

	Outcomes:	Markers of Success:	Key Achievements:
	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	<p>Key achievement is meeting 100% performance targets for highway safety inspections and highway emergency defect response times. Key achievements include:</p> <ul style="list-style-type: none"> - Increased interest in our recently launched SME Productivity Grants - Increased number of referrals to local and regional support programmes - The launch of our Walsall Start-Up Programme, delivered in partnership with the Black Country Chamber of Commerce - Deepening our collaborative work with the Best of Walsall business group by formalising and further structuring our working together - Increased amount of referrals to the BEAS (Business Energy Advice Service) and subsequent take up of net zero energy audits in Walsall
		1b. Regenerating the borough to support places where people are proud to live and work, delivering affordable homes and attracting inward investment	<p>The development partner procurement process has resulted in the selection of Keepmoat Homes Ltd while the Outline Planning Application has received delegated approval and the council's Cabinet has approved a CPO to support land assembly; a Strategic Delivery Plan has been completed for the Walsall Gateway residential opportunity area located to the north of the town centre which can provide circa 500 new homes while work is also progressing on a plan for the Station Quarter area; the council is delivering the Connected Gateway project supported by £11.4m from the government's FHSF with detailed design work is now underway; work is taking place to progress projects that are part of both Walsall and Bloxwich Town Deals with £23.5m awarded to each area respectively. Work is also ongoing with government to establish a Levelling Up Partnership which could be allocated up to £20m in funding. In addition Darlaston has been awarded £20million over 10 years as part of the government's Long Term Plan for Towns programme.</p>
E	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>The Council was the lead sponsor of this year's Ladder for the Black Country Apprenticeship Awards, an event held in late November 2023. The event was a high profile event and was attended by the new Chief Executive, Executive Director for Regeneration, Director for Regeneration and Portfolio Holder for Education and Young People. The winners for this years awards, include a Walsall Business Support Apprentice in the 'Apprentice of the Year' category and employer Blakemores won the category for Apprentice Employer of the Year.</p> <p>The Councils commitment to apprenticeships is long standing and aligns to the pledge made when Walsall Works was launched in 2012 to tackle youth unemployed by creating new apprenticeships through a subsidised grant. The Council also understands the challenge we have in growing the skills levels of the working age population in the borough, and in particular with some young people, and how a well designed apprenticeship can help to improve skills for the young person and also improve workforce development and skills.</p> <p>During this year, we lobbied with the WMCA and supported the creation of a new pre-apprenticeship programme which is being designed to address the challenge of attracting young people who may not have the entry requirements of a full apprenticeship. The new Paths 2 Apprenticeship programme is being piloted with some employers in the region, and will offer a 4-16 pre-employment support programme to prepare young people aged 19-29 year olds into a full apprenticeship.</p> <p>The rationale for supporting and lobbying for this intervention is that this is that Walsall still presents with a high volume of working age adults not possessing any qualifications, and shows there are nearly 17,000 (9%) adults having no qualifications. At a higher level, 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 professional services, creates the ideal opportunity to actively promote the creation of apprenticeships for adults to</p>

		<p>employers to help people without the relevant professional skills to enter the workforce and develop the skills whilst working. However, it is often challenging to encourage older adults to apply for new apprenticeships and its more common for existing adults in the workplace to access apprenticeships.</p> <p>Walsall Council continues to lead 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.</p> <p>In addition, the Council funded award winning Walsall Works programme continues to promote apprenticeships as a valuable route to employment. It 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 and any employers expressing interest in a apprenticeship are signposted to suitable training providers ie Walsall College, Performance through People. The team actively source and host these apprenticeship vacancies on 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. We plan to host an Apprenticeship event in February 2024, to promote vacancies within specific employers.</p> <p>Walsall Works has extensive 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 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>2b. Reducing unemployment through collaborative working with employers and partners</p>	<p>We rely on our continued working relationships with apprenticeship providers, such as Walsall College, are largely responsible for sourcing, marketing and filling apprenticeship vacancies.</p>

