

	Outcomes:	Markers of Success:	Key Achievements:
E	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	1a. Better connectivity, improved reliability and well maintained transport networks creating an environment where businesses are supported to thrive and grow	<ul style="list-style-type: none"> •Key or priority achievements for this quarter, were working towards final targets and completed outputs for the 12 Hour Business Assist element of the ERDF AIM for Gold programme. As of today, the team has soundly reached their 85% target for 12 hour business assists, seeing 55 businesses take advantage of the intensive business support package. •As of Q4 2023, Walsall Council had delivered £685,263.00 worth of grants to Walsall SMEs, with private sector leverage of £1,324,506.00. •Numbers are slightly lower than normal, in part due to capacity constraints and also due to Business Growth Officers focusing on the extensive paperwork relating to the 12 hour assist element of the programme, which requires business signatures and individual session logs for time spent with businesses. •Other key achievements include work with strategic businesses including RAC, ASSA ABLOY and Walsall College. As well as strategic businesses, the team have also ensured continuous engagement with strategic partners, including: Black Country Chamber, WMCA, WMGC and other smaller, local business groups. •The team have also continued to work with Development team colleagues, engaging with businesses as part of the Willenhall Framework Plan scheme and undertaking a door knocking session with strategic Advisors, Avison Young. •The team have also been working with WMCA colleagues to help design a future West Midlands-wide business support package, with specific focus on UK Shared Prosperity Fund. •The team are actively working with and supporting the WMGC in readiness for end users at SPARK and on the mapping of key account management of strategic businesses in Walsall where there are currently gaps in provision. •As of Q4 2023, the team now has monthly catch up meetings to discuss intelligence with the Black Country Economic Intelligence Unit, as well as engaging with the organisation on an ad hoc basis to access various useful data sets.
		1b. Regenerating the borough to support places where people are proud to live and work, delivering affordable homes and attracting inward investment	Remediation of the 18ha Phoenix 10 site is on programme to complete in early/mid 2024. In March 2023 the site was rebranded as SPARK and is now being jointly marketed to potential occupiers. The site will be developed for circa 620,000sqft of new employment floorspace located directly adjacent to the M6 between J9 and J10 providing around 1100 jobs. An Enterprise Zone is being used for a 113,000sqft unit known as Parallel 113 which was completed in February 2023 and is now being marketed for immediate occupation with the potential to create a further 195 jobs.
	2. Education, training and skills enable people to contribute to their community and our economy	2a. Provide access to education, apprenticeships and training to improve productivity and skills	<p>In terms of working achievements, Walsall Council is firmly committed to apprenticeships, and this is endorsed through the recent confirmation of being the lead sponsor this year's Black Country Apprenticeship Awards, an event being held in November 2023. The reason for this commitment to apprenticeships is due to the challenge we have in growing skills levels of the working age population in the borough. Nearly 17,000 (9%) adults have no qualifications and only 27% of adults hold a higher Level 4 qualification. The biggest skills deficit is still around digital skills with 56% of working adults not having the right skills fit for work. This coupled with sector shortages in construction, retail, health care, logistics and professionals services, creates the ideal opportunity to actively promote the opportunity for adults to access and progress in the workplace through an apprenticeship programme.</p> <p>Walsall Council is leading by example through its internal apprenticeship programme, Endless Possibilities, and the authority won the prestigious 'Large Employer of the Year' award at the Juniper Training Apprenticeship Awards 2023. In addition, the Council funded award-winning Walsall Works programme continues to promote apprenticeships as a valuable route to employment. Walsall Works is designed to support its residents to improve their employability and help them find work through apprenticeships, jobs and training. The programme has always centred its launch by creating apprenticeships in private sector businesses and still continues to work closely with local and national employers to understand their labour market demands and to bring opportunities closer to local people through a free job matching service. The team actively source and host these vacancies on</p>

