Cabinet – 15 October 2025

Agenda Item No. 8

Performance Management Framework

Portfolio: Councillor Bird: Leader of the Council and Portfolio Holder for Strategic Leadership, Governance and Finance

Related portfolios: All

Service: All

Wards: All

Key decision: No

Forward plan: Yes

1. Aim

1.1 To provide Cabinet with a refreshed Performance management Framework following consideration and recommendations incorporated from Audit Committee which aims to provide assurance that the council's performance management arrangements are fit for purpose and support delivery of the Council Plan.

2. Summary

2.1 The report sets out the latest version of the Walsall Performance Management Framework at Appendix One. The Performance Management Framework sets out how the council ensures the delivery of the council's aim and priorities. It sets out the broad expectations relating to how performance management is embedded within work and underlines the performance management responsibilities for everyone working for the council.

2.2 The framework has been considered by the Audit, Risk and Assurance Committee and the feedback from the Committee has informed this final version being presented for consideration by Cabinet.

3. Recommendations

3.1 That Cabinet approve the use of the Performance Management Framework for all services.

4. Report detail - know

Context

4.1 A Performance Management Framework (PMF) provides the structure 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.

4.2 The PMF provides the structure against which services and directorates select the data and information used to manage performance. It provides clarity regarding responsibilities at every level of the organisation and the 'plan – do – check – act' cycle that is a foundation of the planning cycle and for reviewing performance. Effective performance management is also integral to the identification and management of risks and a key process within the council's internal controls and assurance arrangements.

4.3 The council has had a PMF in place since 2002. It is regularly reviewed to consider changes to local priorities and management arrangements along with recognised good practice. Initially the framework was one that focussed on centralised monitoring of compliance. In more recent years the framework has focused on supporting self-governance within services and directorates. The performance management framework being presented has taken into consideration the Council Plan 2025-2029 that was approved at Council in January 2025.

4.4 The Framework is attached as Appendix 1 to this report.

Council Plan priorities

4.5 The PMF supports the tracking of performance against priorities and includes the key performance indicators (KPI's) being utilised to monitor delivery of the Council Plan 2025-2029.

Risk management

4.6 A thorough understanding of how the council is performing is essential to identifying and effectively managing risks and this framework supports the reporting and management of performance to inform the identification and management of risks at every level.

Financial implications

4.7 Effective performance management is key to efficient service delivery and effective allocation of resources. The framework should inform the medium term financial framework and budget setting, enabling services to develop measures to track activity and identify potential savings. It should provide a strong evidence base that the council is effective in its use of resources, demonstrating value for money and robust arrangements for continuous improvement in value for money, which is a key objective of the Council Plan. The reporting arrangements to support this are currently being strengthened through developing a more integrated reporting for financial and performance management together and reviewing the scope for use of benchmarking against other local authorities (where information is available) as part of quarterly or annual reporting.

Legal implications

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

Procurement Implications/Social Value

4.9 N/A.

Property implications

4.10 N/A.

Health and wellbeing implications

4.11 The Framework helps ensure delivery of all the council priorities and consequently supports health and wellbeing.

Staffing implications

4.12 The Framework embeds the 'golden thread' for all employees and underlines the importance of a well-motivated workforce which is achieved through:

- Having a clear and constant vision and purpose that everyone can work towards.
- Empowering staff to give their customers the help they need in the way 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.

Reducing Inequalities

4.13 The Framework helps ensure the delivery of the council's equalities duties through promoting a thorough understanding of the needs of our diverse communities and supports the delivery of our vision of "reducing inequalities and improving life chances for all".

Consultation

4.14 During the drafting of the refreshed PMF input was sought from Corporate Management Team (CMT) and performance leads from all directorates and key governance services. The framework was then presented to Audit, Risk and Assurance Committee on 8 July 2025. Consultation with the Audit, Risk and Assurance Committee informed the following amendments:

- Additional explanation regarding the KPI's being used to monitor delivery of the Council Plan, associated detailed information contained in the 'data dictionary' and the narrative that will be included in the monitoring reports that Cabinet will receive.
- The role / purpose of Continuous Improvement Conversations across all levels of the organisation including Executive Directors.
- Strengthened reference to the role of Overview and Scrutiny Committees in the receipt and review of performance information.

- Amendments to how the Audit, Risk and Assurance Committee is referenced to recognise it is a non-political Committee.

5. Decide

5.1 Recommendations for Cabinet have been included in section 3 of this report.

6. Respond

6.1 The PMF provides portfolio holders with the structure by which they discuss with Executive Directors performance across all areas of their responsibility and enables them to monitor service delivery.

7. Review

7.1 The PMF will continue to be annually reviewed as part of assurance of internal controls and will be subject to a more substantial review as required to ensure continues to support delivery of Council Plan and corporate priorities. Any revisions to the framework will be considered by Audit, Risk and Assurance Committee prior to Cabinet's approval being sought.

