

2021/22 CORPORATE MARKERS OF SUCCESS DASHBOARD

PRIORITIES	OUTCOMES	MARKERS OF SUCCESS	BASELINE	BASELINE AMENDED NOV 2021	Lead	Qtr 1 : Apr - Jun 2021	Comment / Progress achieved to date	Qtr 2 : Jul - Sept 2021	Comment / Progress achieved to date	Qtr 3 : Oct - Dec 2021	Comment / Progress achieved to date	Qtr 4 : Jan - Mar 2022	Comment / Progress achieved to date
Overall Aim: Inequalities are reduced and all potential maximised													
ECONOMIC - Growth for all people, communities and business	1. Creating an environment where businesses invest and everyone who wants a job can access one	1. Businesses accessible to staff, suppliers and customers. Transport networks free from defects and congestion.	Free from defects Highway condition – as per 2019/20:		Deborah Hindson		% of safety inspections completed on time – 100% % of Cat 1 emergencies completed on time (via Tarmac) – 100%		Highway safety inspections completed on time = 100% Emergency defects attended to within 1 hour = 96.2% Number of Urgent traffic signal faults repaired within time by contractor (%) = 100% Number of Non-Urgent traffic signal faults repaired within time by contractor (%) = 99% Traffic signal inspections completed on time = 100%		1. Highway safety inspections completed on time = 100% 2. Emergency defects attended to within 1 hour = 100% 3. Number of Urgent traffic signal faults repaired within time by contractor (%) = 100% 4. Number of Non-Urgent traffic signal faults repaired within time by contractor (%) = 98% 5. Traffic signal inspections completed on time = 100%		1. Highway safety inspections completed on time = 100% 2. Emergency defects attended to within 1 hour = 97% 3. Number of Urgent traffic signal faults repaired within time by contractor (%) = 100% 4. Number of Non-Urgent traffic signal faults repaired within time by contractor (%) = 99% 5. Traffic signal inspections completed on time = 100%
		2. A combination of low unemployment figures and high vacancy figures	Walsall Universal Credit Claimant Data (source: NOMIS March 2021) shows 15,380 claimants		Philippa Venables		During the Quarter 1 period a total of 355 local people enrolled to our Walsall Works programme with a majority of these being Universal Benefit Claimants who have been displaced due to Covid ie on furlough, made redundant or have left education without an offer of employment.		Walsall Universal Credit Claimant Data (source: NOMIS October 2021) shows a reduction in claimants since the last quarter. The current UC claimant count has dropped to 12,640 claimants from 15,310 claimants in late March 2021.		Walsall Universal Credit Claimants (source: NOMIS January 2022) shows a reduction in claimants since the last month, quarter and year. The current UC claimant count has dropped to 11,365 claimants from 14,665 at the start of the previous calendar year in January 2021.		The current UC claimant count has dropped in March 2022 to 10,910 claimants from 14,310 in March 2021 in the previous calendar year
			EMSI Walsall Unique Job Posting Analytics (source: EMSI April 2021) shows 5,512 unique vacancy postings		Philippa Venables		We support these clients by enrolling them to our Walsall Works programme which resulted in a total of 133 local people being supported to access employment, training, apprenticeships and paid work placements, as set out in the table in the attachment.		The volume of unique Walsall Job Postings identified at the start of this financial year, shows an increase in unique job postings to 5,512 vacancy postings		This quarter we have been able to obtain detailed data and information (source: Black Country Consortium) on unique job postings of vacancies in the Walsall borough and the wider Black Country sub region: -steady increase in the vacancy postings -increase in unique job postings in the last calendar year (by month) highlighting an increase in the unique postings to nearly 9k in the month of December 2021 (these vacancies are likely to include seasonable and short term vacancies, which may not sustainable job roles and therefore the volume of unique postings are likely to drop in January 2022 to a pre-Christmas figures)		Data shows decreases from heightened job postings at the end of December 2022 during a 30 day period in January to February 2022. But an overall heightened demand compared to the same period in 2021 and this is expected to continue for the foreseeable future.
	2. Education, training and skills enable people to fulfil their personal development	3. Partnership working with businesses to offer apprenticeships, graduate programmes and training programmes for those wishing to re-enter the workforce	Walsall Apprentices on programme (source: BC Data Cube April 2021) shows 2186 apprentices (averaging 547/qrt) The total number of apprenticeships from Walsall who have started or participating in an apprenticeship are set out below across levels in the period August 2020- April 2021 were • Apprenticeships Starts – 1350 (1800/yr = averaging @ 450/qrt) • Apprenticeship Participation – 3590 (4787/yr = averaging 1197/qrt) • Total Apprenticeships – 4940 (6587/yr = averaging 1647/qrt)		Philippa Venables		Apprenticeships on Programme: During the Quarter 1 period a total of 355 local people enrolled to our Walsall Works programme with a majority of these being Universal Benefit Claimants who have been displaced due to Covid ie on furlough, made redundant or have left education without an offer of employment. We found that a significant volume of these were young people who have left university and looking for their first employment, so they would not have been suitable to apply for apprenticeship vacancies. In the quarter of the 133 people supported into a positive outcome but only 5 of these were apprenticeships.		Apprenticeships on Programme - During the Quarter 2 period a total of 567 local people enrolled to our Walsall Works programme with a majority of these being Universal Benefit Claimants who have been displaced due to Covid ie on furlough, made redundant or have left education without an offer of employment. In the quarter of the 200 people supported into a positive outcome but only 2 of these were into apprenticeships that were known to us. At the next quarter, a position for the last full academic year will be presented		Apprenticeships on Programme - During the Quarter 3 period a total of 408 local people were enrolled to our Walsall Works programme with a majority of these being Universal Benefit Claimants who have been displaced due to Covid ie on furlough, made redundant or have left education without an offer of employment. We found that a large volume of these were young people who were referred to the BC Impact programme for support. In the quarter of the 165 people supported into a positive outcome and there was a slight increase of those who were placed in apprenticeships, at 7 young people known to us. These volumes people supported into apprenticeships are still stark compared to the known volumes of apprenticeship starts in the borough as outlined.		Apprenticeships on Programme: During the Quarter 4 period a total of 703 local people were enrolled to our Walsall Works programme with a majority of these being Universal Benefit Claimants through our Walsall Works Expo, Impact and Restart scheme. In the quarter of the 193 people supported into a positive outcome, only one young person accessed an apprenticeship. These volumes people supported into apprenticeships are still stark and we need to provide more support to help young people to apply for apprenticeships. The total volume of new apprenticeship starts were 1740 starts creating a total 4,450 enrolments. However, a comparison on our performance against previous years shows there is a reduction in the number of starts and participations, which reflects the reduction nationally.