			<p>their website www.walsallworks.com, through weekly jobs bulletin and on social media platforms. We host regular monthly events to match local people to local jobs / apprenticeships and the Walsall Works Expo is the largest jobs fair in the Black Country bringing together exhibitors to meet with hundreds of local jobseekers who are available and seeking work.</p> <p>Walsall Works has extensively partnerships with employers, training providers and partner organisations such as DWP, Housing and Health Services. The support offered is bespoke to client needs and is delivered in a hybrid model, using virtual channels and face to face engagement through qualified employment advisors who based within partner organisations and community sector settings. The programme supports any residents who makes contact, but our main target groups are those who are at risk of becoming long term unemployed, young people, BAME communities, women, women fleeing domestic violence, care leavers, young offenders, teenage mums, those with special education needs, learning difficulties and disabilities, those in supported housing, people aged over 50, social housing tenants or those who have left work due to a health barrier.</p> <p>The programme pro-actively signposts to services delivered by partner organisations and offers participants support with wrap around services ie bespoke training leading to vocational qualifications, specialist courses as well as support with housing, debt advice, counselling, work clothing, travel costs for work and childcare support. We proactively support our community sectors with improving their financial literacy and digital capability in order for them to offer non-accredited and accredited training ie personal budgeting, cost of living support, basic skills, digital skills, employability skills, vocational courses and pre-employment programme.</p> <p>Good quality employer engagement is vital in our delivery to bring forward local job vacancies, work placements, apprenticeships, volunteering and in-work support to improve sustainable employment. For individuals who are furthest from the labour market, we are able to bring forward paid work placements in the private sector and through social value drawn in from our major contractors. Our core aim is to provide pre-work and in-work support for individuals with barriers to employment which can include access to on the job counselling services and mental health support to help transition people into work.</p> <p>Two recent positive case studies showcases our commitment to apprenticeships:</p> <p>Client A: One of our unemployed clients, a young BAME women residing in one of our deprived wards, contacted Walsall Works for support with finding work. Our advisor helped her apply for a paid work placement with Balfour Beatty VINCI, who the main contractor for the High Speed Rail development in Central to South line. Whilst there, her hard work and dedication was recognised by managers, and she then successfully applied for the position of Stakeholder Engagement Co-ordinator within the Stakeholder Management Department and is being given personal development support to commence to a Level 3 Business Admin Apprenticeship in future.</p> <p>Client B: A long term unemployed benefit claimant who was referred to Walsall Works via the jobcentre, who had not worked in over 5 years. Our advisor established that our client had received multiple rejections and setbacks which caused him to lack confidence in getting back into work. The priority was therefore to build a trusting relationship and to take the time to listen attentively to our clients' concerns, frustrations, and aspirations. They collectively explored many options which would work around any personal challenges and over the course of months they applied for relevant jobs and apprenticeships. In March 2023,</p>
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Cabinet Report - Corporate Plan: Markers of Success Q4 22/23

Appendix 2

Q4 Key Achievements:



			following an amazingly successful bootcamp programme, we are proud to say our client was offered an apprenticeship as a Apprentice Data Analyst Nant Water in Wolverhampton.
		2b. Reducing unemployment through collaborative working with employers and partners	There has been a slight reduction in the number of claimants compared to the same period last year ie 10,100 claimants aged 16 years and over in Walsall in April 2023 compared to 10,265 claimants in April 2022. However we noted in the period of the last 12 months there were marked reductions in claimants and in particular over the summer / autumn 2022 period. This may be as a result of more season roles in sectors ie retail, hospitality. However, the numbers have increased again over the winter months.
P	3. People can access support in their community to keep safe and well and remain independent at home	3a. People are supported to build on their strengths and those in their communities to maintain and/or maximise their independence.	Locality sessions held with voluntary and community services, to broaden knowledge and understanding across the localities. The aim of the sessions was to bring together officers from Adult Social Care and the Community sector to meet and share information on the services they offer
		3b. People feel safe in their home and community	The base line is 40% or less assessments progress to provision of long-term services. Quarter 4 achieved 33.55% In Making Safeguarding Personal the percentage of people asked about their desired outcome has remained static. The full achievement of these outcomes has seen a slight decrease from 57% to 53% with the partial achievement being 27%.
	4. People are supported to maintain or improve their health, wellbeing and quality of life	4a. People know how to maintain or improve their health and wellbeing and get timely support for this, where required.	Average mental wellbeing score (measured through WHO-5 validated questionnaire) for those that completed targeted support increased from 52.6 at assessment, to 62.6 at completion.
		4b. People can access timely social care support and reablement to prevent a hospital admission or facilitate a timely discharge	Key achievements for Q4: <ul style="list-style-type: none"> - Piloting of targeted intervention for individual(s) with low level needs (Pathway 1 – reablement) - Low levels of bedded placements (93% of individuals returned/remained at home) - Actively involved in Integrated Front Runner and Community of Practice programme with DHSC and NHS England
I	5. We get things right, first time and make all services accessible and easy to use	5a. Services will be accessible and easy to use with improved customer satisfaction	Completed the planning phase to enable CSAT and NPS to go live during Q1 2023/24
		5b. Customers and partners report that they would recommend working with us in the future	Awaiting completion
	6. The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	6a. Services will provide value for money measured through delivery of outcomes within agreed resources	The council received its external audit Annual Report in March 2023, reporting on the council's value for money arrangements in relation to: <ul style="list-style-type: none"> • Financial sustainability; • Governance; and • Improving economy, efficiency and effectiveness. For all three criteria no significant weaknesses were identified. 2 improvement recommendations were made for Financial Sustainability and 2 improvement recommendations were made in relation to Improving economy, efficiency and effectiveness for the council as set out below. No recommendations were made in relation to Governance. The report can be accessed here: Walsall final 2021-22 Auditor's Annual Report. Progress in relation to these will be reported to Audit Committee.

