work within the financial constraints and budgets available to the service

- understand how delivery aligns to the Corporate Plan

- work collaboratively and flexibly

- recognise and understand how they contribute to the purpose and priorities of both the services they provide and the organisation as a whole

- actively participate in the Employee Performance Review process

- abide by the Code of Conduct for Employees at all times.

5.4 Role of Services

There is no prescriptive framework for services dictated by the 'centre'. Where employees and leaders understand the work, the statutory and regulatory arrangements placed upon them and the purpose they are working towards, the measures they need to understand to help them manage the work will develop.

There is an expectation that a service performance framework will encompass the following:

- support delivery of any national frameworks applicable to that area

- provide intelligence to support informed decision making and business improvement within that area with qualitative measures as well as quantitative measures

- use intelligence to challenge and improve performance

- use intelligence to identify and effectively manage and mitigate risks

- engage and work with the Policy and Assurance Team to:

    o create an effective network of analytical skills and information sharing to ensure intelligence is joined up and learning is shared; and

    o seek support and constructive challenge on meeting the above responsibilities.

5.5 Role of the Policy and Assurance Team

- **Maintains links** to the Walsall Partnership Plan and Corporate Plan for strategic alignment and reports on delivery.

- Organisational **oversight** and **independent assurance** for Members, Cabinet, Chief Executive and CMT regarding how well the council is meeting purpose and potential risks associated with external regulation and inspection regimes.

- Provides support to services in preparing for external regulation, peer review and inspections, both in supporting logistics and providing assurance regarding expected outcome.

- Provides independent **critical friend challenge** to services and CMT to help develop the right measures to ensure they align to purpose and are easily and efficiently captured and reported to inform decision making.

- **Supports** services, service clusters and directorates in the development of their individual framework and approaches, assessing effectiveness and through the collation and effective interpretation of combined data and intelligence to provide

strategic view of how the organisation is performing against both customer demand and external requirements.

- **Signposting** services to existing datasets and interpretation of information and intelligence.

- Provides co-ordinated **horizon-scanning** for the organisation, considering the potential impact of proposed changes to environment on our customers and services.

- **Coordinates** an effective network of analytical skills to help ensure intelligence, including horizon scanning, is joined up and fully utilised without any duplication.

- **Advises on the balance** of existing regulatory and national frameworks with those that support delivery of local priorities through new ways of working.

- **Informs** identification and management of corporate risks.

- Facilitates the sharing of **corporate learning.**

- Facilitates the engagement of partners across **Walsall Partnership** to ensure the safe and effective sharing of intelligence to produce a fuller understanding of the needs of people in Walsall to inform decision making.

5.6 Role of Elected Members

Full Council is ultimately accountable to the public for the performance of the council and is responsible for setting policy and the budget envelope for the delivery of priorities as agreed by the council and expressed in the Corporate Plan.

Cabinet members take the lead role in agreeing appropriate performance objectives for the services within their portfolios. They work closely with executive directors to monitor the performance of services within their individual portfolios and then jointly as Cabinet to receive intelligence that informs their decision making. They know, and are accountable for, what services are doing in order to maximise, improve or turn around poor performance.

Audit Committee, through its delegated powers, contributes to the council's governance by ensuring an effective internal control environment is maintained. In addition it reviews mechanisms for the assessment and management of risk and considers arrangements for and the merits of operating quality assurance and

performance management processes. It has delegated power to consider the arrangements for performance management processes.

Overview and Scrutiny Committees are involved in performance management in a variety of ways. This includes involvement in the development, monitoring and review of policies. Overview and Scrutiny committees are responsible for holding Cabinet to account for the delivery of the council's strategic priorities as expressed in the Corporate Plan.

Ward Councillors, as community leaders and representatives of specific geographical areas, play a key role in consulting the community they serve and in championing the concerns and priorities of residents. This in turn influences and informs corporate priorities.

6. Links to wider corporate governance

Governance supports the council in delivering outcomes by ensuring there are high standards of conduct and leadership that ensures the council does the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner.

The Corporate Governance Framework informs and controls how decisions are made and implemented, and the Corporate Governance Group is responsible for the strategic review of governance and the identification and delivery of activity to ensure the risk of governance failure is minimised. There are three key components of good governance as depicted in the diagram below.