			Walsall Council Kickstart Gateway Profile (source: DWP April 2021) shows a profile of 150 work placements				Kickstart Placements – Walsall Council Gateway. As a Kickstart Gateway Organisation We have secured 150 work placement pledges from local private sector employers and in the first quarter we recruited approximately 40 placements into these roles. The current performance on our Gateway is set out in the attachment		In the second quarter we recruited young people into 40 placements into these roles.		Kickstart Placements – Walsall Council Gateway - As a Kickstart Gateway Organisation we have secured well over 150 work placement pledges from local private sector employers and we date have placed 118 young people into paid work placements. BC Impact - The Employment and Skills Team delivers on approx 70% of the performance targets for the BC Impact programme.		Kickstart Placements – Walsall Council Gateway: As a Kickstart Gateway Organisation we have placed 130 young people into paid work placements, with 39 currently on placement. BC Impact: The Employment and Skills Team currently has 242 clients being supported making up 76% of the current live caseloads for the BC Impact programme. Since the programme inception, 4436 enrolments which have resulted in a total of 2461 interventions and 1328 outcomes achieved (of which 55 young people have gone into apprenticeships).
			New business registrations and closures (Nomis) Business Engagements (Source Evolutive CRM & Walsall Works Records)				Business Engagements (Source Evolutive CRM & Walsall Works Records). Business and Employer Engagements led by the Walsall Works team resulted in 78 new vacancies being sourced and promoted in the quarter. Walsall Council's Business Growth Team logged 111 enquiries with 82 businesses during Q2 2021. Business Engagement Numbers: Walsall Council's Business Growth Team have recorded 84 business engagements on a range of issues for Q1 2021. The most common business engagement in Q1 2021 was general Business Support (40), followed by Access to Finance (31) and Sites & Premises inquiries (8).		Business Engagements (Source Evolutive CRM & Walsall Works Records) Business and Employer Engagements led by the Walsall Works team resulted in 78 new vacancies being sourced and promoted in the quarter. Walsall Council's Business Growth Team logged 111 enquiries with 82 businesses during Q2 2021. Mid-September also saw another of the team's engagement days in Walsall Wood. The team continue to deliver the AIM for Gold programme and currently have 28 enrolled on the programme at least at P13 (three hours of support) stage. The latest news for the programme sees a 50% intervention rate for businesses interested in capital investment.		This was done through a variety of means, including events, webinars and 1-1 engagements, as well as working with partners such as the Black Country Chamber, Black Country Growth Hub and Best of Walsall. 38% of these engagements were for General Business Support, with 36% inquiring about access to finance and 11% around sites and premises enquiries, which is quite standard for the work of the team. Unexpectedly, 65% of inquiries came from manufacturing businesses with Wholesale and Retail Trade and Administrative Support Services making up 7% each, respectively. Walsall Council is currently account managing 8 foreign owned firms in the Borough who were active during Q3 2021 and continue to engage with us - ASSA ABLOY, JE Sedgwick, Delkin Europe, Midland Chilled Foods, Lichtgitter, RB Forgings UK, Enerpac (who have now moved out of the area but wish to keep a footprint in the Borough) and Bernstein. As well as relationship management of Poundland, Walsall Pressings and Handelsbanken.		The Business Growth Team has logged engagements with 145 businesses for Q4. This includes a mixture of events, 1-1 support, attending networking events and an engagement day that saw 50+ businesses visited in Willenhall. This also gives us an annual, 21/22 reporting figure of 464 inquiries with 311 companies in the Borough. The team currently has around 20 businesses actively engaged with the AIM for Gold business support programme at various stages, from Expression of Interest to awaiting defrayal of grant monies.