		6b. Services are trusted and customer focused measured through staff satisfaction/ engagement scores.	<p>Presented ECC with a clear structure and work programme for the workstream which has been agreed.</p> <ul style="list-style-type: none"> - Training of cohort 1 of the new change champions is complete and recruitment for cohort 2 is underway. - 1st cohort of Accelerating Diverse Talent Programme has been completed to great acclaim. - A development programme for Equality Champions is being developed. - Organisation Development Strategy and Workforce Strategy have been agreed
C	7. Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential	7a. Children and young people have access to high quality education and training opportunities and schools are more inclusive	<p>We have continued to embed our work around improving inclusivity in schools including:</p> <p>Ongoing work of our Vulnerable Learners Hub which is supporting vulnerable children who are risk of exclusion and has prevented a number of permanent exclusions from being enacted by providing support to schools and families.</p> <p>Inclusion remains a key theme of the Walsall Strategic Alliance to be taken forward across the partnership.</p> <p>We have begun to implement the new requirements around attendance and have established a strategic attendance group to improve school attendance in Walsall.</p> <p>The Walsall Learning Alliance is beginning to develop its areas of focus and priorities. An independent chair has been appointed.</p> <p>Clear data processing agreements are now in place with Prospects to improve the understanding around which young people across various vulnerable groups are NEET.</p>
		7b. Children and young people with additional needs or in specific circumstances are identified and supported to have their health and education needs met.	<p>Following an extremely positive re-inspection of SEND provision in June 2022 which found that Walsall had achieved sufficient progress in seven of the nine areas of significant concern that had been identified in the 2019 inspection, we have written and submitted our Accelerated Action Plan (APP) to the Department for Education (DfE) which was approved by the DfE. Work against this plan is progressing.</p> <p>A detailed analysis has been undertaken within the EHC assessment team to understand where the bottle necks are in completing EHC assessments. This has resulted in the identification of key areas where processes are being improved. As a result we are beginning to see improved timeliness in decision making at the start of the process when deciding whether to assess and in the middle of the process when decisions are made to issue a plan following assessment. Health colleagues have implemented a weekly triage meeting which is improving the timeliness of advices. The backlog of EHC assessments is now reducing and there are improvements in timeliness coming through in quarter 4</p>
	8. Children grow up in connected communities and feel safe everywhere	8a. Services and support is responsive to needs of different communities, partners are proactive in responding to these needs and children and families have easier and timelier access to services.	<p>A Joint Targeted Inspection of the front door with inspectors from Ofsted, CQC and HMFRIC took place in November 2022. This inspection was incredibly positive and found that:</p> <p>“Children who need help and protection receive a coordinated and effective multiagency response at the ‘front door’ in Walsall. Senior leaders ensure that there is a culture of continuous and shared learning across the partnership, which is successfully disseminated to staff. This helps to support identification of risk and needs for children, at the earliest opportunity, and promotes improvements in services for children and their families.”</p> <p>The inspection demonstrated that progress had been made against the recommendation for improvement in this area at the ILACS inspection in October 2021.</p>

