
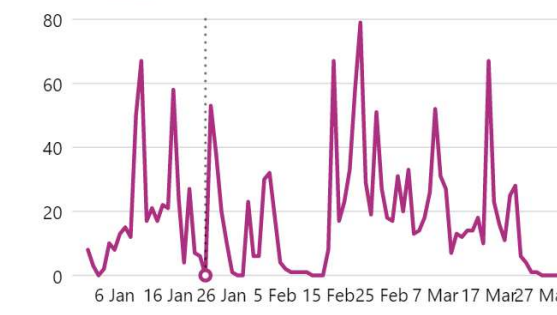




	Outcomes:	Markers of Success:	Key Achievements:																																															
E	1. Creating an environment where businesses invest and everyone who wants a job can access one	1. Businesses accessible to staff, suppliers and customers. Transport networks free from defects and congestion	Highway Maintenance: Both resurfacing and preventative maintenance programmes have commenced on time and are on track. M6J10: North and South bridge decks are complete; traffic is now running over the southern bridge and extensive resurfacing is running to programme.																																															
		2. A combination of low unemployment figures and high vacancy figures	<p>The key achievement is the increase in the volume of unique job postings vs the volume of unemployed Universal Credit benefit claimants, suggesting that people have been able to obtain employment. However, given the high volume of job postings which are remaining unfilled and the duration these are remaining vacant, there appears to be a mismatch between the types of skills required for job roles available vs the aspiration and skills of those who are unemployed but actively seeking employment.</p> <p>Data and intelligence gathered from qualitative and quantitative sources by the Black Country Intelligence Unit on unemployment (Nomis) and unique job postings (EMSI data source), has highlighted the need to better understand the skills mismatch issue. Better research and intelligence has established the key issues as:</p> <ul style="list-style-type: none"> <li>• The volumes of unemployed claimants in the Black Country are reducing slower than other areas across the West Midlands &amp; UK with young people, over 50's and female returners particularly impacted and higher than average in other key groupings</li> <li>• There are labour market demands across nearly all sectors and these are in skilled, semi-skilled and low skilled occupations. Each area may have specific skills needs based on their prevalent sectors in their areas.</li> <li>• There are hard to fill jobs and a shortage in the access to skilled talent in technical and professional occupations across all sectors but particularly advanced manufacturing, digital, green economy</li> <li>• Brexit related labour movement of EU Nationals is impacting some key sectors</li> <li>• There is a labour market movement from low paid to higher jobs, creating a risk of inflation due to higher wages demands</li> <li>• Invasion of Ukraine by Russia has significant impact on the movement of goods (import and export)</li> <li>• Pandemic has stimulated more flexibility in the workplace including hybrid working arrangements</li> </ul> <p>Despite the challenges, during the Quarter 4 period we were able to attract even more participants to enrol onto our programmes to support with their job search journey. We secured a total of 703 new enrolments with a majority of these being Universal Benefit Claimants who have been referred to attend our Walsall Works Expo held on 24<sup>th</sup> March 2022. These people include those who may have been referred to the welfare to work programme Restart and who have just commenced their employability support. The enrolments also include those who have recently enrolled for support through our BC Impact programme, Kickstart scheme and those who have been engaged within our community settings. During the quarter, we supported 114 people into employment, 43 into training and 34 to access Kickstart paid work placements. Further details of outcomes by quarter and year are set out below.</p> <table border="1" data-bbox="1448 1581 2724 1892"> <thead> <tr> <th data-bbox="1448 1581 2006 1619">WW Outcomes</th> <th colspan="6" data-bbox="2006 1581 2724 1619">Year 21/22</th> </tr> <tr> <th data-bbox="1448 1619 2006 1656">Outcome Type</th> <th data-bbox="2006 1619 2101 1656">Q1</th> <th data-bbox="2101 1619 2196 1656">Q2</th> <th data-bbox="2196 1619 2291 1656">Q3</th> <th data-bbox="2291 1619 2386 1656">Q4</th> <th data-bbox="2386 1619 2555 1656">Actual</th> <th data-bbox="2555 1619 2724 1656">Profile</th> </tr> </thead> <tbody> <tr> <td data-bbox="1448 1656 2006 1694"><b>People into Apprenticeships (funded)</b></td> <td data-bbox="2006 1656 2101 1694">1</td> <td data-bbox="2101 1656 2196 1694">0</td> <td data-bbox="2196 1656 2291 1694">1</td> <td data-bbox="2291 1656 2386 1694">0</td> <td data-bbox="2386 1656 2555 1694">2</td> <td