		4. Increase in local supported employment and educational opportunities for residents who have additional needs. Numbers of folk from hard to reach groups helped into training	Number of residents supported with employability who present with additional needs i.e. poor health. (Source: Walsall Works, Black Country Impact or Kickstart programmes)		Philippa Venables		The BC Impact Programme continues to identify and support 16-29 years olds who present with complex backgrounds and barriers ie health. The programme continues to provide dedicated support to young care leavers, young offenders, those with SEND, poor physical and mental health. A lifetime review of the data shows the average breakdown of participants as: • 1.9% homeless • 2.1% care leavers • 3.0% ex offenders • 10.3% lone parents • 31.3% health barriers, of which one third were those with mental health issues		The Employment and Skills Team delivers on approx 70% of the performance targets for the BC Impact programme . Since the programme inception, 4436 enrolments which have resulted in a total of 2461 interventions and 1328 outcomes achieved (of which 55 young people have gone into apprenticeships. 16-25 year olds (total) Outcomes: Education = 414 Employment = 540 Apprenticeship = 55 Traineeship = 92 We have already achieved our targets for support key groups such as leavers but continue to service the needs by providing a dedicated Employment Advisor lead for the Probation Service, Youth Justice Team, Transitional Leaving Care, Adult Social Care, Teenage Pregnancy Unit, Sure Start Centres, Refugee Migrant Centre and many other community organisations.		The BC Impact Programme continues to identify and support 16–29- year-olds who present with complex backgrounds and barriers ie health. The programme continues to provide dedicated support to young care leavers, young offenders, those with SEND, poor physical and mental health. A lifetime review the data shows the average breakdown of the total 4436 participants and the sub groups they are identified within: •1.9% homeless •2.1% care leavers •3.0% ex offenders •10.3% lone parents •31.3% health barriers, of which one third were those with mental health issues. We have secured funding from the Careers Enterprise Company to target young people pre16 who are at risk of becoming NEET and this has resulted in referral of young people who are home-school elected, those who are at risk of dropping out of education and those with SEND. The aim of the project is the support these young people to find alternative provision in order to return back to education.		Black Country Impact has supported over 1660 participants aged 16- 29 years old into positive outcomes, of these 496 participants have declared a disability, learning difficulty and/or health problem. Of these with a disability, 3 moved into apprenticeships, 273 into further education, 5 into traineeships and 192 into work
PEOPLE have increased	3. People live a good quality of life and feel that they belong	5. Increase in people accessing reablement opportunities. Less number of vulnerable residents who are in statutory services or having out of area placements	The number of NEW clients who received reablement during 20-21 = 1674 (averaging 419/qrt) (Note: we will include the previous year's outturn of 1165 as a further bench mark and caveat as 2020/21 may be an outlying year for this measure so use this figure as last year was unprecedented) Number of people in a long term residential or nursing placement during the year = 1240 (averaging 310/qrt)		Paul Gordon / Karen Jackson		441 people accessed reablement during quarter 1 The reablement review is taking place – and we are at the midpoint of the review		350 people accessed reablement during quarter 2		371 people accessed reablement during quarter 3		397 people accessed reablement during quarter 4
		6. Increase numbers of residents not requiring ongoing services and living independently in the community. Information and advice is accessible and signposting at the front door of community services	The number of contacts "signposted" during the year = 2497 (averaging 624/qrt)				703 contacts signposted during quarter 1		659 contacts signposted during quarter 2 Strength Based Practice using the three connections has now been rolled out across all the locality teams, LD and MH Connection 1 has had a significant impact in reducing the number of people moving onto support plans		872 contacts signposted during quarter 3		1385 contacts signposted during quarter 4

increased independences, improved health and can positively contribute to their communities	4. People know what makes them healthy and they are encouraged to get support when they need it	7. Reduced numbers of residents having formal ASC assessments who are empowered to take control and informed choices with the correct information	The number of assessments completed that did not lead to a Care and Support Plan/provision of long term services = 2089 (averaging 522/qrt)				547 assessments/connections undertaken during quarter 1 that did not progress to Care plan.		569 assessments/connections undertaken during quarter 2 that did not progress to Care plan,		551 assessments/connections undertaken during quarter 3 that did not progress to Care plan		581 assessments/connections undertaken during quarter 4 that did not progress to Care plan
		8. More people using active travel modes. Safe and convenient cycleways and footways	TfWM's most recent Covid-19 travel survey: • 65% of respondents from the West Midlands stated that they would like to become more physically active; • 28.3 of West Midlands' residents don't walk at least once a month; • 22.4% of children in the West Midlands are either overweight or obese; • 48.9% of disabled people are inactive in the West Midlands. Annual Travel survey figures for Walsall (academic year 2020/2021 at primary level): • Active Travel: Walsall 62% vs National 47%; • Walking figures: 60% vs 46% National; • Cycling 1% higher than National; • Car use 12% lower in Walsall than National; • Over 22,000 primary school students participating in Walk to school week; • 35 schools have a 5 minute walk zone set up; • 5 Primary schools have a walking bus		Deborah Hindson		- 240 children have received Bikeability level 1 & 2 training - 12 secondary school students have received Bikeability level 3 training - The number of residents engaging in Active Travel in Walsall has significantly increased during the last 12 months, as a result of the COVID-19 lockdown - According to CRT, the average daily count of pedestrians and cyclists on Walsall's canals pre-lockdown was 89 compared to 226 post-lockdown – this an increase of 154%.J15		Better street projects have been delivered at Haws Rd and Harden Rd/Station Rd. A new shared cycleway on Lichfield Rd is 50% complete. The Walsall cycle hire scheme was promoted in the run up to the Women's Tour cycle event. The Council website contains up to date information on active travel projects: https://walsallwalking-and-cycling.commonplace.is/		1. Completed the evaluation of 5 experimental school street zones and determined the benefit of implementing as a permanent solution. 2. Delivery of 335M of shared cycle way (on Lichfield Rd). 3. Design and delivery of 600M of new segregated cycle and pedestrian routes (on Wolverhampton Rd West). 4. Improved 725M of existing cycle path (on the NCNS path between Mill Ln and Ryecroft Cemetery)		Bikeability: 35 children have attended Learn to Ride sessions 24 children have participated in Level 1 & 2 cycle training 53 students have participated in Level 3 cycle training 210 children have participated in Fix (cycle maintenance) sessions 208 reception children and their parents carers have received pedestrian training 475 year 3 children have received pedestrian training Continued implementation of School Streets at 5 locations, using Active Travel Tranche 2 Funding (ATF T2). Delivery of a 600M new segregated cycle and pedestrian route (on Wolverhampton Rd West), as part of the Connecting Bentley Phase II Active Travel Fund Tranche 2 (ATF T2) scheme Resurfaced 725M of the existing the NCNS cycle path between Mill Ln and Ryecroft Cemetery, using funding from the Veolia Environmental Trust.

