

Cabinet – 18 October 2023

Council Plan: Markers of Success Q1 23/24

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| Portfolio: | Councillor M. Bird – Leader of the Council |
| Related portfolios: | All |
| Service: | Policy & Strategy Unit |
| Wards: | All |
| Key decision: | Yes |
| Forward plan: | Yes |

1. Aim

- 1.1 To report on Quarter 1 of the 2023/24 Council Plan Markers of Success – highlighting achievements for that period and any support requirements to ensure the Markers are met.

2. Summary

- 2.1. The Council Plan was published In May 2022 and continues to present Walsall's intention to focus on the five (5) EPICC¹ priorities, which were first introduced in the 2018/21 publication.
- 2.2. These priorities are underpinned by 10 outcomes and each outcome has two Markers of Success.
- 2.3. These 20 Markers of Success are the tools to measure performance throughout 2023/24, which informs the Council, Walsall residents and businesses and provides data/information to review and monitor throughout the year.
- 2.4. The performance for each Marker of Success will be reported to Cabinet on a quarterly basis.
- 2.5. This Paper is the report on the Markers of Success, covering the period April – June 2023 (i.e. Quarter 1).

¹ Economic growth, People, Internal focus, Children, Communities

3. Recommendations

- 3.1. That Cabinet note the performance in Q1 relating to the period April-June 2023.
- 3.2. That Cabinet note any key achievements, identified interdependencies and support required to achieve the Outcomes, set out in this report.

4. Report detail - know

Context

- 4.1. A three-year [Council Plan](#) for 2022-25 was approved by Council and published in May 2022.
- 4.2. The Council Plan sets out 5 areas of focus (EPICC), 10 outcomes and 20 markers of success to assess performance and progress in delivery of the plan.
- 4.3. The quarterly reports present the Council directorates’ performance in relation to the agreed areas of focus (*see priorities and outcomes below*)

Council Plan priorities

- 4.4. The five Council Plan priorities and ten outcomes:

| Priorities: | Outcomes: |
|--|---|
| <p>Economic: enable greater local opportunities for all people, communities and businesses</p> | 1. Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place |
| | 2. Education, training and skills enable people to contribute to their community and our economy |
| <p>People: encourage our residents to lead active, fulfilling and independent lives to maintain or improve their health and wellbeing</p> | 3. People can access support in their community to keep safe and well and remain independent at home |
| | 4. People are supported to maintain or improve their health, wellbeing and quality of life |
| <p>Internal focus: Council services are customer focused effective, efficient and equitable</p> | 5. We get things right, first time and make all services accessible and easy to use |
| | 6. The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring |
| <p>Children: have the best possible start and are safe from harm, happy, healthy and learning well</p> | 7. Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential |
| | 8. Children grow up in connected communities and feel safe everywhere |

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| Communities: empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community | 9. Our communities will be more resilient and supportive of each other |
| | 10. People are proud of their vibrant town, districts and communities |

- 4.5. Responsibility for reporting performance against the Council Plan lies with the Policy & Strategy Unit. This allows the teams across the Hub to work closely with services to develop an insightful understanding of performance to help drive the achievement our outcomes.
- 4.6. It has been agreed that the existing Markers of Success will be continued for 2023/24, alongside the development of an improved performance reporting framework and process. The new process will ensure that existing extensive data sets are more thoroughly utilised in the reporting process, with the data collected in the new framework designed to be more accessible, relevant, and autonomously collected. The development of new Markers of Success aims to ensure that data collected for the performance report is specific to the outcome, understandable for both an internal and external demographic and finally easy to collect - reducing the reliance on stakeholders when procuring information.
- 4.7. The goal of the redevelopment of the performance reporting framework is to facilitate improved conversations between stakeholders regarding performance across the council. We want the framework to become more of an open loop of communication and feedback, one which allows for dialogue across all stakeholders as to how to improve data quality and the presentation of data itself.
- 4.8. The process for developing the new MoS is currently underway with an initial focus on the redevelopment of the 'Economic' Markers of Success. This area has been prioritised as there is a vast array of data available in this area, with a clear understanding of the intentions and vision regarding this priority area. Throughout 23/24 the P&S Unit will be collaborating with Business Insights to develop the new MoS, updates on this work will be presented in future quarters. To allow for continuity, the current MoS will be used and reported in the same format as in 22/23, until the new MoS are fully developed and approved across all 5 EPICC priorities.
- 4.9. Each Marker of Success has an agreed baseline, the 'point zero' from which this year's Outcomes will continue to be measured. Each quarter, a template questionnaire is completed by the named 'data owner', and signed off by a director, which then populates the Dashboard.
- 4.10. Following adoption of the Council Plan 2022/25, some of the Outcomes and Markers of Success have been revised and the measures reported last year no longer reflect the Outcome. Where this is the case, new measures and baselines have been developed with Directors and data owners.

