

Cabinet – 19 July 2023

Council Plan: Markers of Success Q4 22/23

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 4 of the 2022/23 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 new 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 (two outcomes per priority) and each outcome has two Markers of Success (two markers per outcome).
- 2.3. These 20 Markers of Success are the tools to measure performance throughout 2022/23, 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 January – March 2023 (i.e. Quarter 4).

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

3. Recommendations

- 3.1. That Cabinet note the performance in Q4 relating to the period January-March 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:
Economic: enable greater local opportunities for all people, communities and businesses	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
People: encourage our residents to lead active, fulfilling and independent lives to maintain or improve their health and wellbeing	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
Internal focus: Council services are customer focused effective, efficient and equitable	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
	7. Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential

Children: have the best possible start and are safe from harm, happy, healthy and learning well	8. Children grow up in connected communities and feel safe everywhere
	9. Our communities will be more resilient and supportive of each other
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	10. People are proud of their vibrant town, districts and communities

- 4.5. Responsibility for reporting performance against the Council Plan from 2022/23 onwards now lies with the Policy & Strategy Unit. This will allow the teams across the Hub to work closely with services to develop an insightful understanding of performance to help drive the achievement our outcomes. However, with Hub development still ongoing, it was agreed that the existing Markers of Success would be continued for 2022/23, alongside development of the future process – which will be developed during 2023/24.
- 4.6. 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.
- 4.7. 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.
- 4.8. The summary below shows overall progress against targets. All outcomes have either met or exceeded the target set or are on course to do so by the end of 22/23 (including some outcomes where measures are still being developed and a narrative update has been provided).

Performance	Qtr 4	
Green		MoS met / exceeded target
Amber		MoS close / on track to achieving target
Red		MoS did not achieve target
Grey		Data/information not yet available

- 4.9. 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.
- 4.10. 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

- 4.11. 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 to support the impact of the COVID-19 virus
- 4.12. Directors have identified what actions they will be taking and what additional support is required next quarter to achieve the 2022/23 Marker. These risks will be regularly reviewed.

Financial implications

- 4.13. There are no specific financial implications of this report.

Legal implications

- 4.14. There are no direct legal implications from this report.

Procurement Implications/Social Value

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

Property implications

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

Health and wellbeing implications

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

Staffing implications

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

Reducing Inequalities

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

Climate Change

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

Consultation

- 4.23. 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 on a quarterly basis by Cabinet.

7. Review

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

Background papers - none

Annexes:

- Appendix 1 Q4 Markers of Success Dashboard
- Appendix 2 Q4 Key Achievements
- Appendix 3 Q4 Identified Interdependencies

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7 July 2023



Councillor Bird
Leader of the Council

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