INTERNAL Focus – All Council services are efficient and effective	5. Internal services deliver quality and adapt to meet the needs of customer facing services	9. Smarter commissioning of service resulting in required outputs being delivered to realise quality outcomes	- Keeping within budget (OH / Physio / EAP contracts) - Agency completion rates - Evidence of adding Social Value (Agency contract)		Tony Meadows		We have been able to utilise spare capacity within an existing Children's Services contract for Motivational Interviewing training for the benefit of the Adult Social Care workforce thus saving time and ensuring both workforces are adopting the same methodology.		The Third Party Spend Board has started to strategically focus on how the council can develop opportunities for a greater level of local spend. Working across the council it has evolved to embrace a commissioning approach that takes a view of future need in order to better inform both existing and future businesses of the opportunities to keep the Walsall £ in Walsall. ASC, as part of their refreshed transformation plan, are working with both internal and external partners in order to embed a strength and asset approach whereby people are able to access support and guidance within their own community to enhance their independence without the need for statutory services.		A 2-year plan has been shaped to enable Adult Social Care to continue on its transformation journey which incorporates a whole council approach to wellbeing.		As at the end of 2021/22, £9.73m (50%) of the £19.41m benefit target for TPS has been counted in the Council budget. £553k of these are red benefits which have been delayed and are now expected to be delivered in 2022/23. The full value of benefits identified over the Council's medium term financial position is £19.02m, 98% of the workstream benefit target. It is expected that the processes put in place by the workstream to date will help to deliver further budgeted benefits in future financial years as well as ensuring cost avoidance and value for money are maximised thus supporting the Council's medium term financial position. The workstream has also supported the Council's financial position through support to delivery of non-cashable financial benefits of £972k
		10. Internal Services are regularly reviewed and delivered within budget.	Proposed – Keeping within budget (HR)				Supporting the recruitment of apprentice social workers in Children's Services and Adults to ensure a pipeline of talent for the future. - As at June 2021 HR Budget was £25K underspent		R&T within budget for Qtr 2 monitoring – underspend £260k (R&T underspend of £180k in Qtr 1, which includes HR £25k underspend)		R&T within budget for Qtr 3 monitoring – underspend £320k		R&T within budget for Draft Outturn – underspend £970k (underspend of £320k in Qtr 3)
	6. Services are efficient and deliver value for money	11. Internal Services have staff and processes able to adapt to meet the emerging needs of customers	<i>Quantities Data is not currently available. It is being prepared as part of the OneSource Closure Report and Implantation Lessons learnt process</i>		Michele Leith / Shaun Darcy		The migration of Payroll function from Itrent System onto the integrated Enterprise Resource Platform (ERP) OneSource. This was completed as scheduled on 5 th July 2021. The standing up of the Admin and Business Support Function, with the transfer of core administrative and Business Support activities to the new teams. Successful Recruitment to two key Director roles - Director of HR,OO & Administration and Director of Transformation & Digital. Successful completion of ILM accreditation in Mediation by a number of HR officers		Implementation of Payroll in OneSource and training to staff to improve digital inclusion and utilise the system for payslip and overtime purposes and ironing out of bugs post Go Live. This is enabling the integration of staff/paysroll data with budget/actuals/commitment data to improve the forecasting ability across the council for budget holders to view in real time once posted. This will also support the Business Insights work moving forward to be able to blend financial and non-financial data to better plan service delivery and likely need in the future.		Workforce survey completed showing areas that have improved and areas requiring more focus to take onboard and make the required improvements. This is feeding into our E&SS and ECC workstreams to ensure this is captured and deliverables are including relevant areas to deliver the greatest impact of improvement to staff and customer experience through both the Workforce Strategy and the OD Strategy. Workforce Development Strategy is progressing. Strategic Asset Plan and appendices approved and implementation underway. Closed ATAR clocking in system and went live with WALTER gaining significant admin efficiencies across the Council Initial Org Dev Strategy developed and socialised. Digital Strategy approved and underway. Customer Experience Strategy approved and underway		Workforce survey completed (last qtr) showing areas that have improved and areas requiring more focus to take onboard and make the required improvements. This is feeding into our E&SS and ECC workstreams to ensure this is captured and deliverables are including relevant areas to deliver the greatest impact of improvement to staff and customer experience through both the Workforce Strategy and the OD Strategy. Workforce Development Strategy is progressing. Strategic Asset Plan and appendices approved and implementation underway. Closed ATAR clocking in system and went live with WALTER gaining significant admin efficiencies across the Council Initial Org Dev Strategy developed and socialised. Digital Strategy approved and underway. Customer Experience Strategy approved and underway