Background papers

Audit Committee Report 28.04.2022

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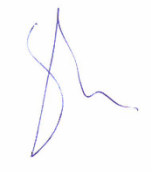


Judith Greenhalgh
Executive Director – Resources

15 October 2025

Shaun Darcy
S151 Officer, and Director of Finance and Procurement
15 October 2025

Councillor M Bird
Leader of the Council
15 October 2025

Appendix 1

Performance Management Framework
2025-2029

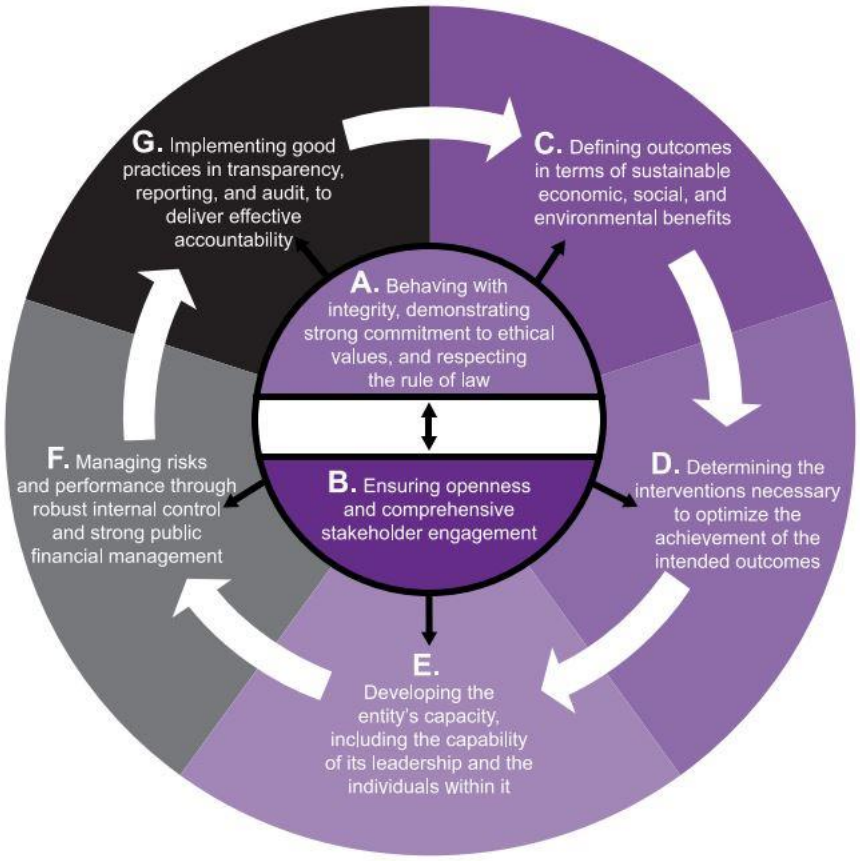
Review Date: January 2029

1. Introduction

The council operates to serve the people of Walsall, against the context of the council's Vision: *to be a continuously improving council, delivering excellence, reducing inequalities and improving life chances for all.*

Governance supports the council to deliver the ambitions detailed in the Council Plan 2025-29 by ensuring there are high standards of conduct and leadership that make sure the council does the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner. As a public body the council is responsible for ensuring that its business is conducted with the highest ethical and legal standards and that public money is safeguarded and used economically, efficiently and effectively.

Figure: Achieving the Intended Outcomes While Acting in the Public Interest at All Times (CIPFA/IFAC 2014).



Performance Management is an integral part of the council's wider corporate governance and assurance arrangements which comprise the systems and processes, culture and values the council operates within as a public sector organisation (see section 'F' in diagram above).

The council's Performance Management Framework (PMF) is an essential element of the council's governance, control and assurance mechanisms to deliver services efficiently and effectively, ensuring the council meets its statutory and legislative responsibilities.

In order to successfully deliver as an organisation, performance and how it is managed must be of upmost relevance to our strategies, objectives and goals. Delivering effective performance management arrangements assists any organisation in making informed decisions, delivering outcomes that support the overarching vision and play an integral

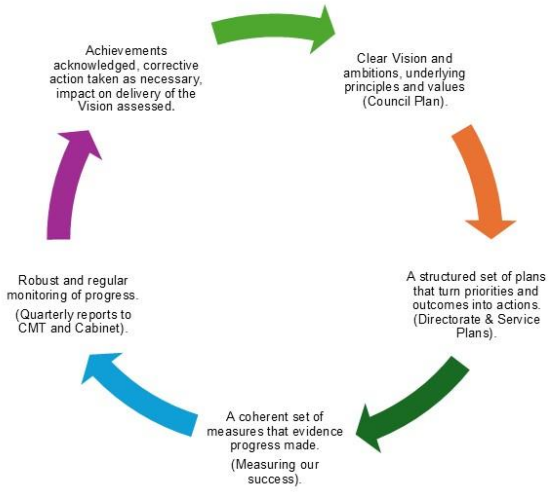
role in service improvement and transformation. Performance management is key to the identification and management of risks and an essential process within our internal controls and assurance arrangements and in the monitoring of the delivery of outcomes and value for money.

In addition to having robust performance management arrangements, as outlined in this framework, it is important that there are checks in place to assure that performance is being managed at every level of the organisation and that monitoring and reporting arrangements are in place. These checks serve to demonstrate that arrangements are effective and identifies if services should strengthen their management and monitoring of performance. The Annual Review of Effectiveness of the System of Internal Controls and assurance mapping processes are the mechanisms by which the effectiveness of the Performance Management Framework is reviewed and informs when refreshes are required.

1.1 Definition

Within the council, performance management comprises the systems, processes, structures and supporting arrangements established by management to ensure the delivery of our Vision and ambitions and is interwoven across the underlying principles. Performance management tools and techniques are needed to be able 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 ambitions and priorities.

PMF Core Components



Simply, if we do not know how we are performing, then we do not know where improvements are needed or could be made. In addition, we do not know how well something is being achieved and may not consider the impact that has on our communities. Monitoring and managing performance operates at every level of service delivery and supports our strategic budgeting approach that aligns our financial resources to the delivery of our key areas of focus and outcomes.