data-bbox="2555 1656 2724 1694">5</td> </tr> <tr> <td data-bbox="1448 1694 2006 1759"><i>Walsall Works Apprenticeships (funded)</i></td> <td data-bbox="2006 1694 2101 1759">1</td> <td data-bbox="2101 1694 2196 1759">0</td> <td data-bbox="2196 1694 2291 1759">1</td> <td data-bbox="2291 1694 2386 1759">0</td> <td data-bbox="2386 1694 2555 1759">2</td> <td data-bbox="2555 1694 2724 1759">-</td> </tr> <tr> <td data-bbox="1448 1759 2006 1797"><i>Walsall Works Apprenticeships (LACs)</i></td> <td data-bbox="2006 1759 2101 1797">0</td> <td data-bbox="2101 1759 2196 1797">0</td> <td data-bbox="2196 1759 2291 1797">0</td> <td data-bbox="2291 1759 2386 1797">0</td> <td data-bbox="2386 1759 2555 1797">0</td> <td data-bbox="2555 1759 2724 1797">-</td> </tr> <tr> <td data-bbox="1448 1797 2006 1862"><b>People into Apprenticeships (non-funded)</b></td> <td data-bbox="2006 1797 2101 1862">5</td> <td data-bbox="2101 1797 2196 1862">2</td> <td data-bbox="2196 1797 2291 1862">7</td> <td data-bbox="2291 1797 2386 1862">1</td> <td data-bbox="2386 1797 2555 1862">15</td> <td data-bbox="2555 1797 2724 1862">20</td> </tr> <tr> <td data-bbox="1448 1862 2006 1892"><b>People into employment</b></td> <td data-bbox="2006 1862 2101 1892">56</td> <td data-bbox="2101 1862 2196 1892">73</td> <td data-bbox="2196 1862 2291 1892">105</td> <td data-bbox="2291 1862 2386 1892">114</td> <td data-bbox="2386 1862 2555 1892">348</td> <td data-bbox="2555 1862 2724 1892">325</td> </tr> </tbody> </table>	WW Outcomes	Year 21/22						Outcome Type	Q1	Q2	Q3	Q4	Actual	Profile	<b>People into Apprenticeships (funded)</b>	1	0	1	0	2	5	<i>Walsall Works Apprenticeships (funded)</i>	1	0	1	0	2	-	<i>Walsall Works Apprenticeships (LACs)</i>	0	0	0	0	0	-	<b>People into Apprenticeships (non-funded)</b>	5	2	7	1	15	20	<b>People into employment</b>	56	73	105	114
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			<b>People supported with employability skills</b>	<b>133</b>	<b>200</b>	<b>165</b>	<b>193</b>	<b>691</b>	<b>530</b>	
			<b>People into accredited training</b>	<b>22</b>	<b>79</b>	<b>22</b>	<b>43</b>	<b>166</b>	<b>100</b>	
			<i>Full-Time Study</i>	14	51	21	11	97	-	
			<i>Part-Time Study</i>	8	28	1	32	69	-	
			<b>People in traineeships</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>11</b>	<b>10</b>	
			<i>Traineeship / Pre-App - Walsall Works</i>	0	0	0	0	0	-	
			<i>Traineeship / Pre-App - Non WW</i>	3	4	4	0	11	-	
			<b>People into work placements</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>10</b>	
			<b>People into self-employment</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>10</b>	
			<b>Kickstart Placements</b>	<b>44</b>	<b>40</b>	<b>24</b>	<b>34</b>	<b>142</b>	<b>150</b>	
			<i>Kickstart - Walsall Works Gateway</i>	36	37	16	32	121	-	
			<i>Kickstart - Other Gateway</i>	8	3	8	2	21	-	
			<b>No of Customer Contacts</b>	<b>355</b>	<b>563</b>	<b>408</b>	<b>703</b>	<b>2029</b>	<b>1000</b>	
			<b>No of Recruitment / Information Sessions</b>						<b>40</b>	
			<b>No of new employers engaged</b>						<b>100</b>	
			<b>No of job vacancies advertised</b>	<b>62</b>	<b>78</b>	<b>108</b>	<b>102</b>	<b>350</b>	<b>200</b>	
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	<p>We are cascade all the apprenticeship vacancies for the Walsall borough from the apprenticeship service, which are cascaded weekly to the employment and IAG advisors in the team in order to support young people to apply for these. We have met with the College apprenticeship team to understand live apprenticeship vacancies and hard to fill vacancies in order improve our visibility of apprenticeships. The College have engaged with Kickstart employers and Kickstarters in order to convert placements to apprenticeships in order to sustain employment and support employers to access enhanced apprenticeship incentives, which resulted in 7 of our Kickstart placements been taken on as apprenticeships. Apprenticeship providers have been invited to a number of our events, virtual and face to face events in order to promote these to clients on our programmes, including the Walsall Works Expo the largest jobs fair event in the Black Country region. We continue to promote the Councils internal Endless Possibilities programme to our clients and especially our most vulnerable ones. We continue to promote apprenticeships on our website and have created a dedicated Apprenticeship webpage to host information on how to apply for these vacancies – <a href="https://go.walsall.gov.uk/walsallcom/Walsall-Works/Apprenticeships">https://go.walsall.gov.uk/walsallcom/Walsall-Works/Apprenticeships</a> and we communicate a weekly list of current apprenticeship vacancies receiving from the national apprenticeship service and these are vacancies with all providers including Walsall College.