		12. Online portals that allow self-service, payments and order tracking are in place for ease of use for all.	As part of the deployment of on-line portals/self service through the CRM are developed data from the relevant services will form the baseline. Services will monitor, measure and track data as part of an end to end process.		Elise Hopkins / Michelle Dudson		CRM phase 1 does not go live until September 2021 Discovery sessions have been held with wave 1 services in preparation for build out		A strategic partner was appointed to help undertake CRM development. So far 80 processes have been reviewed, and approximately 50% are now in digital development. The first set of processes for clean and green and complaints are expected to go live for customer use before the end of 2021.		Various new self-serve processes for Clean and Green and Community Protection were built. Go live was due to happen at the end of quarter 3 but was unfortunately delayed. (All the targeted processes for Q3 have since gone live but this was behind schedule and occurred in Q4).		Various new self-serve processes for Clean and Green and Community Protection were launched. Key Stats: 9,848 MyAccount Created (Total customers registered to self-serve on the new platform) We have received 5,795 requests through Dynamics of which 50% have been processed via MyAccount self-service. Channel shift highlights - % of customer requesting services online rather than telephone: •81% Abandoned Vehicles report its come through MyAccount self-service •71% Bigger Bin Applications come through MyAccount self-service •62% Bulky Waste Requests come through MyAccount self-service Please note this has been achieved organically with minimal comms/marketing of the MyAccount portal which is very encouraging

7. Children thrive emotionally, physically, mentally and feel they are achieving their potential	13. Children have access to high quality education and training opportunities and schools are more inclusive. Children and young people engage with education, fewer children are excluded and educational outcomes improve.	• % of children who attend good and outstanding schools – as at 31st March 2021 (74%, compared with 82% regionally and 84% nationally) – target direction of travel – to increase;		Andrea Potts, Sharon Kelly, Sally Rowe, Colleen Male		• % of children who attend good and outstanding schools – as at 30 th June 2021 - 74%, – <i>direction of travel</i> - stayed the same		• % of children who attend good and outstanding schools – as at 30/09/2021 - 74%, – <i>direction of travel</i> - stayed the same		% of children who attend good and outstanding schools – as at 31/12/2021 - 79% – <i>direction of travel</i> – increasing from baseline		% of children who attend good and outstanding schools – as at 31/03/2022 - 79.5% – <i>direction of travel</i> – increasing from baseline
		• % of 16, 17 and 18 year olds who are not in Education, Employment and Training - as at 31st March 2021 (1.4% of young people are NEET and 1.5% of young people are 'unknown', giving a total of 2.9%, compared with 3.9% in the Black Country, 5.7% in the West Midlands and 5.5% nationally) – target direction of travel – to decrease;				• % of 16, 17 and 18 year olds who are not in Education, Employment and Training - as at July 2021 - 1.4% of young people are NEET and 1.3% of young people are 'unknown', giving a total official figure of 2.6% (The overall percentage is lower that the two figures combined due to the rounding up of the individual NEET & 'unknown' figures) - <i>direction of travel</i> - decreasing		• % of 16, 17 and 18 year olds who are not in Education, Employment and Training - as at July 2021 - 1.4% of young people are NEET and 1.3% of young people are 'unknown', giving a total official figure of 2.7% (The overall percentage is lower that the two figures combined due to the rounding up of the individual NEET & 'unknown' figures) – <i>direction of travel</i> – stable.		% of 16, 17 and 18 year olds who are not in Education, Employment and Training - as at March 2022 - 1.3% of young people are NEET and 1.4% of young people are 'unknown', giving a total official figure of 2.7% – <i>direction of travel</i> – improving from baseline		% of 16, 17 and 18 year olds who are not in Education, Employment and Training - as at March 2022 - 1.3% of young people are NEET and 1.4% of young people are 'unknown', giving a total official figure of 2.7% – <i>direction of travel</i> – improving from baseline
		• % of children excluded from school (fixed term and permanent) – Data is based on academic year with the baseline for the 2019-20 year and the 2020-21 academic year measured as part of the markers of success. (Primary – Fixed Term – 0.53% (142), Permanent – 0.04% (10), Secondary – Fixed Term – 2.63% (468), Permanent – 0.20% (36)) – target direction of travel – to decrease				% of children excluded from school (fixed period and permanent) – 2020-21 academic year up to 30 th June 2021 (Primary – Fixed Period – 0.28% (74), Permanent – 0.03% (8), Secondary – Fixed Period – 3.02% (551), Permanent – 0.19% (34)) – <i>direction of travel</i> – fixed period and permanent for Primary and permanent for secondary have reduced, however, fixed period for secondary has increased compared with 2019-20		% of children excluded from school (fixed period and permanent) – 2020-21 academic year - (Primary – Fixed Period – 0.32% (84), Permanent – 0.03% (8), Secondary – Fixed Period – 3.18% (581), Permanent – 0.20% (36)) – <i>direction of travel</i> – fixed period and permanent for Primary and have reduced, permanent for secondary has remained the same, however, fixed period for secondary has increased compared with 2019-20		% of children excluded from school (suspensions and permanent) – 2021-22 autumn term - (Primary – Suspensions – 0.14% (38), Permanent – 0.02% (4), Secondary – Suspensions – 1.01% (185), Permanent – 0.05% (9)) – <i>direction of travel</i> – there has been a very small increase in the number of primary suspensions and permanent exclusions compared with the 2020-21 autumn term (38 suspensions and 4 permanent exclusions compared with 31 and 2 last year), however, there has been a significant decrease in the number of children suspended and excluded. It is possible that by the end of the summer term some of the indicators may be slightly higher than 2019-20 and 2020-21, however, when weighed against the fact that schools were closed for significant periods of time during the previous two academic years, performance in this area continues to demonstrate significant improvement.		% of children excluded from school (suspensions and permanent) – 2021-22 to date - (Primary – Suspensions – 0.52% (140), Permanent – 0.12% (23)) – <i>direction of travel</i> – suspensions and exclusions are generally decreasing, particularly at secondary school level. Currently all measures except for primary suspension rate remain below the 2020-21 out-turn and all measures are below the 2019-20 out-turn giving an overall reduction in the number of children suspended and excluded. It is possible that by the end of the summer term some of the indicators may be slightly higher than 2019-20 and 2020-21, however, when weighed against the fact that schools were closed for significant periods of time during the previous two academic years, performance in this area continues to demonstrate significant improvement.
