

	Outcomes:	Markers of Success:	Interdependencies:
<p>ECONOMIC - Enable greater local opportunities for all people, communities and businesses</p>	<p>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</p>	<p>1a. Better connectivity, improved reliability and well maintained transport networks creating an environment where businesses are supported to thrive and grow</p>	<p>Regional collaboration is key for the team to achieve targets, but we have also been working closely with the private sector, reaching contractual agreements with Black Country Chamber, Oxford Innovation and Best of Walsall, to provide seamless referral mechanisms into our programmes of support.</p>
		<p>1b. Regenerating the borough to support places where people are proud to live and work, delivering affordable homes and attracting inward investment</p>	<p>Whilst we have some mainstream Council funding currently, the majority of the team is currently resourced through income generated through payment by results or grant funding, so we rely on the ability to continue to perform against agreed targets to enable our grant givers and funders to continue to invest in our services. During Q4, the team will plan for delivery beyond March 2025, when our main grant funded programmes come to an end. The team will present plans for a re-designed Employment and Skills Service which is resourced wholly through mainstream funding, therefore less reliant on grant and payment by results income.</p> <p>On grant funded programmes, we rely heavily on our relationship with sub-contracted partners such as those outlined above in our Multiply programme. On other grant funded programmes, such as Commonwealth Games Legacy, we rely on maintaining the robust relationships that we have built up with our co-locations hosts who have offered us space, rooms and facilities on a 'pro-bono' basis as they feel that our services provide their service users with the support needed to create a more cohesive community.</p> <p>Over many years we have built good relationships with other key government agencies and funded partners (Chamber, FE Colleges, DWP, Housing, Health, Local Authority) all whom are represented on the Walsall Employment and Skills Board. As a partnership, we commit to continued collaboration and working together to share opportunities which will help to motivate and engage our residents to improve their economic and health wellbeing.</p> <p>We require continuous business and developer interest in the regeneration of the borough to support the place to be attractive for new investment and for business re-locations or expansions. This will create an environment where people are proud to live and work in the borough. We rely on our colleagues managing physical regeneration schemes to create opportunities to engage in direct dialogue with developers and agents to introduce the principles and benefits of social value commitment with clear interventions being agreed to create opportunity for businesses and people ie Planning, Towns Deals, Regeneration Schemes and new Commercial Contracts.</p> <p>We are already in regular contact with some major contractors and partners to support the achievement of social value commitments, and we have regular conversations with HBD on opportunities being created on the new SPARK (Phoenix 10 site). Future meetings will focus on their ability to bring forward work experience programmes, work placements through Works+, new apprenticeship roles and groundworker roles, both in the current remediation phase and moving forward in development of the bespoke commercial units on this prestigious site.</p> <p>We will rely on building relationships with other major developers and contractors, to maximise on the potential to draw out goodwill on social economic and environmental schemes. We will contact Keepmoat on the Willenhall housing development and Kier on the Darlaston and Willenhall train station redevelopment schemes. We are also keen to engage with the commercial contractors for the new recycling centres in Bloxwich and Aldridge.</p>

			<p>We have good links with procurement colleagues to ensure that each new tender is assessed on social value with a weighting of 5% minimum to 15% maximum and assessment will ensure that contractors include tangible KPIs and employment related outcomes.</p>
<p>2. Education, training and skills enable people to contribute to their community and our economy</p>		<p>2a. Provide access to education, apprenticeships and training to improve productivity and skills</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. We receive their weekly vacancy lists which are promoted to our participants, but we do find that some providers are largely recruiting young people via school led careers fairs or through progression of their existing apprenticeship 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 older 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, finance and programme management which will help progress the existing workforce into professional and technical roles. Therefore, participation and pathway for older adults is generally via existing workforce, and in particular with large employers through their apprenticeship levy programme as this is a key government driver.</p> <p>The introduction by Government on a number of new pre-employment training programmes such as Sector Work Academy Programmes, Bootcamps, Skills for Work, L3 entitlements and flexibility to access a great variety to 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 from other more flexible programmes</p>
		<p>2b. Reducing unemployment through collaborative working with employers and partners</p>	<p>There are high levels of interdependencies with the migration of legacy benefit claimants to the new Universal Credit system and this is ongoing until March 2025. This may correlate to the ongoing fluctuation and increases in UC benefit numbers, which may not necessarily show that the numbers have increased due to new benefit claims.</p> <p>Collaboration is key to success, as Statutory government funded organisations are largely responsible for improvements required to achieve this marker of success ie DWP, JC+ Offices, FE Colleges and Training Providers. We continue to work closely with them to ensure that their resources and funding are directed appropriately to address the needs of our participants and will work with them to improve the quality of local offer ie provision for our unemployed and low skilled residents.</p> <p>The E&S Service have presented a transformation business case for sustainable Council revenue funding to prevent an over reliance on external grants to sustain the service. This revenue funding will reduce the risk associated with short term grant funding which results in staff losses and uncertainty of our services to our target group. It is vital that we continue to resource employability services and continuously improve employment and training opportunities for our residents especially those who are young people across Walsall and those who are over 50's as these target groups have larger than average levels of benefit claimants. There is need for more opportunities for continued collaboration with the voluntary sector to play their part in employability support and we have recently gone out to tender for delivery of our Year 3 Multiply programme, targeted employed people on low income improve how they manage their personal finance and</p>