			<p>Whilst we do receive their monthly vacancy lists to promote vacancies to our participants but we are finding that employers are largely recruiting young people via schools or through progression of their existing student pool. There are still very few new apprenticeship starts which attract older adults, but we note that apprenticeship levy paying employers are attracting their existing workforce to take up higher apprenticeship, especially in key disciplines ie social work, programme management, leadership and management at a diploma and degree level programmes.</p> <p>We have also noted that the Council is actively utilising the levy funding, to create apprenticeships in social work and programme management which will help progress the existing workforce into professional and technical roles. Therefore, participation for older adults the pathway is generally for those already in the workforce, and in particular with large employers through their apprenticeship levy programme as this is a government driver to creating new apprenticeships.</p> <p>The introduction by Government on new pre-employment programmes such as Sector Work Academy Programmes, Bootcamps and flexibility to access Level 3 skills courses, may have contributed to the reduction and the appetite to create apprenticeships from employers as they can still secure funding to upskill their workforce.</p> <p>More work to get employers on board needs to take place and in particular to encourage them to offer valuable work placements as part of a new pre-apprenticeship routes for young people, especially as some employers still only wish to recruit learners who have just completed GCSE's with good Maths, English and Science 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. We are proud to have worked with the WMCA to design a new pre-apprenticeship programme to help progress young people who do not wish are not attractive to employers due to deficits in basic skills. This model may be attractive to vulnerable young people as it will offer incentives to young claimants to participate and would not affect their entitlement to benefits. This will create a natural feeder to live apprenticeship vacancies available within business.</p>
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.	<p>Q3 saw the embedding of the OT Therapy clinics operating from Goscote, with 151 people now having been seen. To support the preventative offer, there was also the introduction of the Virtual House, helping residents to stay safe and independent at home. This initiative shows examples of and information about equipment, assistive technology and sensory aids which can help to make daily tasks around the home easier.</p> <p>Principal OT and PSW workshops took place with all operational teams in November and December to embed learning from audits and support roll out of more outcome focused care and support, accompanied by an updated strengths-based practice handbook. 68 staff have completed training to become trusted assessors for low level equipment.</p> <p>Throughout Q3, Employment Services continue to support a significant range of people to achieve their aspirations around Employment, Education and training, with 55 individuals achieving positive outcomes by December 2023. These individuals have played a key role in the development and success of the Councils Supported Internship Programme, with 3 young people supported from within the service securing internship opportunities.</p> <p>Staff within the Outreach Service have successfully completed an accredited Independent Travel Training Qualification, enabling the team to support people preparing for adulthood, as well as adults, to travel independently.</p>

		<p>Brain in Hand is designed via an app to support adults who have autism, mental health conditions or cognitive impairments, offering personalised support, anxiety management tools, a daily planner, emergency support, access to strategies, progress monitoring and remove connectivity. It promotes independence, wellbeing and overall quality of life. This initiative is being supported by Provider Services, is currently being used to help up to 15 individuals via the use of a personalised mobile phone app. The service also promotes a range of other apps, as well as encouraging the use of other assistive technology equipment.</p> <p>The work of Shared Lives has seen a number of success stories during the quarter where people have moved to independent living, promoting autonomy and person centred support.</p> <p>The ICS Review Team have conducted a total of 68 proactive reviews of care packages put in place following hospital discharge in order to maximise the independence of the individuals involved, ensuring that support is proportionate and relevant.</p>
	<p>3b. People feel safe in their home and community</p>	<p>The proportion of S42 enquiries completed within 28 days has improved from Q2.</p> <p>DoLS waiting lists continue to reduce, despite increasing demand, with the backlog by the end of quarter 3 standing at 258. This is down from 335 at the end of 2022/23.</p> <p>The Locality teams are on target to achieve 100% of their annual reviews by the end of Q4, ensuring that care needs are effectively met in the least restrictive way and involving the person in the decision making process.</p> <p>Work has been undertaken to gain further insight into the trigger reasons for people needing long term support and the flow form hospital discharges. Findings have been shared with Commissioning colleagues and will continue to be monitored quarterly.</p> <p>Due to the closure of one of the borough's care home, commendable efforts were made by Adult Social Care and ICS staff to relocate the residents in a timely manner.</p> <p>In October 2023 long term assessments and reviews were allocated to 9 auditors, plus a total of 6 Section 42 Safeguarding Enquiries allocated to one further auditor. The auditors had no prior involvement in the case and did not audit any work from their own team. Cases were randomly selected from the period 1st July 2023 to 30th September 2023. The strengths-based audit tool used was the Regional Principal Social Worker peer audit tool with the addition of the Lived Experience Audit Tool. Overall findings were summarised and shared with the team managers and teams. The overall casefile audit results show that in total there were 59% of audits graded as good and 41% as requiring improvement and this has informed an action plan at the end of the report. However, people's experience of the process was overwhelmingly positive and people felt listened to.</p>
<p>4. People are supported to maintain or improve their health, wellbeing and quality of life</p>	<p>4a. People know how to maintain or improve their health and wellbeing and get timely support for this, where required.</p> <p>4b. People can access timely social care support and reablement to prevent a hospital admission or facilitate a timely discharge</p>	<p>This quarter there have been: 771 visits to the POP website 231 visits to the hubs from new and existing service users 115 service users accessing the hubs (new and existing) 65 new service users accessing the hubs 34 of the new service users reside in deciles of deprivation 1-3</p> <p>The 95% target for people remaining in the community following an admission intervention was achieved due to the low number of bedded placements (Pathway 2 &</p>