	14. Children with special educational needs and disabilities are identified and supported effectively. Children in care and care leavers are supported physically and emotionally through access to health checks and health histories and are able to achieve their potential through high quality education, employment and training opportunities.	• % of Care Leavers who are in Education, Employment and Training – as at 31 st March, benchmarking data published in October (57.8%, compared to 48% among statistical neighbours, 42% among Regional neighbours and 39% nationally) - <i>target direction of travel</i> – to increase	AMENDED 2020-21 baseline - % of Care Leavers who are in Education, Employment and Training – (Walsall – 50.0%, Statistical Neighbours – 46.4%, West Midlands – 50.0%, National – 52.0%)			% of Care Leavers who are in Education, Employment and Training – as at 30 th June – 54.6%, - <i>direction of travel</i> – fallen slightly		% of Care Leavers who are in Education, Employment and Training – as at 30/09/2021 – 56.3%, - <i>direction of travel</i> – fallen slightly from baseline but still within expected parameters		% of Care Leavers who are in Education, Employment and Training – as at 31/12/2021 – 52.9%, - <i>direction of travel</i> – improving from amended baseline.		% of Care Leavers who are in Education, Employment and Training – as at 31/03/2022 - 54% - <i>direction of travel</i> – improving from amended baseline
		• % of EHC assessments completed within 20 weeks – measured from January 2020 to December 2020 – benchmarking data published in May 2021 (19.7% of plans issued within 20 weeks, compared to 60.1% among statistical neighbours, 50.0% among Regional neighbours and 58.0% nationally) - <i>target direction of travel</i> – to increase to 60% or more;		Andrea Potts, Sharon Kelly, Sally Rowe, Colleen Male		% of EHC assessments completed within 20 weeks – between 01st July 2020 and 31st June 2021 - 37.4% of plans issued within 20 weeks - <i>direction of travel</i> – improving		• % of EHC assessments completed within 20 weeks – between 01/10/2020 and 30/09/2021- 40.7% of plans issued within 20 weeks - <i>direction of travel</i> – improving		% of EHC assessments completed within 20 weeks – between 01/01/2021 and 31/12/2021 - 39.0% of plans issued within 20 weeks - <i>direction of travel</i> – slight fall and unlikely to hit the 60% target for this year.		% of EHC assessments completed within 20 weeks – So far in 2022 18.7% of assessment have been completed within 20 weeks. However, we are continuing to work to clear a backlog of cases which are impacting on timeliness. When these are removed from the indicator, performance so far in 2022 is closer to target at 52.7% - <i>direction of travel</i> – slight fall and unlikely to hit the 60% target for this year.

CHILDREN have the best possible start, are safe from harm, happy, healthy and learning well			<ul style="list-style-type: none">• % of children in care with up to date health assessments – as at 31st March, benchmarking data published in October (93.2%, compared among statistical neighbours, among Regional neighbours and nationally) - target direction of travel – to increase;	AMENDED 2020-21 baseline - % of children in care with up to date health assessments - (Walsall – 85.0%, Statistical Neighbours – 91.7%, West Midlands – 89.0%, National – 91.0%)		<ul style="list-style-type: none">• % of children in care with up to date health assessments – as at 30th June - 90.0%, - direction of travel – fallen slightly but still within expected parameters		<ul style="list-style-type: none">• % of children in care with up to date health assessments – as at 30/09/2021 – 91.3%, - direction of travel – fallen slightly from baseline but still within expected parameters		% of children in care with up to date health assessments – as at 31/12/2021 – 90.6%, - direction of travel – improving from amended baseline.		% of children in care with up to date health assessments – as at 31/03/2022 – 95.1%, - direction of travel – improving from amended baseline.
	8. Children grow up in connected communities and feel safe everywhere	15. Children, young people and families are involved in service design and development and the needs of children and families are well understood in each locality. 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.	<ul style="list-style-type: none">• % of Early Help contacts completed within timescales - between 01/04/2020 and 31/03/2021, no benchmarking data available (89.0%) - target direction of travel – to increase;		Andrea Potts, Sharon Kelly, Sally Rowe, Colleen Male	<ul style="list-style-type: none">• % of Early Help contacts completed within timescales - between 01/07/2020 and 30/06/2021 87.6% - direction of travel – slight dip but within expected parameters		<ul style="list-style-type: none">• % of Early Help contacts completed within timescales - between 01/09/2020 and 31/08/2021 87.6% - direction of travel – slight dip but within expected parameters – data only available until 31st August due to a change in reporting processes		<ul style="list-style-type: none">• % of Early Help contacts completed within timescales - between 01/09/2020 and 31/08/2021 87.6% - direction of travel – data only available until 31st August due to a change in reporting processes. Updated information will be available by end of February (Q4)		Due to the merging of the front door these indicators are no longer measured in the same way and are therefore under review.
			<ul style="list-style-type: none">• % of social care contacts completed within 48 hours - between 01/04/2020 and 31/03/2021, no benchmarking data available (83.5%) - target direction of travel – to increase;			<ul style="list-style-type: none">• % of social care contacts completed within 48 hours - between 01/07/2020 and 30/06/2021 82.9% - direction of travel – slight dip in performance due to increasing numbers of contacts at the front door.		<ul style="list-style-type: none">• % of social care contacts completed within 48 hours - between 01/09/2020 and 31/08/2021 82.8% - direction of travel – slight dip in performance due to increasing numbers of contacts at the front door – data only available until 31st August due to a change in reporting processes.		<ul style="list-style-type: none">• % of social care contacts completed within 48 hours - between 01/09/2020 and 31/08/2021 82.8% - direction of travel – data only available until 31st August due to a change in reporting processes. Updated information will be available by end of February (Q4)		
			<ul style="list-style-type: none">• % of social care contacts which lead to a referral - between 01/04/2020 and 31/03/2021, no benchmarking data available (30.0%) - target direction of travel – to increase;			<ul style="list-style-type: none">• % of social care contacts which lead to a referral - between 01/07/2020 and 30/06/2021 27.0% - direction of travel – there has been a slight dip in the percentage of contacts leading to a referral.		<ul style="list-style-type: none">• % of social care contacts which lead to a referral - between 01/09/2020 and 31/08/2021 25.8% - direction of travel – there has been a slight dip in the percentage of contacts leading to a referral but this remains within expected parameters - data only available until 31st August due to a change in reporting processes.		<ul style="list-style-type: none">• % of social care contacts which lead to a referral - between 01/09/2020 and 31/08/2021 25.8% - direction of travel – data only available until 31st August due to a change in reporting processes. Updated information will be available by end of February (Q4)		
			<ul style="list-style-type: none">• % of social care assessments completed within 45 days – between 01/04/2020 and 31/03/2021, benchmarking data published in October (90.2%, compared to statistical neighbours, among Regional neighbours and nationally) - target direction of travel – to increase			<ul style="list-style-type: none">• % of social care assessments completed within 45 days – between 01/07/2020 and 30/06/2021 91.5% - direction of travel – increasing.		<ul style="list-style-type: none">• % of social care assessments completed within 45 days – between 01/07/2020 and 30/06/2021 89.1% - direction of travel – there has been a slight dip in performance but this remains within expected parameters.		<ul style="list-style-type: none">• % of social care assessments completed within 45 days – between 01/01/2021 and 31/12/2021 88.2% - direction of travel – there has been a slight dip in performance but this remains within expected parameters.		