Inform Decision Making

Performance Framework
Risk Management Strategy
Resource Allocation
Walsall Change Approach
Staff performance appraisal

Internal Controls

Financial Control
Internal Audit
Code of Governance
Staff and Member Code of Conduct
Information Governance Framework
Procurement and Contract Rules
Health & Safety

Corporate Governance

External Audit
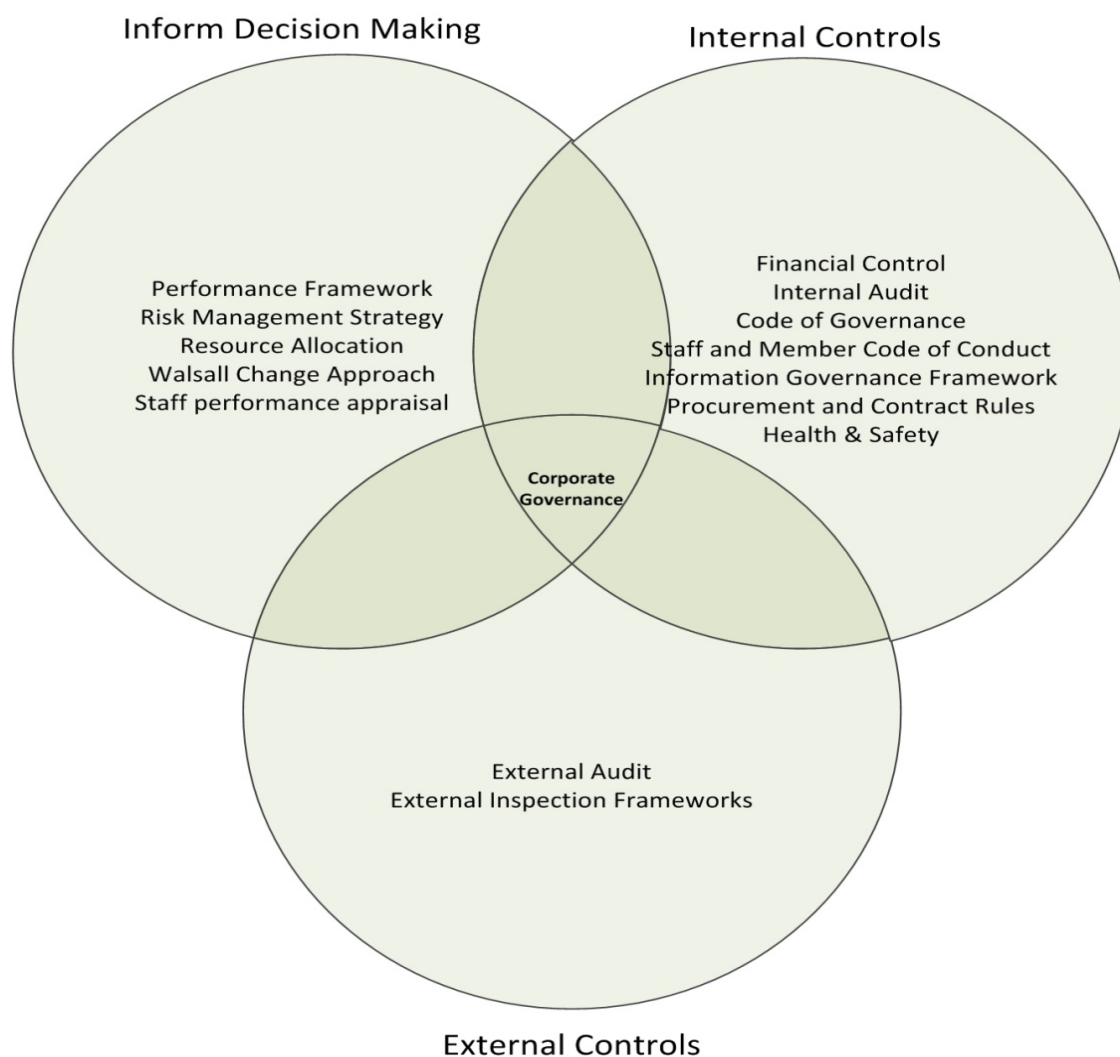External Inspection Frameworks

External Controls

Figure 3

Walsall's local code of governance has 6 key fundamental principles which underpin corporate governance. These are:

1. Focusing on the purpose of Walsall Council and on outcomes for the community, and creating and implementing a vision for the local area.

2. Elected Members and Officers working together to achieve a common purpose with clearly defined functions and roles.

3. Promoting Values for Walsall Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

5. Developing the capacity and capability of Elected Members and Officers to be effective.

6. Engaging with local people and other stakeholders to ensure robust public accountability.

The Performance Framework is an important part of the wider corporate governance framework which comprises the systems and processes, culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community.

6.1 External Controls

The council as a public sector organisation is also governed by a wider legislative and statutory framework and a considerable part of how this is governed is via external inspections. These provide a valuable function in holding up a mirror to the organisation so it can see how it is performing in relation to this principle. Good inspection reports provide assurance that the council is functioning well, poor inspection reports should be seen as a catalyst for change.