			<p>3) made. Significant increase (from 948 to 1,087) in the discharge to the community number.</p> <p>It should be noted that 6 of the people were placed into rehabilitation (Pathway 2) beds with the potential to be discharged home following this intervention. We need to implement a reporting mechanism around whether people who are placed into Pathway 2 beds are subsequently discharged home. It is likely that the Pathway 3 (2.6%) placements will result in long term care home placements.</p>
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	Our NPS and CSAT is consistently above industry standards, and we are in the final stages of moving towards automating customer satisfaction surveys with a go live in April 2024
		5b. Customers and partners report that they would recommend working with us in the future	This measure is being re-evaluated and therefore has no feedback
	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	See above. Identification of mitigating actions has been a key success.
		6b. Services are trusted and customer focused measured through staff satisfaction/ engagement scores.	
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>Walsall is now broadly inline with the national average for the % of schools which have been judged to be good or better. We aim to be better than national when our RI/inadequate schools are inspected in line with Ofsted's inspection schedule.</p> <p>Establishment of Walsall Learning Alliance 'exclusions' sub group with a focus on 'belonging' to give strategic oversight for suspensions, exclusions and wider inclusion to support pupils remaining in schools and settings.</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>There is now a dedicated NEET worker within the virtual school that is focussing on a specific young people that have been identified for being able to find work, education or training.</p> <p>The NAG group oversees and tracks all of the young people that are NEET and so we know which young people that we need to target.</p> <p>Walsall works and the virtual school do drop ins from the hub and are based within the service twice a week.</p> <p>DWP are also joining this group and will be offering additional support at the hub one day a week.</p> <p>There are monthly meetings in place with Group Managers and the CIC health nurse to ensure that there is monitoring of the health assessments and that all children in care have an up-to-date health assessment.</p> <p>Decision Making Processes for EHC Assessments are more robust and effective leading to more timely decisions at 6 and 16 weeks.</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.	he Right Help, Right Time threshold guidance has been revised and launched in February 2024. The revised guidance focuses on having the right conversations and identifying and responding to need at the earliest opportunity. The RHRT guidance aligns with the supporting families programme priorities and has a stronger emphasis on earliest help and single agency