		16. 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. More children and young people are supported in their family home, the response in meeting the needs of vulnerable adolescents is local and proactive with risks around exploitation reduced and fewer young people enter the Criminal Justice system.	<ul style="list-style-type: none">• % of children and young people who contribute to their CP conferences - between 01/04/2020 and 31/03/2021, no benchmarking data available (94.0%) - target direction of travel – to maintain or increase;		Andrea Potts, Sharon Kelly, Sally Rowe, Colleen Male	<ul style="list-style-type: none">• % of children and young people who contribute to their CP conferences - between 01/07/2020 and 30/06/2021 – 95.5% - direction of travel – increasing		<ul style="list-style-type: none">• % of children and young people who contribute to their CP conferences - between 01/09/2020 and 30/09/2021 – 96.2% - direction of travel – increasing		<ul style="list-style-type: none">• % of children and young people who contribute to their CP conferences - between 01/01/2021 and 31/12/2021 – 95.4% - direction of travel – increasing from baseline		<ul style="list-style-type: none">• % of children and young people who contribute to their CP conferences - between 01/04/2021 and 31/03/2022 – 95.6% - direction of travel – increasing from baseline
			<ul style="list-style-type: none">• % of children and young people who contribute to their LAC review - between 01/04/2020 and 31/03/2021, no benchmarking data available (97.0%) - target direction of travel – to maintain or increase;			<ul style="list-style-type: none">• % of children and young people who contribute to their LAC review - between 01/07/2020 and 30/06/2021 – 96.2% - direction of travel – decreasing		<ul style="list-style-type: none">• % of children and young people who contribute to their LAC review - between 01/09/2020 and 30/09/2021 – 97.3% - direction of travel – increasing		<ul style="list-style-type: none">• % of children and young people who contribute to their LAC review - between 01/01/2021 and 31/12/2021 – 98.8% - direction of travel – increasing from baseline		<ul style="list-style-type: none">• % of children and young people who contribute to their LAC review - between 01/04/2021 and 31/03/2022 – 98.4% - direction of travel – increasing from baseline
			<ul style="list-style-type: none">• Number / Rate per 10,000 of children entering care – between 01/04/2020 and 31/03/2021, benchmarking data published in October (24.2 per 10,000 0-17 (167) compared to statistical neighbours, among Regional neighbours and nationally) - target direction of travel – to decrease;			<ul style="list-style-type: none">• Number / Rate per 10,000 of children entering care – between 01/07/2020 and 30/06/2021 – 21.6 per 10,000 0-17 (149) - direction of travel – decreasing		<ul style="list-style-type: none">• Number / Rate per 10,000 of children entering care – between 01/09/2020 and 30/09/2021 – 23.3 per 10,000 0-17 (162) - direction of travel – decreasing		<ul style="list-style-type: none">• Number / Rate per 10,000 of children entering care – between 01/01/2021 and 31/12/2021 – 23.9 per 10,000 0-17 (166) - direction of travel – decreasing from baseline		<ul style="list-style-type: none">• Number / Rate per 10,000 of children entering care – between 01/04/2021 and 31/03/2022 – 26.2 per 10,000 0-17 (182) - direction of travel – decreasing from baseline. There has been a slight increase in the number of children entering care compared with 2020-21. However, we saw a decrease in children entering care in 2020 due to the pandemic. When we look at 2019-20 as a more comparable year 34.0 per 10,000 0-17 (237) children entered care which provides assurance, alongside in depth-analysis that in general the number of children entering care is reducing
			<ul style="list-style-type: none">• Number of children that go missing - between 01/04/2020 and 31/03/2021, no benchmarking data available (233) - target direction of travel – to decrease;			<ul style="list-style-type: none">• Number of children that go missing - between 01/07/2020 and 30/06/2021 - 305 - direction of travel – increasing		<ul style="list-style-type: none">• Number of children that go missing - between 01/09/2020 and 30/09/2021 - 305 - direction of travel – increasing		<ul style="list-style-type: none">• Number of children that go missing - between 01/01/2021 and 31/12/2021 - 305 - direction of travel – increasing		<ul style="list-style-type: none">• Number of children that go missing - between 01/04/2021 and 31/03/2022 - 305 - direction of travel – increasing
			<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/04/2020 and 31/03/2021, benchmarking data published in July (180 per 100,000 10-17 (53) compared to statistical neighbours, among Regional neighbours and nationally) - target direction of travel – to decrease			<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/07/2020 and 30/06/2021 - 207 per 100,000 10-17 (61) - direction of travel – increasing		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/09/2020 and 30/09/2021 - 179.9 per 100,000 10-17 (54) - direction of travel – within target range.		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/01/2021 and 31/12/2021 - 194.1 per 100,000 10-17 (56) - direction of travel		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/04/2021 and 31/03/2022 - 183.3 per 100,000 10-17 (55) - direction of travel – stable – please note that while the correct number of first time entrants was reported in q3 there was an error in the calculation of the number per 100,000 this should have been 186.6 (56)
		10. People are proud of their vibrant town, districts and communities – Paul Gordon	<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/04/2020 and 31/03/2021, benchmarking data published in July (180 per 100,000 10-17 (53) compared to statistical neighbours, among Regional neighbours and nationally) - target direction of travel – to decrease			<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/07/2020 and 30/06/2021 - 207 per 100,000 10-17 (61) - direction of travel – increasing		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/09/2020 and 30/09/2021 - 179.9 per 100,000 10-17 (54) - direction of travel – within target range.		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/01/2021 and 31/12/2021 - 194.1 per 100,000 10-17 (56) - direction of travel		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/04/2021 and 31/03/2022 - 183.3 per 100,000 10-17 (55) - direction of travel – stable – please note that while the correct number of first time entrants was reported in q3 there was an error in the calculation of the number per 100,000 this should have been 186.6 (56)