Given the council operates to serve the people of Walsall our customers are at the centre of the services we deliver. Performance Management arrangements:

- Create clarity and constancy of purpose for all services that can be translated to individual activity / contribution, providing individuals with a clear sense of purpose and understanding of their role and their contribution to the delivery of the council's aim, priorities and outcomes.
- Build an intelligence led / informed approach to strategic and operational decision making so there is no change without profound knowledge and understanding of what needs to change and why.
- Help to embed a cultural shift to learning and improvement through trust and transparency that provides development opportunities and supports effective service succession planning.
- Champion and create learning loops for continuous improvement (based on check, plan, review, do) – the opportunity for individuals to feedback from a customer perspective to improve service delivery (recognising the distributed leadership model).
- Provide clearly defined responsibilities of all those engaged in the delivery of council services and change and improvement activity.
- Enable the monitoring of service delivery to ensure the allocation of resources is having the intended impact, allowing successes to be celebrated and corrective action to be taken if needed.
- Help to identify and manage risks for the council.
- Monitor delivery of our transformation programme.
- Supports the use of data and intelligence to forecast future needs and demands to assist planning and resource allocation.

Managing performance includes consideration of numerous sources of quantitative and qualitative information, a detailed understanding of work flows and processes and, as importantly, the perspectives of both customers and staff regarding their experience and satisfaction with services.

1.2 Scope

This PMF sets out the arrangements for the council, directorates and services to effectively manage 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 approach for services and all staff to recognise how their contribution connects back to the priorities and outcomes of the organisation.

In setting out the overarching approach, these corporate arrangements recognise the great diversity amongst council services and the differing levels of demand 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 (benchmarking).
- Reporting on statutory performance measures aligned to national outcomes frameworks.
- Inspections of services and settings by external bodies, for example Ofsted and the Care Quality Commission (CQC).

- Peer challenges and sector led improvement activity (e.g. Food Standards Agency inspection of our enforcement services).
- Investigations by external organisations in response to complaints to them, for example Information Commissioners Office (ICO) and Local Government and Social Care Ombudsman (LGSCO).

The need to comply with external performance requirements means that there must be some flexibility in how different areas implement their own performance management arrangements. This framework applies to all directly managed services and change activity of the council. For those that commission services it is important that they ensure that 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. Performance Management Framework

2.1 Why manage performance?

Any business must be clear on what it needs to do. In general terms performance management serves as a support or guide for the delivery and improvement of services and to ensure the appropriate level of governance is always maintained. Actively managing performance ensures all individuals, teams and the whole organisation know the 'what' and the 'how' they should be doing and enables them to recognise achievements and also where improvements can be made. This applies equally to all services and activities.

The management of performance occurs at every level of the organisation. It involves, for example individuals ensuring the accurate recording of data in systems, the collation and quality assurance of performance data for reporting at service level and well applicable on to directorate and strategic level and the participation in the development and delivery of team, service, directorate and ultimately the Council Plan. This hierarchy of activity is often referred to as 'the golden thread'.

Embedding effective performance management arrangements:

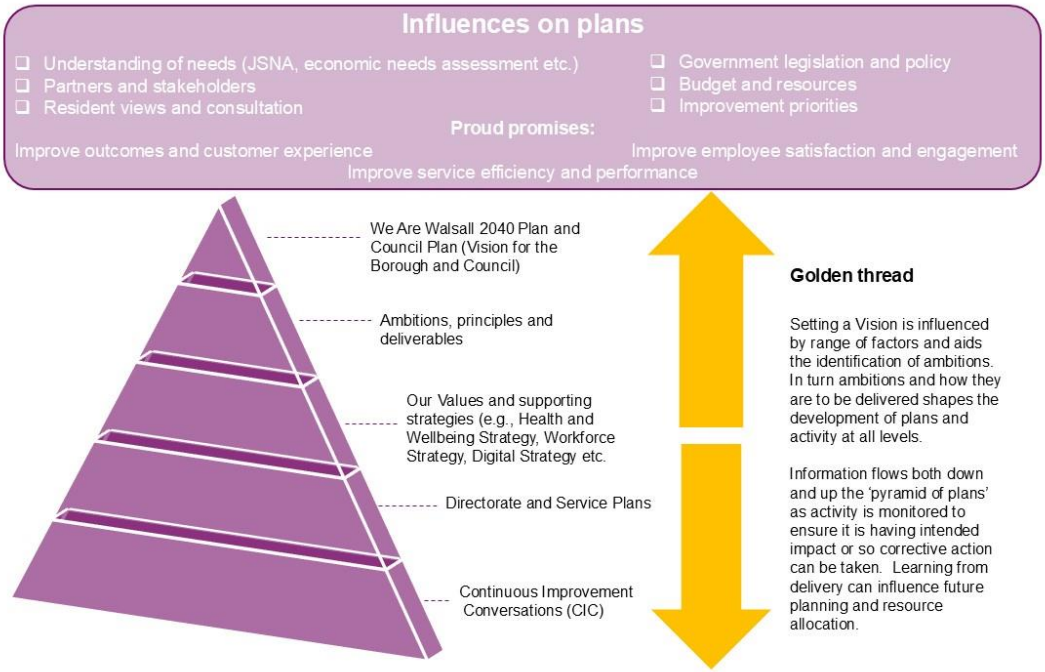
- Ensure goals are prioritised and resources are allocated effectively.
- Help improve services and outcomes for local people.
- Provide an environment that helps motivate staff as they are aware of what is expected from them and understand how they contribute to the delivery of council priorities.
- Ensure significant risks to the delivery of priorities are identified and managed.
- Assures officers and political leaders that service delivery is at expected levels and there are mechanisms to take corrective action where performance is poor.
- Ensure the council and partners achieve what they set out to do and that we focus on what matters most.
- Provide opportunities to recognise and celebrate successes and improvements.
- Provides data and intelligence to enable services to predict trends in demand, identify opportunities for improvements in processes and verify the quality of the data the service holds.
- Provides a strong evidence base for improved decision making, assurance that governance arrangements are robust, and the council is effective in its use of

resources, demonstrating value for money and robust arrangements for continuous improvement in value for money.