		<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>support where this is appropriate, meaning more children, young people and their families should receive the right help at the earliest time.</p> <p>The percentage of social work Child and Family Assessments remains consistent and above regional and national comparators. As a service, we have retained a level of stability and been able to support and develop staff to provide the foundations for practice in this area.</p> <p>The Family Safeguarding Model has now been established for over 3.5 years, and provides a high level of support to families where children are on statutory Child in Need and Child Protection Plans to avoid children coming into care. This continues to have a positive impact in respect of the proportion of children entering into care being from families open due to safeguarding concerns within the family - there will always be a need for this for some children, but we seek to ensure the most support possible has been provided to avoid this.</p> <p>Walsall's implementation of the Family Safeguarding Model has been the subject of a peer review from the Centre for Family Safeguarding, and received significant positive feedback. We have seen an decrease in the duration of care over the past two quarters, indicating that pre proceedings have been effective and meaning that permanency is secured for children who cannot remain with their families promptly.</p> <p>Walsall's Participation Strategy is focused on making sure children's and young people's voices are heard, and this is reflected in the data on Child Protection Conferences and Child in Care Reviews.</p> <p>There has been an increase in children participation in child protection conference and child in care reviews.</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 East locality have worked with several organisations to create a structure that will help develop their businesses allowing new volunteers to be fully inducted and supported within each organisation. They have robust, externally quality assured processes that we can share with organisations to support volunteers.</p> <p>The South Locality held an event in which was supported by over 30 volunteers on preparation and on delivery day. Speaking different languages, coming from different cultures, different ethnic backgrounds and faiths did not stop them coming together, investing their efforts and work as a team. The volunteer's mobilisation and participation was an example of community cohesion and shared community values.</p> <p>Walsall Council has arranged a 'Volunteers and the law' training course delivered through a national provider for the sector. This took place on 17 January and there has been a big take up of the course.</p> <p>The Wild Canvass exhibition took place in Darlaston Library on 27 January 2024. The Tale of 10 exhibition/book collection of migrant stories have been launched in Lichfield Street Hub.</p>

		<p>National Social Prescribing Day was celebrated on Thursday 12 March. Making Connections Walsall celebrated the event by holding 4 locality based events, where residents, user users and professionals could come and find out more about the offer.</p> <p>Received funding from the UKSP to promote 'Heritage' within Walsall. Each locality lead arranged events in partnership with Heritage Lottery in 'Heritage' buildings. This included Aldridge Transport Museum and Walsall Leather Museum. Over 30 VCS grass roots organisations attended and was really positively received. This new way of locality based working resulted in more interest in this topic area than in previous years.</p> <p>Completed Community Cohesion and social integration consultation with 20 focus groups with 'protected characteristics'.</p>
	<p>9b. Trust will be built within and between communities across the Borough</p>	<p>The 1st VCS Recognition AWARDS event took place on Friday 19 January where over 40 VCS organisation have been invited to nominate 2 staff or volunteers from their organisation. The event had a special section for Cresswell Wanderers FC who received the Kings Award for Voluntary Services at the end of last year and the Brindley Foundation for their work with getting the Knife Angel to Walsall. Awards will be presented by Portfolio Holder Deputy Leader Garry Perry.</p> <p>Walsall for All quarterly meeting on 20 February saw the launch of Community Advisors with diverse lived experiences – this is a joint initiative between W4A and Walsall Together.</p> <p>Walsall Community Resilience Forum was set up in February 2024 focusing on Contest and providing greater engagement with diverse communities, faiths and cultural group on this important counter-extremism subject.</p> <p>Walsall published a WALSALL: From 'Report to Support' A Borough-wide study of experiences and responses to hate. A multiagency conference took place on 29 Feb to present the findings and kickstart the action plan development in this area of work.</p> <p>A funding of 100k for a Skills Centre at AAINA Community Hub (better outcomes racialised communities) has been attracted to Walsall from the Race Equality Task Force (WMCA) through excellent cooperation between Walsall for All, Council and WMCA.</p> <p>International Women's Day was celebrated in numerous venues w/c 5-9 March, focusing on cultural competencies, diversity, access, employability and professional support for women.</p> <p>Council took part in the dialogue between Black African and Caribbean communities and Police force on 9 March 2024, focusing on race inequality and outcomes in policing. Some further work will be required in this area.</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>10b. People feel safe in their local area and anti-social behaviour and crime – particularly environmental crime is reduced</p>	<p>Targeted enforcement work coupled with educational and diversionary activity is becoming more normalised acknowledging that enforcement can help with short term issue but can solve all problems long term. Efficient processing of fixed penalty notices and prosecution cases is leading to good outcomes that are then highlighted in social and other media.</p>