			<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/04/2020 and 31/03/2021, benchmarking data published in July (180 per 100,000 10-17 (53) compared to statistical neighbours, among Regional neighbours and nationally) - target direction of travel – to decrease			<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/07/2020 and 30/06/2021 - 207 per 100,000 10-17 (61) - direction of travel – increasing		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/09/2020 and 30/09/2021 - 179.9 per 100,000 10-17 (54) - direction of travel – within target range.		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/01/2021 and 31/12/2021 - 194.1 per 100,000 10-17 (56) - direction of travel		<ul style="list-style-type: none">• Number of first time entrants into the criminal justice system - between 01/04/2021 and 31/03/2022 - 183.3 per 100,000 10-17 (55) - direction of travel – stable – please note that while the correct number of first time entrants was reported in q3 there was an error in the calculation of the number per 100,000 this should have been 186.6 (56)
COMMUNITIES are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion	9. Housing meeting all people's needs - is affordable, safe and warm	17. Less residents in statutory building based services	As at the end of May we had 850 clients in Long stay/Permanent placements		Karen Jackson	848 R & N Clients as at end of June 2021		835 R & N Clients as at end of September 2021		812 Residential & Nursing Clients as at end of December 2021		792 R & N Clients as at end of March 2022
		18. Increase in residents who are accessing community voluntary sector opportunities	The number of contacts "signposted" during the year = 2497 of which a sub set relates to housing, but detail not held on systems.			703 contacts signposted at quarter 1		659 contacts signposted during quarter 2		672 contacts signposted during quarter 3		1385 contacts signposted during quarter 4
	10. People are proud of their vibrant town, districts and communities – Paul Gordon	19. Council and partners maintain open communication with all communities and engage in cultural awareness resulting in wide range and high quality cultural offers	Number of active volunteers that support cultural offers. Strength of VCS organisations involved in cultural work. Number of cultural events organised by VCS		Philippa Venables / Paul Gordon	COVID-19 Community Champions: <ul style="list-style-type: none">• We have recruited 14 community organisations to deliver the COVID-19 Community Champions programme. These organisations broadly represent a wide spectrum of diverse communities and protected characteristics groups within the borough. Over 100 champions are working in a variety of different roles, from supporting the vaccination programme to ensuring communities have access to up-to-date COVID information and ensuring mental health and wellbeing is prioritised.• Up to 27th July 2021, community champions groups have supported the mobile vaccination programme. They have successfully helped to vaccinate 1,276 people. The mobile vaccination programme consists of 3 buses (including one static bus at the Manor Hospital). There have been 77 deployments (includes 18 days at the hospital) across 38 locations.ESOL Intelligence Unit: 12 provisions were delivered in the last quarter, of which:<ul style="list-style-type: none">• 5 provisions have completed their delivery;• 7 provisions are continuing after this quarter;• Over 130 learners have engaged in learning in this quarterWalsall for All programme: 32 projects have been commissioned or awarded funding under the Walsall for All programme, of which:<ul style="list-style-type: none">• 15 projects are complete;• 16 projects are either ongoing or suspended (due to COVID);• 1 project is yet to commence (Cultures of Walsall)		Despite the continuing impact of COVID-19 there have been many cultural activities that have happened on-line and a small number of physical activities. Whilst the Walsall for all team has been focused on supporting the Community Champions and vaccination bus initiative we have continued to organise COVID-19 safe events. The COVID vaccination buses took part in over 150 deployments in community locations. Each deployment was supported by a community champions group. There were 9 sessions were community champions from across the borough came together to share best practice and common operational issues. Our largest housing Provider, WHG has enthusiastically adopted a resilient communities approach (open engagement). Feedback from their work will be included in the next quarter update.		Learning and Engagement Team has offered work experience opportunities, placements and volunteering opportunities for engaged with 11 people during this period. We offered work experience opportunities for 6 FE students, placements for 2 HE students and volunteering opportunities for one young person who is NEET, one recent graduate who is in part time employment, and another individual who is a part time art teacher.		Communication with all diverse communities is maintained through partnerships, such as Walsall for All, Safer Borough Partnership. It is also maintained through regular information updates to Walsall Community Network and through One Walsall provider management. In addition to achievements under MoS 18, Walsall for All Programme achieved targets in the following areas: 7891 residents took part in social mixing and school linking activities, 800 residents engaged in the community dialogue, 2832 residents participated in ESOL and women empowerment programme and 4400 people benefited from the information/awareness promoted by the Covid-19 Community.
		20. High quality, well maintained public realm and safe community spaces	Existing performance data is limited to outputs (e.g. cleaning frequency, number of volunteer litter picks, number of fly tips, etc). Figures to be confirmed. Outcome performance data for public realm quality is being developed: X (to be confirmed) community litter picks carried out. X% scheduled street cleans carried out. X fly tips cleared			Walsall Community Litter Watch was the winner of the Keep Britain Tidy Community Engagement award. Development of Alloy system.		A street scene strategy is being drafted and will be presented to Cabinet in December. Work is underway to set up the APSE land audit management system for performance reporting on environmental quality.		Streets are well maintained, services are responsive and operations are undertaken in a consistent and timely manner. Also refer to MoS19 – Community volunteers / litter picking.		No further updates regarding MoS 20 as Q3 submission was sent in late with some data that should have been held back for Q4