

	Outcomes:	Markers of Success:	Interdependencies:
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	1a. Better connectivity, improved reliability and well maintained transport networks creating an environment where businesses are supported to thrive and grow	None identified
		1b. Regenerating the borough to support places where people are proud to live and work, delivering affordable homes and attracting inward investment	None identified
	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	Apprenticeship funded providers such as Walsall College, are largely responsible for sourcing, marketing and filling apprenticeship vacancies. We receive their monthly vacancy lists to promote to our participants but we are finding that employers are exclusively recruiting young people via schools and there are very few new apprenticeship starts which are available for adults wishing to enter employment through an apprenticeship route. Participation for adults is generally for those already in the workforce, and in particular with large employers through the apprenticeship levy programme as this is a government driver to create new apprenticeships. There is much more work to do with employers around the opportunities to access new apprentice starts through the traineeship model especially given in some cases, employers only really wish to recruit learners who have just completed GCSE's with good maths, English and engineering qualifications. Unfortunately, this disadvantages willing young people who wish to participate in apprenticeships but who do not have the required entry requirement to commence a level 2 learning programme. Unfortunately, the traineeship offer is ceasing so providers, including the College, will create other entry level programmes to help progress students into apprenticeship vacancies. This will create a natural feeder to live vacancies available within business.
		2b. Reducing unemployment through collaborative working with employers and partners	Statutory organisations are largely responsible for improvements required to achieve this marker of success ie DWP, JC+ Offices, FE Colleges and Training Providers. We continued to work closely with them to improve the quality of locally offered provision for our unemployed and low skilled residents.
PEOPLE - Encourage our residents to lead more 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	3a. People are supported to build on their strengths and those in their communities to maintain and/or maximise their independence.	Proud CAM project, work streams under Walsall Together and resilient community's project. CIP work streams 1, 2, 3, 4 and 6
		3b. People feel safe in their home and community	Proud CAM project, work streams under Walsall Together and resilient community's project. CIP work streams 1, 2, 3, 4 and 6
	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.	Aspiration to use a broader metric on wellbeing from April 2023 to align with Wellbeing Outcomes Framework being developed through Walsall Together
		4b. People can access timely social care support and reablement to prevent a hospital admission or facilitate a timely discharge	Acute trust team, Frail Elderly Service (FES), Community teams (NHS) such as rapid response and care navigation centre and independent sector are all interdependent on ICS pathways and have referral routes in. Out of Borough acute trusts refer to single point of access into ICS discharge team.

Cabinet Report - Corporate Plan: Markers of Success Q4

Appendix 3

Q.4 Identified Interdependencies:

<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	5a. Services will be accessible and easy to use with improved customer satisfaction	Supplier – we can not control all aspects of delivery as we are relying on our telephony partner. We will mitigate delays where possible.	
		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	Delivery of Proud benefits is a key interdependency. A number of savings were not delivered in 2022/23, resulting in carry over to 2023/24. This increased the levels of delivery plans needing to be achieved. Traction is needed on delivery plans to achieve the savings in year. Continue COL pressures have impacted and these continue to be monitored, reported and managed, with mitigating actions required as necessary. Work is in hand with DG/CMT on this.	
		6b. Services are trusted and customer focused measured through staff satisfaction/ engagement scores.	Results of the Staff survey is more complex than it may appear. Feedback from staff is dependent on circumstances at a team level not just the interventions from ECC work Stream	
<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	7a. Children and young people have access to high quality education and training opportunities and schools are more inclusive	Schools are largely responsible for improvements required to achieve this marker of success. We continued to work closely with them to improve the quality of education for children and young people in Walsall.	
		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>The timeliness of EHC assessments often depends on the timeliness of receiving advices from partners who are required to contribute to the assessment. We are working closely with partners across the SEND Local Area to review and refine processes to improve timeliness and are developing guidance to support practitioners to produce quality advices.</p> <p>The percentage of children in care with up to date health assessments is reliant on Health Colleagues being available to complete the assessments and submitting the paperwork back to the LA so that the child's record can be updated. There have been some issues with the timely submission of paperwork in particular, however, we continue to work with health colleagues to address this, and are assured that performance is likely better than reported as the assessments have actually taken place. Health provide assurance of their capacity to deliver health assessments via the Corporate Parenting Board. There are fortnightly strategic meetings between the LA and Health managers to develop collaborative working.</p> <p>The ability for Care Leavers to access Education, Employment and Training is linked to the overall jobs market and availability of opportunities. There is a risk that any disruption to employment could impact on this indicator, although support will be provided to care leavers to mitigate this as much as possible.</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>Contacts that result in No Further Action (NfA) rates remain high and work is being undertaken to look at the quality of MARFs with partners.</p> <p>Consent remains an issue - where there are no child protection concerns we are pushing back to referrers in some cases to get consent before progressing. In other cases, where consent has not been gained by the referrer, the contact is NFA due to parents refusing consent on contact. We are introducing the E-MARF to support with this issue.</p> <p>Although the indicators within this marker focus on the initial response at the front door, there are also increasing pressures throughout other areas of the social care system,</p>	

Cabinet Report - Corporate Plan: Markers of Success Q4

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			<p>most notably in relation to placements for children in care where costs are increasing and sufficiency is an issue.</p> <p>However, the Family Safeguarding programme continues to demonstrate success in reducing the number of children who become subject of plans or looked after and the length of time that children remain in care.</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>We will continue to work with partners in order that a more rounded data analysis can be provided that supports the family safeguarding model and its impact on children being maintained in school, call outs from the police and presentation at A and E in order to support the development of a sustainable model.</p> <p>The exploitation pathway is dependent upon partnership commitment to resource and continued support to ensure the exploitation panel functions as a mechanism to identify and respond to risk, threat and harm.</p> <p>Continued collaboration with the violence reduction unit and support to enable the inclusion of children/young people in education where criminal exploitation is a known vulnerability.</p> <p>We are working with the Councils resilient communities team and with Walsall Together resilient communities partnership to continue the development of our Holiday Activity and food programme to maximise opportunities to connect families to resources and enable them to be resilient.</p>
<p>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.</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>Reliance on several external groups in collaboration and support of the councils agenda. These groups are numerous, they include faith groups, ethnic minority groups, groups with a focus on international affairs etc</p>
		<p>9b. Trust will be built within and between communities across the Borough</p>	<p>Reliance on several external groups in collaboration and support of the councils agenda. These groups are numerous, they include faith groups, ethnic minority groups, groups with a focus on international affairs etc</p>
	<p>10. People are proud of their vibrant town, districts and communities</p>	<p>10a. The Borough's streets are clean, green and welcoming, with more waste recycled and less going to landfill</p>	<p>Improving recycling and diverting waste from landfill relies on the completion of a new waste transfer station and larger HWRC.</p>
		<p>10b. People feel safe in their local area and anti-social behaviour and crime – particularly environmental crime is reduced</p>	<p>Reliant on community vigilance and self-policing as such, it is essential that the community aids the efforts to reduce fly tipping in their reporting, which theoretically should increase fear of repercussions and as such reduce fly tipping numbers.</p>