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Appendix 3

Q3 Identified Interdependencies:

			<p>improve their financial literacy. We will update progress on these new activities in the next report.</p> <p>Through our Walsall Works community based delivery we are now embedded within Family Hubs and Community Centres to ensure the community sector has a part to play with improving economic outcomes for residents, especially those who are economically inactive. Our intention of the year is to further grow our presence in our most deprived ward areas and we have already scoped where we intend introducing pop up Job Clubs.</p> <p>Our work with the private sector is outlined above and we will work with employers, developers, contractors, investors, agents and housing providers to create and bring forward employment opportunities for local people.</p> <p>We require support from our internal services ie Customer Contact Centre and our Connected Services to identify residents who require support and who should be directed to our employability services.</p>
<p>PEOPLE - Encourage our residents to lead more active, fulfilling and independent lives to maintain or improve their health and wellbeing</p>	<p>3. People can access support in their community to keep safe and well and remain independent at home</p>	<p>3a. People are supported to build on their strengths and those in their communities to maintain and/or maximise their independence.</p>	<p>Continuous Improvement programme workstreams/3Ps</p>
		<p>3b. People feel safe in their home and community</p>	<p>Continuous Improvement programme workstreams/ 3Ps (people process and practice) involving Adult Social Care, Commissioning, ICBs, Safeguarding Partnerships.</p> <p>CXC having robust processes and a capable workforce to ensure that people at risk of or experiencing abuse or neglect are referred to Access promptly.</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>No</p>
		<p>4b. People can access timely social care support and reablement to prevent a hospital admission or facilitate a timely discharge</p>	<p>Interdependency with Walsall Healthcare Trust (Frail Elderly Service, Care Navigation, Virtual Wards and Rapid Response) and Intermediate Care service</p>
<p>INTERNAL FOCUS - Council services are customer focused effective, efficient and equitable</p>	<p>5. We get things right, first time and make all services accessible and easy to use</p>	<p>5a. Services will be accessible and easy to use with improved customer satisfaction</p>	<p>None</p>
		<p>5b. Customers and partners report that they would recommend working with us in the future</p>	<p>n/a</p>
	<p>6. The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</p>	<p>6a. Services will provide value for money measured through delivery of outcomes within agreed resources</p>	<p>n/a</p>
		<p>6b. Services are trusted and customer focused measured through staff satisfaction/ engagement scores.</p>	<p>N/a</p>
<p>CHILDREN Have the best possible start and are safe from harm, happy,</p>	<p>7. Children and young people thrive emotionally, physically, mentally and feel they</p>	<p>7a. Children and young people have access to high quality education and training opportunities and schools are more inclusive/a</p>	<p>Schools working in collaborations have better outcomes than those schools working in isolation.</p>

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healthy and learning well	are achieving their potential	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 a need for a collaborative approach with training providers, employment advice, colleges and the virtual school. There is a wider corporate parenting agenda in respect of working with business in the local area to widen the apprenticeships offered to care experienced young people.</p> <p>There is an interdependency with health input in regards to health assessments.</p> <p>Timeliness is dependent on Health, Social Care and Education colleagues providing advice in a timely manner.</p>
	8. Children grow up in connected communities and feel safe everywhere	8a. Services and support is responsive to needs of different communities, partners are proactive in responding to these needs and children and families have easier and timelier access to services.	<p>Partnership understanding and application of threshold to ensure the right help and support is offered to children, young people and families at the right time.</p> <p>Partnership working relationships to engage with partners and gather information.</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>There is interdependency across children services, the partnership and the wider community and voluntary sector.</p>
COMMUNITIES - Empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community.	9. Our communities will be more resilient and supportive of each other	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>Support from the Policy and Strategy Team, Children and Young People Alliance.</p>
		9b. Trust will be built within and between communities across the Borough	<p>There are inter-dependencies with Safer Borough Partnership (hate crime, black communities policing, resilience forum/contest)</p> <p>There are also inter-dependencies with Walsall Together and Community Advisors.</p>
	10. People are proud of their vibrant town, districts and communities	10a. The Borough's streets are clean, green and welcoming, with more waste recycled and less going to landfill	<p>Reliant on improving residents understanding of what can be recycled and putting the correct items in the correct bins.</p>
		10b. People feel safe in their local area and anti-social behaviour and crime – particularly environmental crime is reduced	<p>Partnership working is key to any success both internally and externally with police, social landlords and others to ensure actions are successful short and longer term. Support by elected members and an understanding of priorities and areas of focus which may need to be set aside is also crucial.</p>