2.2 Planning Framework

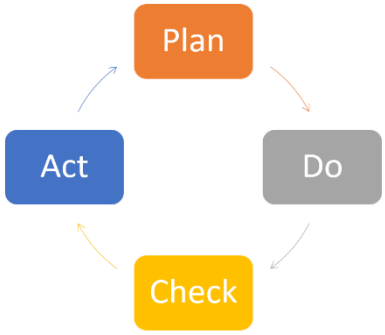
Effective performance management is delivered via a planning framework. Planning occurs at various levels in the organisation, with plans including more detail the closer they are to operational activity (e.g., service and team plans). Planning provides an important link between the strategic corporate plan (the Council Plan) and directorate/service/team plans through to individual employee Continuous Improvement Conversations (CIC), supporting all employees to understand their role and contribution in the delivery of corporate priorities.

Planning frameworks are often seen as providing the 'golden thread' where strategic priorities are transformed into deliverable actions that can be monitored and reviewed so the impact they have can be understood. The council's planning framework is illustrated in the following diagram.



2.3 Planning Cycle

All planning is based on a cycle. Basic cycles are often described as 'plan, do, study (or review) and act'. You **plan** what you need to do, you deliver as planned **(do)** and then you **check** how you delivered and whether it had the intended impact. Once you have reviewed delivery you **act** based on learning from the review. This could be to continue or increase activity as it is having the desired impact or changing the plan as the impact currently achieved doesn't meet expectations. This is illustrated in the diagram below:



When conducting the check phase is it important to consider all factors that may have influenced the planned delivery in any way. Where areas of concern or underperformance are noted, there is an expectation and requirement that this will be escalated up to, for example, the Corporate Management Team (CMT) and Cabinet who will also receive quarterly performance reports on progress against the priorities in the Council Plan. Services are responsible for reporting performance within their directorates, ensuring issues are escalated so that appropriate action can be taken.

As planning is a continuous process, delivery is monitored, and plans are checked and refreshed. This is holistic from strategic to operational plans with progress being reported on a minimum of a quarterly basis. The quarterly review of performance and plans informs future iterations of plans at every level from the Council Plan to service and individual objectives as part of the Continuous Improvement Conversations (CIC) process. This creates a perpetual calendar as outlined below. The dates for each activity are indicative and reflect the two-way nature of the 'Golden Thread'. For example, the drafting of a directorate or service plan that goes live from April will inform and be informed by the completion of Continuous Improvement Conversations, budget setting activities and the review of risks.