4.11. The summary below shows overall progress against targets. The majority of outcomes have either met or exceeded the target set or are on course to do so by the end of 23/24 (including some outcomes where measures are still being developed and a narrative update has been provided). Any specific challenges with performance or availability of data are identified the relevant Markers of Success in appendix 1.

| Performance | Qtr 1 | |
|-------------|-------|--|
| Green | 8 | MoS met / exceeded target |
| Amber | 10 | MoS close / on track to achieving target |
| Red | 1 | MoS did not achieve target |
| Grey | 1 | Data/information not yet available |

There will be a change in the template from Q2 onwards requiring data owners/directors to include an approved RAG rating - and justification for this - against each Marker of Success overall.

4.12. Overall performance compared with last year will be possible once returns are available for all priorities and further Key Achievements will be included as an appendix should additional data be provided.

4.13. Data owners were also asked to identify ‘interdependencies’ alongside performance returns. While these are clearly understood for some Markers of Success, this is not the case across all, so gives only a partial picture of the work that is happening. Going forward, a more complete set of interdependencies will be identified and expanded, to fully understand the directorates’ focus on building and developing partnerships, internally and externally, to optimise service delivery. These will be included in a future quarterly performance report.

Risk management

4.14. Risks have been identified with regards to submitting quarterly and updating data for the agreed quarterly returns:

- i. Incomplete / current data unavailable,
- ii. Resource constraints e.g. staffing,
- iii. Unexpected demands e.g. having to redirect capacity elsewhere to respond to changing circumstances.

4.15. Directors have identified what actions they will be taking and what additional support is required next quarter to achieve the 2023/24 Marker. These risks will be regularly reviewed.

Financial implications

4.16. There are no specific financial implications of this report.

Legal implications

4.17. There are no direct legal implications from this report.

Procurement Implications/Social Value

- 4.18. There are no direct procurement implications from this report.

Property implications

- 4.19. There are no direct property implications from this report.

Health and wellbeing implications

- 4.20. Achieving the Outcomes published will contribute significantly to having a positive impact on the health and wellbeing of our residents and staff.
- 4.21. The importance of continuing to closely monitor these Measures of Success is acknowledged by all stakeholders.

Staffing implications

- 4.22. There are no direct staffing implications from this report.

Reducing Inequalities

- 4.23. The implications for and ability to reducing inequalities were considered when agreeing the Measures of Success for the Council Plan.
- 4.24. Every successful Outcome will contribute to reducing inequalities in the Borough and supporting residents and staff desires to maximise their potential.

Climate Change

- 4.25. There are no direct implications to climate change from this report.

Consultation

- 4.26. Council directors discuss the Measures of Success at Directors' Group and submit the data for the quarterly returns, which informs and populates the Dashboard and appendices.

5. Decide

Cabinet agrees to the continuation of reviewing and reporting on the Markers of Success in this format on a quarterly basis in order for the Council to monitor the Outcomes outlined in the 2022-25 Council Plan, which will inform Cabinet on the 2022-25 forward plan.

6. Respond

Progress on Markers of Success is currently monitored through the Corporate Management Team on a quarterly basis prior to submission to Cabinet.

7. Review

Updates will be collated and presented to Cabinet on a quarterly basis.

Background papers - none

Annexes:

Appendix 1 Q1 Markers of Success Dashboard

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6 October 2023



Councillor Bird
Leader of the Council

6 October 2023