Although the inspection regime has reduced significantly over the last 3 years many aspects still continue in other forms, for example the appraisal of how the council manages its resources and achieves value for money is accommodated within the external auditor's assessment under their annual ISA 260 report and their report on financial resilience.

Other inspections and external regulation continue across different areas, for example:

- Under the new Children's Services inspections framework, Ofsted inspects :
    - services for children in need of help and protection
    - services for children looked after

- services for care leavers
- services provided by local authority adoption and fostering agencies
- the effectiveness of the Local Children Safeguarding Board (LSCB)

Ofsted also inspects:
- school improvement functions and arrangements
- individual schools
- individual Child minders and childcare providers
- individual children's centres
- individual residential homes

- HM Inspectorate of Probation inspects youth offending work carried out by our Youth Justice Service.

- In Social Care and Inclusion, inspection is carried out by the Care Quality Commission and it focuses on care settings – treatment, care and support services for adults in care homes and in people's own homes (both personal and nursing care); whilst the Health and Social Care Information Centre (HSCIC) collects data returns from local authorities.

- The Care Quality Commission also regulates services provided by the NHS, including treatment, care and support provided by hospitals, GPs, dentists, ambulances and mental health services; and services for people whose rights are restricted under the Mental Health Act.

- The Food Standards Agency carries out inspections of our enforcement services.

- The Surveillance Commissioner inspects the council's use of RIPA powers.

- The Information Commissioner has the power to carry out compulsory inspections on information governance compliance where concerns are raised either due to the volume of complaints or a result of a serious incident.

PRIORITY	Proposed Performance Measures
Supporting Business to Thrive and Supporting Local People into Work	% working age residents claiming a key out of work benefit
	% working age residents in employment
	Active enterprises, per 1,000 working age residents
	Business start-up ('birth') rate
	Business failure ('death') rate
	New business survival rate (at 3 years)
	Filled jobs, per 100 working age residents
	Average (median) gross, weekly full-time earnings
	Adults with no qualifications
	Adults with higher (level 4+) qualifications
	Economic output of local economy (Gross Value Added)
	Productivity of local economy (GVA per filled job)
Improving Health and well being, including independence for older people and the protection of vulnerable people	Male Life Expectancy
	Life Expectancy Gap within Walsall – Males
	Premature Mortality from Cardiovascular Disease
	Smoking in Pregnancy rates
	% of eligible population who have received an NHS Health checks.
	Diabetes Prevalence Rate.
	Reception year overweight and very overweight prevalence (4 and 5 year olds)
	Year 6 overweight and very overweight prevalence (10 and 11 year olds)
	Teenage Pregnancy rate per 1000 births
	% of adults who were inactive – doing 0 x30 mins per week exercise
	Proportion of people using social care who receive self directed support and those receiving direct payments
	No. carers assessed for support to balance their caring roles and maintain their desired quality of life
	Permanent admissions to residential and nursing homes
	Proportion of older people (65 +) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services
	Delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population
	Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm – ' % alerts that progress to a formal investigation'
Creating Safe, Sustainable and Inclusive Communities	Principal/non principal roads where maintenance should be considered
	Residual household waste (kg per household)
	% household waste sent for re-use, recycling, composting
	Number of Fly tipping cases investigated/ removed
	Footfall in arboretum/ parks
	Total (5-10) child pedestrian KSI (Killed Seriously Injured) & Slight injuries
	No of noise complaints received

Creating Safe, Sustainable and Inclusive Communities	Number of Anti-Social Behaviour incidents
	Total recorded crime
	Domestic violence rates
	% of offenders who reoffend
	Number of Drug Users in Structured Treatment who do not re-present
	% successful completions of structured alcohol treatment per all alcohol treatment exits
	Volunteering in libraries/ heritage/arts
	Levels of police reported hate crime
	Attendance at Forest Arts/Leather Museum/New Art Gallery
	Statutory Homelessness - Acceptances per 1000 Households
Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations	The % of early help service interventions finishing due to needs being met
	% Child & Family Assessments carried out in 45 working days or less
	Number of Looked After Children
	Number of days between a child entering care and moving in with adoptive family
	% of children living in poverty
	No. families with children presenting as statutory homeless
	Narrowing the gap between the most deprived (lowest attaining) 20% and the rest in Early Years Foundation Stage
	% 5 + A*-C grades including Maths and English at Key Stage 4 and narrowing the free school meals gap
	% achieving Level 2 and L3 by the age of 19 and narrowing the gap with those who were eligible for free school meals at 16
	% pupils in primary and secondary schools judged as good or better by Ofsted
	% 16 to 19 year olds Not in Education, Employment or Training (NEET)
	% of Care leavers / Young Offenders in Suitable Education, Employment or Training (EET) at 19 and 21 years
	Number of apprenticeships taken up by school leavers