</p> <p>Walsall Works has been active on social media channels, creating promotions advertising the service, promoting latest vacancies and training provisions and putting out employability tips and support. Using social media to promote opportunities not only from Walsall Works, but to also promote opportunities in the wider region and from our partner organisations.</p> <p>In Quarter 4 the Walsall Works Twitter account had over 24,000 impressions and 7000 profile views an increase of 20% over Quarter 3. The Walsall Works Facebook posts reached over 49,000 people during Quarter 4 and increase of over 73% over Quarter 3.</p>								

		<p><b>Reach</b></p> <p>Facebook Page reach <span>📌</span>  <b>42,935</b> <span>↑ 73.7%</span></p>  <p>Instagram reach <span>📌</span>  <b>817</b> <span>↑ 35.3%</span></p>  <p><b>Events &amp; Roadshows</b></p> <p>The Walsall Works team have been involved in a number of events in quarter 4, the Works+ delivery team supported a number of local roadshows in partnership with Walsall College, promoting the 50+ and Works+ schemes.</p> <p>The Walsall Works Expo took place on the 24 March at the Walsall College Hub, giving local residents the chance to meet and find out about job, training and apprenticeship opportunities from over 70 employers, providers and service providers. The event was attended by over 500 residents.</p>
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		<p>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</p>	<p>We have secured Community Renewal Funding for two projects; Works+ and 50 Plus Partnership which will focus on these key vulnerable groups who may need to additional support ie those residing in our 7 most deprived wards, social housing tenants, those aged over 50 and those at risk or made redundant. We are being able to commence delivery in community venues across all 7 ward areas and with 7 delivery partners who will deliver innovative approaches to engage the 50+ cohort into training and job search activities.</p> <p>On our Impact programme we have maintained our referral links with key partners and services i.e. Youth Justice, Probation Service, Transitional Leaving Care Team, Jobcentreplus and direct referrals from marketing in community settings.</p> <p>We therefore have already achieved our targets for support key groups such are care 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, and many other community organisations.</p>
<p>P</p>	<p>3. People live a good quality of life and feel that they belong</p>	<p>5. Increase in people accessing reablement opportunities. Less number of vulnerable residents who are in statutory services or having out of area placements</p> <p>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</p>	<p>Number of people on Medically Fit For Discharge list remains on target at under 50.</p> <p>80% of people at home 3 months after engagement with reablement services, compared to 77% in the previous year</p> <p>Commissioning review of ICS has taken place with an emphasis on effectiveness of reablement – outcomes of review to inform future commissioning approaches</p> <p>Where available residents are signposted to community and voluntary sector activities, levels of signposting is recorded. An increased front door demand proportionately reflects the number signposted.</p> <p>Adult social care are now actively engaged with the CAM work stream and will continue into the new financial year, there is a real opportunity to develop a whole borough approach alongside resilient</p>



# Cabinet Report - Corporate Plan: Markers of Success Q4

## Appendix 2

### Q.4 Key Achievements:

			communities in order to maximise the extent citizens can directly access support and services within their local areas, underpinned by a stronger digital offer to aid awareness.
		7. Reduced numbers of residents having formal ASC assessments who are empowered to take control and informed choices with the correct information	Embedding of Strength based approach across all teams valuing the skills, knowledge, connections and potential in individuals and communities, helping people to do things for themselves by deploying personal strengths to aid recovery and empowerment.