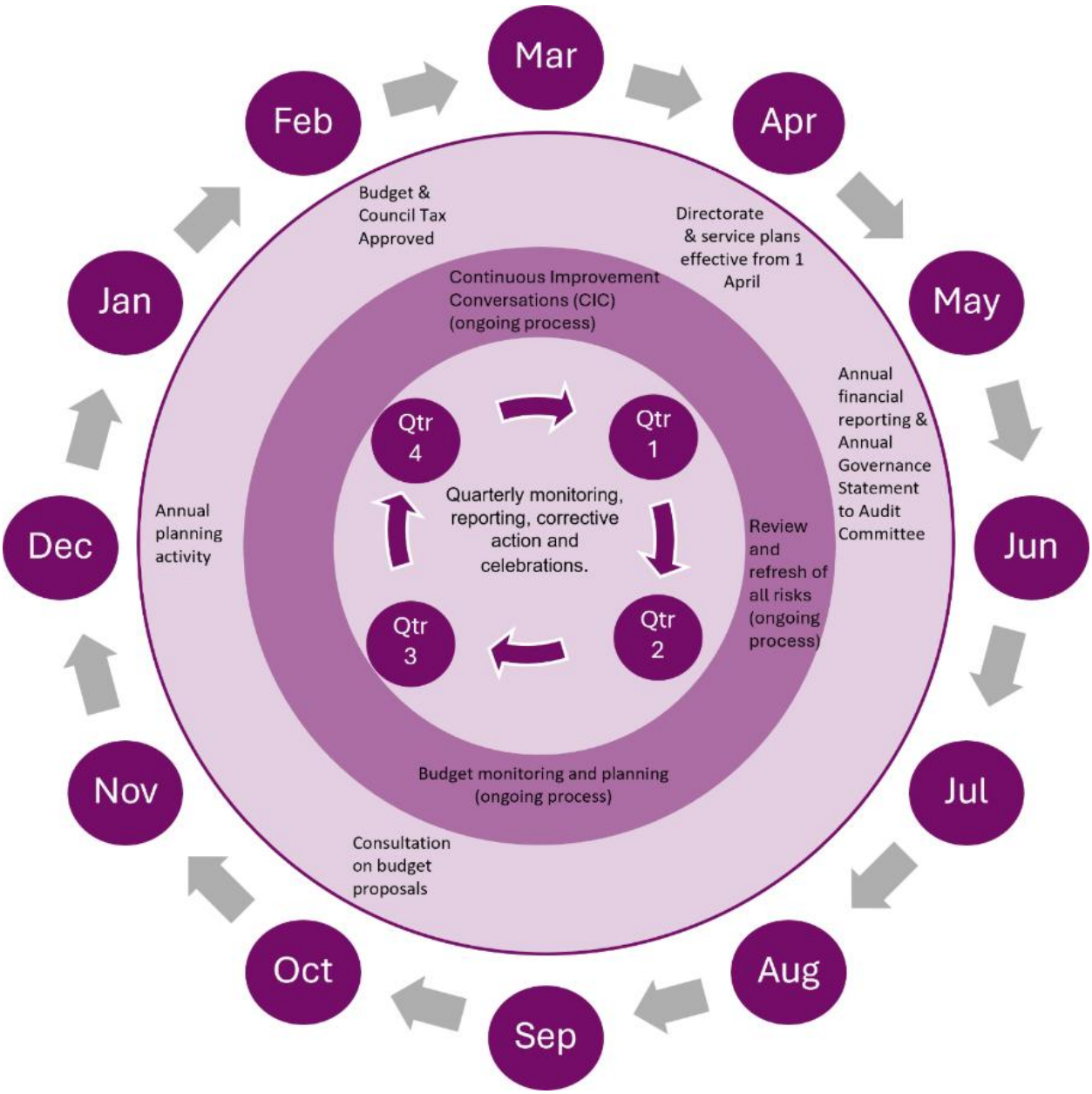


Figure: Planning Calendar

2.4 Planning

Planning at every level in the organisation describes how services and directorates work towards the delivery of the council's vision and ambitions. They will also connect to other key strategies such as the Medium-Term Financial Framework (MTFF), Workforce Strategy, Customer Experience Strategy and Digital Strategy.

As referenced in section 1.2 there is great diversity across the council in the services that are provided and the need to comply with external performance requirements. It is important that the approach to service planning is flexible to enable services to develop plans that align with external performance requirements as well as linking operational activity to the council's aim and priorities. As such there is no set planning template for services to complete. When developing plans, it is important that links and

interdependencies with organisational strategies (e.g. Customer Experience Strategy) and activity in other services and directorates are identified and clarified. There some key components all plans will contain:

- Objectives that will link the 'golden thread' from the council's vision and ambitions to individual employee objectives in CIC's. Objectives should be developed using SMART criteria (Specific, Measurable, Achievable, Realistic and Time Based).
- Clarity regarding resources and links to resource strategies and plans (MTFS and workforce strategy), considering and mitigating the risks to the delivery of objectives and priorities.
- Consideration of customer demographics and any specific equalities needs that must be met to ensure accessibility to services for all that need them.
- Measures or indicators that provide opportunity to monitor delivery of our outcomes, our transformation programme and that enable services to consider potential future demand to inform future plans.

Planning should not be a laborious process completed annually but rather a continuous 'live' activity that provides clarity regarding objectives and how services and directorates support the organisation's aim and priorities. The regular monitoring of objectives and measures contributes to performance monitoring reports, the annual review and refresh of plans and future resource allocation.

3. Performance Management

3.1. Delivering our vision and ambitions.

As highlight in section 2.2, performance management is linked to the 'Golden Thread' of delivery. This 'golden thread' connects the overarching Walsall Plan for the borough to the Council Plan Vision, ambitions and underlying principles. The connection from our aim through to outcomes is illustrated in the diagram below.

The Council has an extensive number of performance indicators that are used to assist services in understanding how they are performing, celebrating successes and identifying where corrective action may be needed. All performance measures have a detailed description which is held within a 'data dictionary' and includes additionally details such as methodology for the calculation of performance, benchmarking sources (where one exists) and information relating to performance targets.

As suggested by the 'Golden Thread' of performance management a sub selection of these key performance indicators (KPIs) is utilised to monitor the delivery of the Council Plan. The selection of these KPIs for this purpose has been subject to extensive consultation with services and senior officers. Reports using these performance indicators will continue to be provided to CMT and Cabinet on a quarterly basis as part of the Council's performance management arrangements. This quarterly report includes a narrative to provide commentary regarding the data being presented, current performance and any trends and where applicable relevant benchmarking information. This table also shows the overarching council ambition and priority the KPI is being reported against. The quarterly reports include information on the performance target and the timescales for completion which is linked to the timeframe of the Council Plan. Cabinet reports are available via CMIS and will include a point-in-time PDF of the dashboard for each Council Plan priority. The KPIs selected for monitoring delivery of the Council Plan are detailed in the following table.

Council Plan reporting measures

Ambition	Priority	KPI Description
Thriving and Happy	Child-friendly borough	% of 2.5 year olds reaching the expected level of development
Thriving and Happy	Child-friendly borough	% of children's social care assessments completed within 45 days
Thriving and Happy	Child-friendly borough	% of EHCPs issued within 20 weeks
Thriving and Happy	Child-friendly borough	% of school children permanently excluded from school
Thriving and Happy	Child-friendly borough	School readiness % of children achieving a good level of development at the end of reception
Thriving and Happy	Safer Streets, Safer People	First time entrants into the youth justice system per 100,000 (10-17 yrs population)
Thriving and Happy	Safer streets, safer people	Total recorded crime per 1000 population
Thriving and Happy	Safer streets, safer people	Violent crime - offences per 100,000 population
Thriving and Happy	Resilient and Empowered Communities	Customers empowered to feel confident to complete process independently by Walsall Connected
Thriving and Happy	Resilient and Empowered Communities	Election turnout (% of those registered)
Thriving and Happy	Resilient and Empowered Communities	Number of residents engaging with Making Connections Walsall
Thriving and Happy	Resilient and Empowered Communities	Total number of residents supported by Walsall Connected
Healthy and Well	Living Active and Healthy Lives	% of children in year 6 who are overweight or obese
Healthy and Well	Living Active and Healthy Lives	% of physically inactive adults
Healthy and Well	Living Active and Healthy Lives	Admission episodes for alcohol-specific conditions
Healthy and Well	Living Active and Healthy Lives	Overweight and obesity prevalence in adults (18+) years
Healthy and Well	Living Active and Healthy Lives	Population vaccination coverage: (MMR - 2 doses in 5 year olds)
Healthy and Well	Living Active and Healthy Lives	Smoking prevalence in adults (aged 18+) - current smokers (1 year range)
Healthy and Well	Supported and Cared for	% care leavers in suitable accommodation (19-21)
Healthy and Well	Supported and Cared for	% of children in care with 3 or more placements in a year
Healthy and Well	Supported and Cared for	Proportion of adults (18-64) with learning disabilities who live in their own home or with their family
Healthy and Well	Supported and Cared for	Proportion of carers receiving self-directed support
Healthy and Well	Supported and Cared for	Proportion of new people whose request is concluded by not requiring long-term support
Healthy and Well	Supported and Cared for	Proportion of people who receive long term services who reside in the community.
Healthy and Well	Homes for All	Housing affordibility ratio
Healthy and Well	Homes for All	Number of children in temporary accomodation
Healthy and Well	Homes for All	Number of households in bed and breakfast accomodation
Healthy and Well	Homes for All	Number of households in temporary accommodation

