

## **Audit Committee – 12 April 2021**

### **Performance Management Framework 2021**

#### **1. Summary of report**

- 1.1 The report provides Audit Committee with a revised Walsall Performance Management Framework. The main objectives of the framework are to set out how the council ensures the delivery of the Corporate Plan 2021-2022, its aim, priorities and outcomes, and secures effective and sustainable improvements for the benefit of our residents.
- 1.2 The framework sets out the broad performance management principles for how we approach our work and underlines the performance management responsibilities of everyone working for the council. The framework also includes the '20 Markers' that will be used to track delivery of the 2021-2022 Corporate Plan and that be the basis of quarterly monitoring and reporting to Cabinet.

#### **2. Recommendations**

- 2.1 To note the revised performance management framework.
- 2.2 To note the '20 Markers' identified to give monitoring oversight for the priorities of the 2021-2022 Corporate Plan.
- 2.3 To recommend the framework for approval to Cabinet as robust and fit for purpose in setting out how the council can work to ensure the delivery of its Corporate Plan 2021-2022 and secure effective and sustainable improvements for the benefit of its residents.

#### **3. Background**

- 3.1 A performance management framework 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.
- 3.2 The performance management framework 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. 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.

- 3.3 The council has had a performance management framework in place since 2002 which 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 Walsall Proud Programme and Ways of Thinking approach as well as the Corporate Plan 2021-22 that was approved at Council in February 2021.
- 3.4 Giving consideration to how this framework provides effective performance management structure and guidance to support services in managing their performance is a key element of the role of the Audit Committee as it is part of the assurance framework.

#### **4. Resource and Legal Consideration**

- 4.1 Audit Committee has a key role in the council's governance arrangements by ensuring that an effective internal control environment is maintained and for considering the council's framework of assurance to ensure it adequately addresses the risks and priorities of the council. The performance management framework is part of the overall assurance framework.
- 4.2 The performance management framework and its key principles are underpinned by individual directorate performance management arrangements, including appropriate tools such as performance indicators, scorecards, RAG ratings, benchmarking activity and self-assessment. This enables the flexibility to respond to changing needs and priorities at service and directorate level in line with the principles of the performance management framework. No additional resources should be required for directorate and services to fulfil their responsibilities as set out in this framework.

#### **5. Citizen Impact**

- 5.1 Effective performance management arrangements support the delivery of services that are effective and efficient in meeting customer needs.

#### **6. Performance and Risk Management issues**

- 6.1 Performance and risk management is a feature of the performance management framework and its key principles. 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. The framework provides the means by which the organisation can embed effective performance management arrangements. A thorough understanding of how the council is performing is essential to identifying and effectively managing risks.

#### **7. Equality Implications**

- 7.1 None directly arising from this report.

## 8. Consultation

- 8.1 The framework has been shared for consultation and discussion with performance leads, senior officers from key governance services including legal, HR, internal audit and finance, all directors and the Corporate Management Team (CMT).

## 9. Background papers

None.



Vicky Buckley  
Head of Finance  
✉ [Vicky.buckley@walsall.gov.uk](mailto:Vicky.buckley@walsall.gov.uk)

**Author:**  
Helen Dudson, Corporate Assurance Manager  
✉ [helen.dudson@walsall.gov.uk](mailto:helen.dudson@walsall.gov.uk)