	4. People know what makes them healthy and they are encouraged to get support when they need it	8. More people using active travel modes. Safe and convenient cycleways and footways	<p>Support to schools on the A*STARS programme with the promotion of initiatives that promote active modes of travel, such as 5 Minute Walk Zones, Walking Buses and Park &amp; Stride schemes</p> <p>Delivery of the Connecting Bentley Phase II ATF T2 scheme. This scheme involves introducing a segregated two-way cycle and pedestrian route along a section of Wolverhampton Road West, as well as improving pedestrian crossings and street lighting.</p> <p>Participated in a Black Country application for funding from the City Regional Sustainable Transport Settlements (CRSTS) for the A41/A4038 and A454 Sustainable Transport Corridors. The application focused on improvements for bus users, cyclists and pedestrians.</p> <p>Produced a business case to bid for Towns Funding, in order to fund Sustainable Transport Projects in Walsall and Bloxwich Town Centres. These projects again focus on bus, rail, cycling and walking.</p>
I	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	A refreshed approach to commissioning care has been scoped in order to reinvigorate the Walsall care economy and provide opportunities for transformation and innovation. The approach aims to take a whole of life approach and incorporate wider health partners.
		10. Internal Services are regularly reviewed and delivered within budget.	<p>Sign off of Enabling &amp; Support Services (E&amp;SS) phase 2 including 2 project groups to deliver the opportunities and benefits, end to end process redesign of 7 opportunities and service offers and benefits realisation agreed and approval to commence to Phase 3 delivery of the opportunities and ESS Portal in 2022/23.</p> <p>Strategic Asset Plan and appendices approved and implementation underway</p> <p>Closed ATAR clocking in system and went live with WALTER gaining significant admin efficiencies across the council</p> <p>Initial Org Dev Strategy developed and socialised</p> <p>Digital Strategy approved and underway</p> <p>Customer Experience Strategy approved and underway</p> <p>Further robustness built in regarding 2022/23 delivery plans</p>
	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	Sign off of Enabling & Support Services (E&SS) phase 2 including 2 project groups to deliver the opportunities and benefits, end to end process redesign of 7 opportunities and service offers and benefits realisation agreed and approval to commence to Phase 3 delivery of the opportunities and ESS Portal in 2022/23.
		12. Online portals that allow self-service, payments and order tracking are in place for ease of use for all.	<p>All recommendations from the Socitim Independent Review were implemented.</p> <p>A re-profiled CAM Implementation Plan and Financial projection has been developed.</p> <p>Recruitment was undertaken to establish a larger CAM Programme Team (as recommended by Socitim).</p>
C	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.	Since Ofsted inspections re-started, of the 16 inspections carried out in Walsall schools and published by 31 <sup>st</sup> March, three have improved from Inadequate to Requires Improvement, six have become Good – five from RI and one from Inadequate, one has remained Outstanding and three have remained Good. One school has moved from Outstanding to Good, and two have moved from Good to RI. The overall percentage of schools that are now rated as good or outstanding is 82.7%.

		<p>The proportion of 16-, 17- and 18-year-olds who are NEET remains low. Walsall has the highest number of 16-, 17- and 18-year-olds in education among our statistical neighbour authorities.</p> <p>Suspensions and exclusions continue to reduce overall as we continue to work with schools to embed our Inclusion strategy.</p> <p>As part of the extended powers of the Virtual Head to support all children with a social worker we have launched our Vulnerable Pupils Hub and have prevented the exclusions of a number of children. We are also working to challenge schools more robustly in relation to exclusions where appropriate. Exclusions will also be a key focus for the Walsall Strategic Alliance.</p>
	<p>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.</p>	<p>Work continues to be undertaken with health colleagues to identify blockages in the processes of sharing information including assurances that we are informing health colleagues in timely manner when children enter care and working with health colleagues to raise concerns about the timeliness in which the LA receives health assessments which can impact on timeliness. As a result, timeliness of initial health assessments and overall health assessments continues to improve.</p> <p>The % of care leavers in education, employment or training is improving from the baseline of 50%. The NEET Action Group continues to meet to monitor closely any care leavers who are NEET and to support them in accessing education, employment and training and since October the IMPACT service have established a drop-in service. We are maximising opportunities through kick start and the Council's apprenticeship.</p> <p>Although the timeliness of EHC plans is improving, close monitoring of performance data identified an emerging backlog of EHC assessments that were over 20 weeks old and impacting on timeliness performance as plans are issued. An action plan to address this was implemented is being closely monitored by the LAIB.</p>