Ambition	Priority	KPI Description
Prosperous and Innovative	Supporting Business and Inclusive Growth	Business survival rate (3 years)
Prosperous and Innovative	Supporting Business and Inclusive Growth	Gross value added (all industries)
Prosperous and Innovative	Supporting Business and Inclusive Growth	Percentage of business planning applications decided on time
Prosperous and Innovative	Supporting Business and Inclusive Growth	Total number of enterprises supported
Prosperous and Innovative	Skills and Jobs for All	% of 16, 17 and 18 year-olds who are not in education, employment or training (NEET)
Prosperous and Innovative	Skills and Jobs for All	% of care leavers who are in education, employment or training (EET)
Prosperous and Innovative	Skills and Jobs for All	% of working age adults (16-64) claiming unemployment benefits
Prosperous and Innovative	Skills and Jobs for All	% of working age population with no qualifications
Prosperous and Innovative	Skills and Jobs for All	Average Attainment 8 score per pupil (measure of KS4 achievement)
Prosperous and Innovative	Accessible Services and Connected Places	% of total supported digitally at Walsall Connected
Prosperous and Innovative	Accessible Services and Connected Places	Percentage of A roads identified being in a good/acceptable condition
Prosperous and Innovative	Accessible Services and Connected Places	Percentage of high amenity footways identified being in a good/acceptable condition
Proud of our Borough	A clean and green future	% of household waste sent for reuse, recycling and composting
Proud of our Borough	A clean and green future	Number of fly-tip incidents reported
Proud of our Borough	A clean and green future	Number of enforcement actions taken in relation to litter and fly-tipping
Proud of our Borough	A clean and green future	Number of issues raised by residents in relation to grass-cutting
Proud of our Borough	A clean and green future	Total number of publicly available electric vehicle charging devices
Proud of our Borough	Celebrating our Culture and Heritage	Enterprises in visitor economy in Walsall
Proud of our Borough	Celebrating our Culture and Heritage	Number of visitors to Walsall libraries
Proud of our Borough	Celebrating our Culture and Heritage	Number of visits to Council cultural and heritage sites
Proud of our Borough	Vibrant Towns	Number of visits to Council managed sports and leisure centres
Proud of our Borough	Vibrant Towns	Percentage of major planning applications determined in mandated timescale
Proud of our Borough	Vibrant Towns	Percentage of non-major applications decided on time

Ambition	Priority	KPI Description
Continuously Improving	A quality experience for all	Corporate complaints resolution within 10 working days (SLA) (%)
Continuously Improving	A quality experience for all	Customer experience centre customer satisfaction scores
Continuously Improving	A quality experience for all	CXC % of calls answered (%)
Continuously Improving	A skilled and engaged workforce	% of workforce from ethnic minority group (of those that declared)
Continuously Improving	A skilled and engaged workforce	% of workforce with a disability (of those that declared)
Continuously Improving	A skilled and engaged workforce	Average sick days lost per employee
Continuously Improving	A skilled and engaged workforce	Total employee turnover rate
Continuously Improving	Efficient and effective services	Budget: Variance £
Continuously improving	Efficient and effective services	Council tax collected as a percentage of council tax due
Continuously Improving	Efficient and effective services	FOI requests issued within statutory deadline
Continuously Improving	Efficient and effective services	Walsall Connected queries resolved at first point of contact
Continuously Improving	Efficient and effective services	SARs requests issued within statutory deadline