		<p>8b. Children and families are better connected with community resources to enable them to build resilience, are involved in developing their plans and can provide regular feedback.</p>	<p>Family Safeguarding continues to be embedded across the service and issues of sustainability are being addressed within the service and with partners.</p> <p>The implementation of the new Early Help MOSAIC process is in progress and the new outcomes framework for Early Help has been launched to align to the revised Supporting Families Programme.</p> <p>Development of the HAF programme has continues to support vulnerable families and the success of programme continues to go from strength to strength. Work has included:</p> <ul style="list-style-type: none"> • Further work with schools to understand the short, medium and long term benefits of children taking part in HAF • Working with GP's as key trusted professionals to be part of the clever conversation approach and help us more vulnerable families to benefit from the programme • Creating HAF community champions and volunteers – providing parents and carers who have had a positive experience through HAF with the right support to be directly involved with the programme, its communication and its marketing. • Exploring how we can maximises the delivery of HAF as an opportunity to mitigate against child poverty. <p>We have employed a Local Offer Co-Ordinator to develop the SEND Local Offer and work with parents, carers, children and young people to ensure that they can contribute effectively to the co-production of work related to SEND.</p>
<p>C</p>	<p>9. Our communities will be more resilient and supportive of each other</p>	<p>9a. There will be a vibrant and diverse community and voluntary sector providing help and support where people need it with a range of volunteering opportunities</p>	<p>The contract for the design and build of the new Household Waste Recycling Centre and Waste Transfer Station in Middlemore Lane has been awarded to construction contractor Morgan Sindall and work to finalise the designs has commenced. New facilities will enable more materials to be recycled and waste collections to be reviewed.</p> <p>Qualitative Feedback Walsall Community Network continues to be the key part of the VCS infrastructure delivering wellbeing support, including some preventative work in partnership with A&SC including anti slip slipper sock exchange, reducing slips and trips and Warm Walsall. The Network has been supporting the cost of living work including allocating crisis support to vulnerable residents, support for food banks as well as promoting Warm Walsall, all through the Household Support Fund. Making Connections Walsall service received 427 new referrals during 22/23 with an even split around the Borough.</p> <p>Nash Dom CIC continues to offer support to Ukrainians that came to Walsall through Sponsorship or Family Visa. ESOL provision for Ukrainians (delivered by Nash Dom) is very successful, helping people not just to improve their English skills but also to find out about available services in the area, learn more about Walsall and quickly integrate in the community. The provision also had a healing impact on attendees (considering traumatic experience majority of refugees went through), as they were able to have 1 to 1 and group conversation around mental health, share their challenges/experiences and support each other. Existing provisions is in place for Afghan and Syrian resettled residents.</p> <p>EU Settlement Scheme (EUSS) – Nash Dom offers support to Europeans to move from pre settled status to full status when eligible. Between 01 January 2023 and 31 March 2023, Nash Dom helped 137 community members that were facing various issues related to their EUSS status. Some of these include gather evidence required for pre-settled or settled status,</p>

			<p>contacting Home Office and asking guidance for more complex cases, help with making late applications, join a family member, change in personal details.</p> <p>ESOL - A Cohesion budget has now been allocated for the delivery of ESOL within the borough, whereby we are looking at starting delivery in September 2023. This provision will be delivered by Nash Dom CIC, Simple Steps Training and Aaina Community Hub. The ESOL provision will meet the ongoing demand for community-based English classes and meet the needs of our communities, who are not able to access English language provisions through the College. Provisions will be delivered in 12 week blocks, which will be guided through monthly monitoring.</p> <p>Inter-faith - Beacon Walsall – Drug and Alcohol service are in talks with Gurdwaras, Hindu temples and mosques to provide free support and advice for alcohol and substance misuse. Research and statistics showed a lack of ethnic minority communities accessing this service, due to cultural stigmas. Statistics showed a significant number of males and females from the Indian and Pakistani community have an issue with alcohol abuse. Pleck Gurdwara have agreed for assessments and a drop-in clinic to be based at their community centre for all communities to access.</p>
	<p>9b. Trust will be built within and between communities across the Borough</p>		<p>Qualitative feedback</p> <p>Walsall for All Board organised a successful mini conference - Building Community Cohesion in Walsall with over 70 attendees in March 2023. The keynote speech from Jo Broadwood, CEO of Belong – The Cohesion and Integration Network focused on Investing in Social Integration and Cohesion – lessons learned around UK. DLUHC provided a summary of national evaluation of the Integration Area Programme. Local presentations included the Chair of Walsall for All Board, Walsall Housing Group, DWP and Black Country Innovate. The Council colleagues contributed with sharing new funding opportunities (Mental health, community capital schemes). The Board met on 17 May reviewing the conference outcomes, their terms of reference and preparation of a new strategy, which should provide more focus for disability and LGBTQ+.</p> <p>Black Country Innovate have been supporting the family that were subjected to racial abuse at the Barr Beacon. A Hate Crime Ambassador has been allocated and is offering 6 support sessions to the family. Social integration and cohesion funding was provided to Under Veil charity supporting LGBTQ+ residents predominantly from Asian communities who find it difficult to 'come out' to their immediate family and networks.</p> <p>A consultation event with VCS was organised for the next round of the Household Support Fund with the Customer Engagement Team in June 2023 asking for feedback from community representatives on the guidelines, promotion and eligibility. It is highly anticipated that 19 community organisations will receive an allocation to provide immediate crisis support to residents.</p>
		<p>10a. The Borough's streets are clean, green and welcoming, with more waste recycled and less going to landfill</p>	
<p>10. People are proud of their vibrant town, districts and communities</p>		<p>10b. People feel safe in their local area and anti-social behaviour and crime – particularly environmental crime is reduced</p>	<p>In Q4 there has been an overall increase with regard to the amount of enforcement action taken against environmental type crimes including litter, waste and fly tipping. The service is increasingly using Locality Tasking to address wider community issues with partners this has included interventions in Dalkeith Street and Miner Street two of the worst streets in the</p>

			Borough for litter and waste complaints. Several prosecution cases are with legal services to be laid at Court.
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