<p>8. Children grow up in connected communities and feel safe everywhere</p>	<p>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>	<p>In August, Early Help was brought back into the MASH to create a unified front door. Analysis and quality assurance work had demonstrated that repeat contacts were being over reported as families moved between the Early Help front door and the MASH. We are already starting to see the impact of the joined-up processes with reduced repeat contacts and referrals. Work is continuing with partners to ensure that referrals into social care are appropriate.</p> <p>Police continue to be the agency that makes the highest number of contacts. Presently the number of police contacts that result in no further action include the information shared through DA triage. A recent NFA joint audit has been completed and identifies areas of good practice as well as those that need further development. The police have now completed a number of training sessions with officers in regard to MASH operating principles and Right Help Right Time Guidance. There is also an agreement that this will now be an ongoing training area for new Police cadet leaders on a rolling basis to ensure that information shared with us remains appropriate and proportionate. Since the inspection, changes have been made to the processes within the MASH and in particular DA triage which ensures that any child who has had three or more contacts in the previous six months receives enhanced screening.</p> <p>The new Early Help strategy developed with partners was launched alongside the neglect strategy and domestic abuse strategy at a series of locality partnership events in November. These strategies were informed by our recent Big Conversation activity where we engaged over the Summer with 323 CYP aged 5-19. This has helped us to understand experiences of growing up in Walsall and the impact of the pandemic, which in turn informed the Neglect Strategy and the WR4C Strategic Alliance work.</p> <p>We have developed and are implementing the action plan for the Early Help strategy, neglect strategy and domestic abuse strategy and continue to work with partners to ensure that referrals are proportionate and appropriate.</p>

		<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>	<p>There is an increasing number of children who participate within their looked after review/child protection conference. Participation is one of our five practice priorities with focussed working groups exploring how we can engage children and young people in a more creative way that takes into account the different digital means in which young people communicate.</p> <p>The number of children entering care has seen a slight increase over the quarter but remains below the number that entered care the year before last (although slightly higher than 2020, the number of children entering care was impacted by the pandemic). Outcomes monitoring for Family Safeguarding is demonstrating that fewer children supported under the model enter care as the model continues to embed.</p> <p>Each child that is reported as missing living in Walsall who the council has responsibility for is offered a return home interview. The 2020-21 out-turn based line figure included lockdown where fewer children went missing due to the unique circumstances of the pandemic meaning that we did anticipate seeing some increases as restrictions were lifted. Therefore, the appropriateness of reporting on this measure in this format is under review. Every missing incidence is considered at a multi-agency Daily Exploitation Triage meeting and follow up action taken as appropriate.</p> <p>We recognised the vital opportunity The Holiday Activity and Food programme (HAF) afforded us, through the involvement of individuals, communities and an innovative public / private partnership, to improve outcomes to children's lives including those relating to poverty and education, exacerbated by the impact of the pandemic and specifically the impact of social distancing on children's development and mental and emotional health and wellbeing.</p> <p>Affording children, the opportunity to build a relationship with 50 local HAF providers over Easter, summer and Christmas, has ensured the majority of the 3,000 children engaged with the programme experienced immediate and longer term positive outcomes including a successful transition back into education in September and continued connection to local support, which will make a significant contribution to improving the lived experiences of Walsall children.</p>
<b>C</b>	9. Housing meeting all people's needs - is affordable, safe and warm	17. Less residents in statutory building based services	Fully embedded strength-based approach across all teams, utilising individual and community assets, enabling people to remain independent for longer. Working with ADASS and Partners to deliver a Walsall wide Pilot that develops a suite of tools to assist staff who work in supported living environments to spot early signs of ill health in their tenants with a learning disability and create opportunities across the partners to ensure people with a LD also have access to good health interventions, thus living more safely in community settings/housing.
		18. Increase in residents who are accessing community voluntary sector opportunities	Work with internal and external stakeholders to progress some of the outcomes following recent Walsall wide consultation linked to meaningful day opportunities
	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	The progress for this quarter includes completion of evaluation of Walsall for All – Integrated Area Programme activity 2019-2022 and identifying priorities for Phase 2 of WfA Programme. The Board recommended continued focus on two areas – 1. Social mixing & reduction of segregation (bringing people together), 2. Supporting those who experience barriers (ESOL, access to jobs, volunteering).
		20. High quality, well maintained public realm and safe community spaces	<i>No info provided</i>