3.2 Performance Management Responsibilities

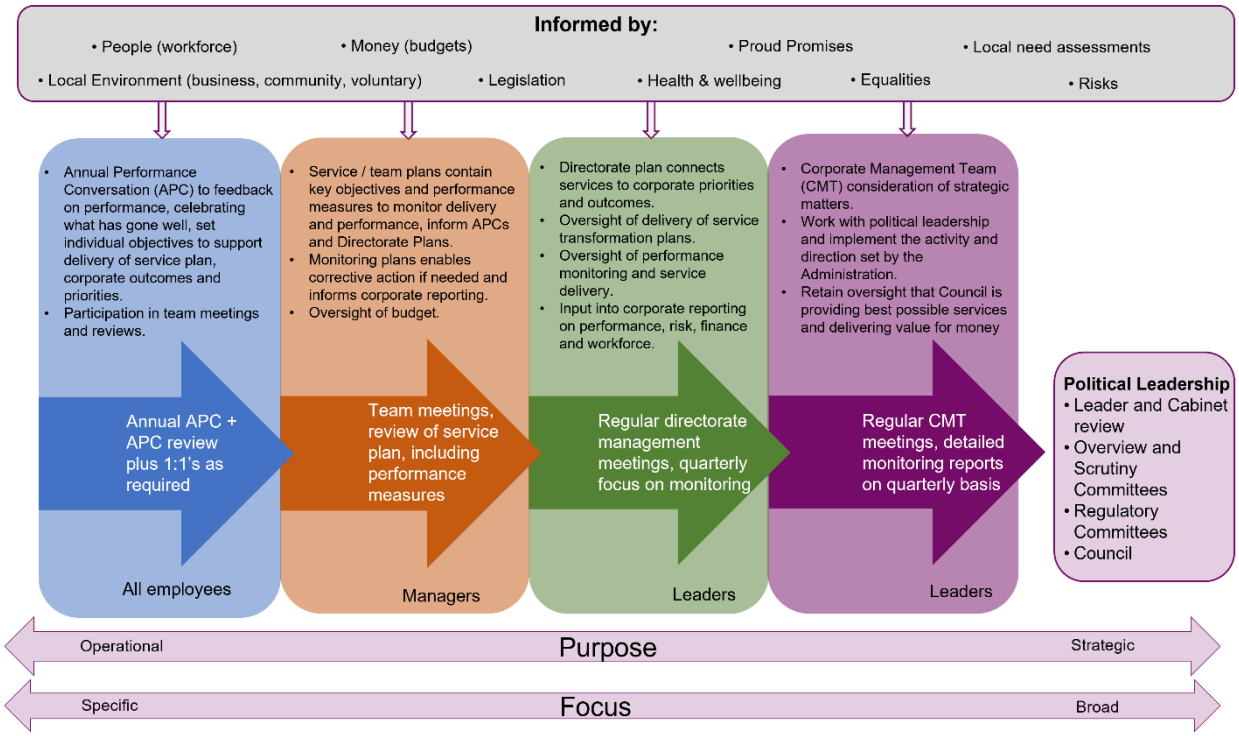
Performance is everyone's responsibility. It is an essential part of all activity from daily operations and strategic planning. Embedding performance arrangements is key to the delivery of the Council Plan.

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, the delivery of our priorities and improvements to services. We know from our employee surveys in 2021 and 2023 that managing performance matters to our staff and, like so many things, there is always opportunity to improve, and this has informed the introduction of the Continuous Improvement Conversation (CIC) process.

Central to how employees deliver services are the council's values. These were refreshed in 2024 and shape how we work, guide decision making and ensure focus remains on delivery for our residents as this is what matters most.

Our Values	
Collaborative – Together we thrive	We foster a culture of teamwork and partnership, valuing the diverse perspectives and skills of our colleagues and the community.
Accountable – Responsibility in every step	We take responsibility for our decisions and actions, ensuring transparency and integrity in everything we do.
Respect – Valuing every Voice	We treat everyone with dignity and consideration, fostering an inclusive environment where our differences are celebrated.
Aspirational – Striving for excellence	We set ambitious goals and strive for excellence, continuously seeking to improve and innovate in our services.
Honest – Transparent and true	We communicate openly and sincerely, fostering a culture of trust and reliability.
Responsive – Prompt action, lasting impact	We are proactive and agile in addressing the needs and concerns of our communities and colleagues, ensuring timely and effective service delivery.
Supportive – Building bridges, not barriers	We provide encouragement and assistance to our colleagues and the community, fostering a supportive and caring environment.
Listening – Every voice is heard	We actively listen to the concerns and feedback of our communities and colleagues, ensuring their voices are heard and considered.
Fair – Equity in every action	We commit to fairness and equity in all our actions, ensuring that everyone is treated impartially and with justice.
Empowering – Unlocking everyone's potential	We provide the tools, support, and opportunities for individuals and communities to develop their potential and take proactive steps towards their goals.

The following diagram illustrates the relationship between various levels of activity and roles and how the Golden Thread and delivery of corporate priorities and outcomes is embedded at every level.



All Employees

- Deliver quality services to ensure customer needs are met, taking into consideration the variety of internal and external customers they have, and the various ways customers may contact and engage their service.
- Recognise and understand how their role and service aligns to the Council Plan, priorities and outcomes, working within the resources available to the service and seeking at all times to remove waste from processes, be customer focussed, efficient and effective.
- Actively participate in service / team planning and monitoring activity. Utilising this opportunity to review past achievements and performance whilst planning future objectives and identifying and mitigating risks. The CIC process provides the opportunity to identify successes and opportunities for training and development. The CIC process applies at all levels across the organisation as one of the tools to support the delivery of 'the Golden Thread'. For example, the Chief Executive holds regular 1:1 / CIC meetings with Executive Directors that include discussion around delivery of agreed priorities and opportunity to discuss challenges and agree future direction. In addition, there are opportunities for cross directorates discussions regarding the delivery of priorities at ELT, CMT, Director Group and Senior Management Group. This supports collaboration and ensures a wider understanding of strategic priorities and challenges across the organisation.
- Ensure the data and information captured (including key performance indicators) and used by services is accurate, where necessary cleansed and anonymised appropriately so can be used to inform reporting on performance, inform trend analysis, resource allocation, and decision making at every level.
- Follow and abide by key governance documents, for example, the Employee Code of Conduct and local code of governance at all times.

Services and teams

- Use data and intelligence to challenge and improve performance and to identify, manage and mitigate risks. Data and intelligence can also inform needs and demands, informing service improvement and so it is important that the quality of data is sufficient.
- Use planning and key performance indicators, both quantitative and qualitative to provide intelligence that supports informed decision making and forecasting future demand. Where required and necessary, based on the data available, services should consider development of measures that include customer experience and satisfaction.
- Ensure delivery of any national frameworks applicable to the service. This includes inspection frameworks, and the reporting of key performance data and surveys.
- Provide regular monitoring reports regarding performance, escalate areas of concern and key achievements to directorate level and participate in the review and monitoring of plans to inform future direction.

