

	Outcomes:	Markers of Success:	Interdependencies:
<b>ECONOMIC</b> - 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	SPRINT Phase 1: interdependency with Council's planned carriageway resurfacing programme Q1 2022/23; also, with SPRINT Phase 2 design development works and P&R proposals.
		2. A combination of low unemployment figures and high vacancy figures	Our team of advisors are working in blended working arrangement ie face to face and virtual support. We have secured a number of new community outreach venues, but in some cases, these rely on the good will of the community organisations to offer the space at little or no charge. Despite the high unemployment numbers, we had noted a reduction in the number of referrals from Jobcentre work coaches, and especially from young people which may be due to the pressure DWP are under to match young claimants to vacant Kickstart placements first. However, the referrals volumes of young people into Restart and Impact are expected to increase given the Kickstart scheme comes to end on 31 March 2022. Mobilising our delivery on the Restart scheme has been slower than intended due to problems with sourcing and recruiting qualified and experience employability advisors and staff. The reliance on DWP work coaches to refer the right type of claimants to our Restart delivery model is an ongoing issue as more and more participants fall within the discretionary longer term unemployed group. There is a continuous need to build positive relationships with JC+ work coaches to ensure that UC claimants who are shorter term unemployed are referred to our Restart scheme. We have established partnership links with all organisations but do rely on new and existing funded training providers, support services led by partner organisations and employers to bring forward local vacancies and support our clients enrolled onto Walsall Works to apply for these vacant positions.
	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	<u>Apprenticeships</u> Our service depends on and relies on a healthy working relationship and collaborative working with all Apprenticeship providers, employers and our internal service areas to create and growth new Apprenticeship vacancies. There is a level of dependency on the availability of grants and incentives for employers to encourage them to create apprenticeships, and we have now been informed that Apprenticeship incentives have been extended until May 2022.
		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	We are reliant on partner organisations to continue to refer clients from vulnerable target groups, as set out above.
<b>PEOPLE</b> have increased independences, improved health and can positively contribute to their communities	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	Walsall Together, provider market, developing an outcomes-based commissioning
		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	Strengthening ASC collaboration with wider council work stream; alongside strength-based approaches underpinning all we do
	4. People know what makes them healthy and they are encouraged to	7. Reduced numbers of residents having formal ASC assessments who are empowered to take control and informed choices with the correct information	<i>No info provided</i>

**Cabinet Report - Corporate Plan: Markers of Success Q4**

**Appendix 3**

**Q.4 Identified Interdependencies:**

	get support when they need it	8. More people using active travel modes. Safe and convenient cycleways and footways	Availability and retention of casual road safety tutors to fulfil the Bikeability and pedestrian training.  Interdependency with Council's planned programme of highway schemes and traffic regulation orders for 2021/2022.
<b>INTERNAL</b> 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	Interdependencies need to explore the links between this and any council economic regeneration activity, and also the council's future strategy for supporting the community sector.
		10. Internal Services are regularly reviewed and delivered within budget.	Ensuring the workforce has the right skills, knowledge and behaviours to deliver our transformation ambitions. A lot of the same staff are involved in multiple workstreams due to their expertise and skills and this is being mapped to ensure timescales are not impacted by the reliance on certain individuals, especially considering their business as usual tasks as well and ensuring smooth service delivery throughout the period.
	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	Overlap of process improvements across workstreams being managed to ensure an overall timetable for delivery can be achieved in the most optimum way for impact to enable staff effectively. A lot of the same staff are involved in multiple workstreams due to their expertise and skills and this is being mapped to ensure timescales are not impacted by the reliance on certain individuals. Also making sure service delivery from internal services is not detrimentally impacted due to the input required into the process improvement.
		12. Online portals that allow self-service, payments and order tracking are in place for ease of use for all.	Clear interdependencies with the future enabling technology roadmap (in particular development of a new payments system and replacement of various business-line systems). Dependencies with Culture and Behaviour Workstreams. Dependency on Organisational Development Plan for PMO and the recruitment of key roles within Centre of Excellence and Connected Working. Dependency on creation of the Hub and future approach to voluntary sector commissioning. Dependency on Resilient Communities, to help facilitate first-line advice and digital support. Dependency on Asset Management Review and availability and suitability of buildings to undertake first-line advice and digital support. Dependency on contents in other Service Development Plans and partnership arrangements.
<b>CHILDREN</b> have the best possible start, are safe from harm, happy, healthy and learning well	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.	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.  Data from last year and this year is somewhat of an anomaly due to Covid-19 and the amount of time schools have been closed or children have been out of school due to self-isolation. As we move out of Covid, both schools and children and young people will need additional support to deal with the fallout and long term impacts of Covid-19.
		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.	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 provides assurance of their capacity to deliver health assessments via the Corporate Parenting Board.

			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.	
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.		<p>The number and timeliness of contacts and the proportion leading to a referral remains highly dependent on partners making contact. Police conversion rates are suppressed by the DA triage process and reporting is being refined to account for this.</p> <p>NFA rates remain high and work is being undertaken to look at the quality of MARFs with partners. Consent remains an issue - where there are no CP 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>The upcoming changes in health in relation to the implementation of the ICS will need to be carefully considered and we will work closely with health colleagues to ensure that any disruption has a minimal impact on safeguarding processes.</p>	
	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.		<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><b>COMMUNITIES</b> are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion</p>	9. Housing meeting all people's needs - is affordable, safe and warm	17. Less residents in statutory building based services	<i>No info provided</i>	
		18. Increase in residents who are accessing community voluntary sector opportunities	We await the further development of community resilience corporately linked to our developing strength-based approach utilising individual and community assets	
	10. People are proud of their vibrant town, districts and communities	19. Council and partners maintain open communication with all communities and engage in cultural awareness resulting in wide range and high quality cultural offers		There are potential interdependencies with Our Walsall Story consultations, review of the Corporate Plan, contribution to Physical Activity Framework, Mental Health and Wellbeing Strategies, ASC Continuous Improvement Plan and many others. There is established exchange of activity with Safer Borough Partnership and Walsall Together.
		20. High quality, well maintained public realm and safe community spaces		<i>No info provided</i>