

Cabinet – 15 December 2021

Cabinet Report - Corporate Plan: Markers of Success Q2

Portfolio: Councillor Mike Bird

Related portfolios: All

Service: Policy & Strategy Unit

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

- 1.1 To report on Quarter 2 of the 2021/22 Corporate Plan Markers of Success – highlighting achievements for that period; identified interdependencies and any support requirements to ensure the Markers are met.

2. Summary

- 2.1. The 2021/22 Corporate Plan was published on 01 April 2021. The Corporate Plan was a one-year refresher to the 2018/21 publication due to the impact of COVID-19 on resources and capacity. The refreshed version presents Walsall's intention to continue focusing on five (5) priorities - EPICC¹ (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.
- 2.3. These 20 Markers of Success are the tools to measure progress over the year, which equips the Council, Walsall residents and businesses to review and monitor performance throughout the year.
- 2.4. To ensure progress is measurable towards our outcomes over the year (2021/22) on achievements to the given outcomes and will be reported to Cabinet on a quarterly basis.
- 2.5. This Paper is the report on the Markers of Success, covering the period July – Sept 2021 (i.e. Quarter 2)

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

3. Recommendations

- 3.1. That Cabinet note the overall improved performance from Q1 relating to the period July – Sept 2021, being the 2nd quarter of 2021/22
- 3.2. That Cabinet note the achievements, identified interdependencies and support required set out in the report

4. Report detail - know

Context

- 4.1. The 2021/22 Corporate Plan is a refreshed version of the 2018/21 edition, which was published as a one-year edition due to the disruption that the COVID-19 pandemic created to all services locally, nationally and globally.
- 4.2. A three-year Plan will be published to cover 2022-25 in April 2022, following the updating and completion of the JSNA and allowing for an improved, more informed understanding of the impact of COVID-19 on our local community and the actions the Council will need to take to mitigate these impacts.
- 4.3. The 2021/22 Corporate Plan sets out 5 areas of focus (EPICC), 10 outcomes and 20 markers of success to assess progress in delivery of the plan.
- 4.4. The first quarter report introduced the Council to the first three months' directorates' performance relating to the agreed areas of focus (see priorities and aimed outcomes below)

Council Corporate Plan priorities

- 4.5. The five Corporate Plan priorities and ten outcomes:

Priorities:	Outcomes:
1. Economic Growth for all people, communities and businesses	1. Creating an environment where businesses invest and everyone who wants a job can access one
	2. Education, training and skills enable people to fulfil their personal development
2. People have increased independence, improved health and can positively contribute to their communities	3. People live a good quality of life and feel that they belong
	4. People know what makes them healthy and they are encouraged to get support when they need it
3. Internal focus. All council services are efficient and effective	5. Internal services deliver quality and adapt to meet the needs of customer facing services
	6. Services are efficient and deliver value for money

4. C hildren have the best possible start and are safe from harm, happy, healthy and learning well	7. Children thrive emotionally, physically, mentally and feel they are achieving their potential
	8. Children grow up in connected communities and feel safe everywhere
5. C ommunities are prospering and resilient with all housing needs met in safe and healthy places.	9. Housing meeting all people's needs - is affordable, safe and warm
	10. People are proud of their vibrant town, districts and communities

4.6. Each Measure of Success has an agreed baseline (see Dashboard, column D - Appendix 1), which has been presented to CMT and reviewed by Audit [08 July]. These baselines are the 'point zero' from which this year's Outcomes will be measured. Each quarter, a template questionnaire (see Appendix 2) will be completed and signed off by a director, which will then populate the Dashboard.

4.7. In accordance with the information provided and populated in the Dashboard, we can confirm that submissions have been received from all directorates in Q2, which evidence that performance and delivery has improved since Q1:

	Qtr 2		<i>Qtr 1</i>
Red	8%	% MoS did not achieve target	<i>12%</i>
Amber	42%	% MoS were close to achieving target	<i>45%</i>
Green	50%	% MoS met / exceeded target	<i>39%</i>
White	0%	% did not submit data/information	<i>3%</i>

4.8. The Key Achievements highlighted in Appendix 3 demonstrate the directorates ongoing determination in providing a quality service by identifying and remedying gaps, thus working towards the Council's Aim to reduce inequalities and support residents and staff in maximising their potential.

4.9. The identified interdependencies (see Appendix 4) highlight the directorates' focus on developing partnerships, internally and externally, to optimise service delivery

Risk management

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

- Incomplete / current data unavailable,
- Resource constraints e.g. staffing,
- Unexpected demands from COVID e.g. having to redirect capacity to support the repercussions of this ongoing outbreak and the focus on ensuring all residents are double (booster) vaccinated

- 4.11. Directors have identified what actions they will be taking next quarter to achieve the Marker and what additional support is required to meet their ambition.

Financial implications

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

Legal implications

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

Procurement Implications/Social Value

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

Property implications

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

Health and wellbeing implications

- 4.16. Achieving the Outcomes published will contribute significantly to having a positive impact on the health and wellbeing of our residents and staff. Therefore, it is imperative that the Measures of Success are closely monitored to ensure total achievement for all.

Staffing implications

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

Reducing Inequalities

- 4.18. The implications for and ability to reducing inequalities were considered when agreeing the Measures of Success in the 2021/22 Corporate Plan. Every successful Outcome will contribute to reducing inequalities in the Borough and supporting residents and staff desires to maximise their potential.

Climate Change

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

Consultation

- 4.20. Council directors discuss the Measures of Success at Directors' Group and submit the data for the quarterly Returns, which 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 2021/22 Corporate 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**

Quarterly updates will be collated and presented to Cabinet:

Q2:	December 2021
Q3:	March 2022
Q4:	June 2022
Annual Review:	tbc

Background papers - none

Annexes:

Appendix 1	Q2. Markers of Success Dashboard
Appendix 2	Example of Quarterly Questionnaire template
Appendix 3	Q2 Key Achievements
Appendix 4	Q2 Identified Interdependencies

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17 November 2021

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