Directorates

- Maintain oversight of use of resources across all services in the directorate via regular monitoring of financial, workforce, risks and the key performance indicators from services. This includes monitoring delivery of Strategic Transformation Plans and savings agreed as part of the budget setting process.
- Provide a strategic overview (plan on a page) of the key deliverables for services linking these to corporate priorities and outcomes. As a minimum the plan connects corporate priorities, outcomes and KPIs to directorate deliverables, including activity, performance targets and benchmarking information where available.
- Constructively challenge data quality, hold service and team managers to account for performance and assist in identifying how improvements can be achieved.
- Ensure learning and opportunities are shared across operational and change activity to keep staff informed and identify good practice that can be shared and implemented in other areas.

Corporate Management Team (CMT) and Executive Leadership Team (ELT)

- Provide visible officer leadership to ensure the council's aim, priorities and outcomes are delivered.
- Ensure excellence in respect of customer service, people management, corporate governance, performance management, financial management and control, risk management and change management.
- Monitor delivery of transformation activity and set the strategic direction.
- Maintain a strategic view of the delivery of services in context of financial challenges, performance targets, risks and governance arrangements so to identify opportunities to collaborate and ensure the delivery of priorities.
- Receive quarterly reports to monitor the delivery of corporate priorities and outcomes, support Cabinet with any realignment of resources based on the delivery of outcomes.

Political Leadership

- **Full Council** is ultimately accountable to the public for how the council performs, sets the policy framework and overall budget envelope for the delivery of priorities and outcomes as agreed by the council and expressed in the Council Plan.
- **Cabinet** is the administration and lead the setting of policy and priorities in relation to service delivery, agreeing performance objectives for the services within their portfolios. They work closely with CMT, ELT and Executive Directors to monitor service performance and to review intelligence that informs decision making. They know and are accountable for what services are doing to maximise, improve or turn around poor performance. They receive quarterly reports on the delivery of Council Plan priorities and outcomes. These reports are available on CMIS and from 2025/26 will include a point-in-time PDF of the dashboard for each Council Plan priority.
- **Overview and Scrutiny Committees** are responsible for holding Cabinet to account for the delivery of corporate priorities and outcomes as expressed in the Council Plan. As such they may request and review performance data as part of the delivery of their annual work programme and make recommendations to Cabinet. As part of their work programme, the Scrutiny Overview and Governance Committee, comprised of Chairs and Vice Chairs from all Overview and Scrutiny Committees will during the year review the Council Plan delivery report that Cabinet receive on a quarterly basis.
- **Ward Councillors** as community leaders and representatives of specific areas and communities understand the needs of those they represent and champion the concerns and priorities of residents, communities and businesses. Understanding of local need, in partnership with detailed needs analysis from the Business Insight Hub, influences and informs corporate decision making.

As part of the Council's Constitution and committee structure the Council also has the **Audit, Risk and Assurance Committee.** This is a regulatory committee and has delegated powers to ensure an effective internal control environment is maintained as this is key to the council's governance arrangements. This includes delegated powers to consider the effectiveness of performance management arrangements and how they are embedded. The committee are consulted and invited to comment on the Performance Management Framework as this sets out the arrangements for managing performance, including tools and techniques available to support services and expectations of services and individuals in terms of managing performance.

All employees have a responsibility to be aware of and deliver the requirements of this framework to support the council's governance arrangements. Regular monitoring that informs action is a key part of the framework and responsibilities across all levels of the organisation.

3.3 Quality Matters

As highlighted in the roles and responsibilities section quality is a key factor in terms of performance management. Quality matters in a number of ways:

- The quality and accuracy of data and information captured and used to monitor performance and service delivery informs decision making. This can be anything from the time taken to complete a task to the customer satisfaction at the end of the engagement. Data and information that is of poor quality or inaccurately recorded may lead to poor prioritisation and resource allocation. Services must

take sufficient action to improve data quality where possible and ensure it is maintained at the highest level possible.

- Having good quality data and information, both quantitative and qualitative is vital to the management of performance and to enable the council to monitor delivery, celebrate successes and take corrective action when needed. Good quality data and information informs the 'know' for our way of thinking which in turn ensures decision making is intelligence led and based on accurate information so that the council responds in the appropriate way.

- Under Data Protection Regulations and law every employee has a duty and responsibility for ensuring information that is collected, stored, processed and or shared is accurate, up to date, captured in a timely manner and shared on a need to know basis. Every employee that has responsibility for recording data in a council system has a responsibility for the quality of that data.

- Understanding local needs is based on the interpretation of a number of data sets about Walsall and its communities. This includes, for example, demographic, economic and health profile data. How these data sets are analysed and collated is vital intelligence regarding local needs which informs decision making. The accuracy of analysis and data is key due to the influence it has on decision making.

- Increasingly, qualitative information is crucial to the development of services. It is as important to understand what customer's value, want and see as priorities. As previously identified, the council operates to serve Walsall residents. Capturing and utilising quality customer data and consulting customers regarding services provides vital data and information to inform decision making at every level.

All activity should connect to the delivery of the Council Plan aim, priorities and outcomes. Knowing how an activity or service is contributing to these strategic aims is key to ensuring resources are not wasted and that the council is focussing on what matters most. It is important that where possible council services efficiently capture and analyse information that can be used to evidence that services are having the impact intended in terms of delivering outcomes and to inform future priorities.